



Western
Sydney
International
Airport



RECONCILIATION
ACTION PLAN

INNOVATE

The next steps towards

Recognition, Respect & Reconciliation

Second Innovate
Reconciliation Action Plan
Feb 2025 – Jan 2027

Contents

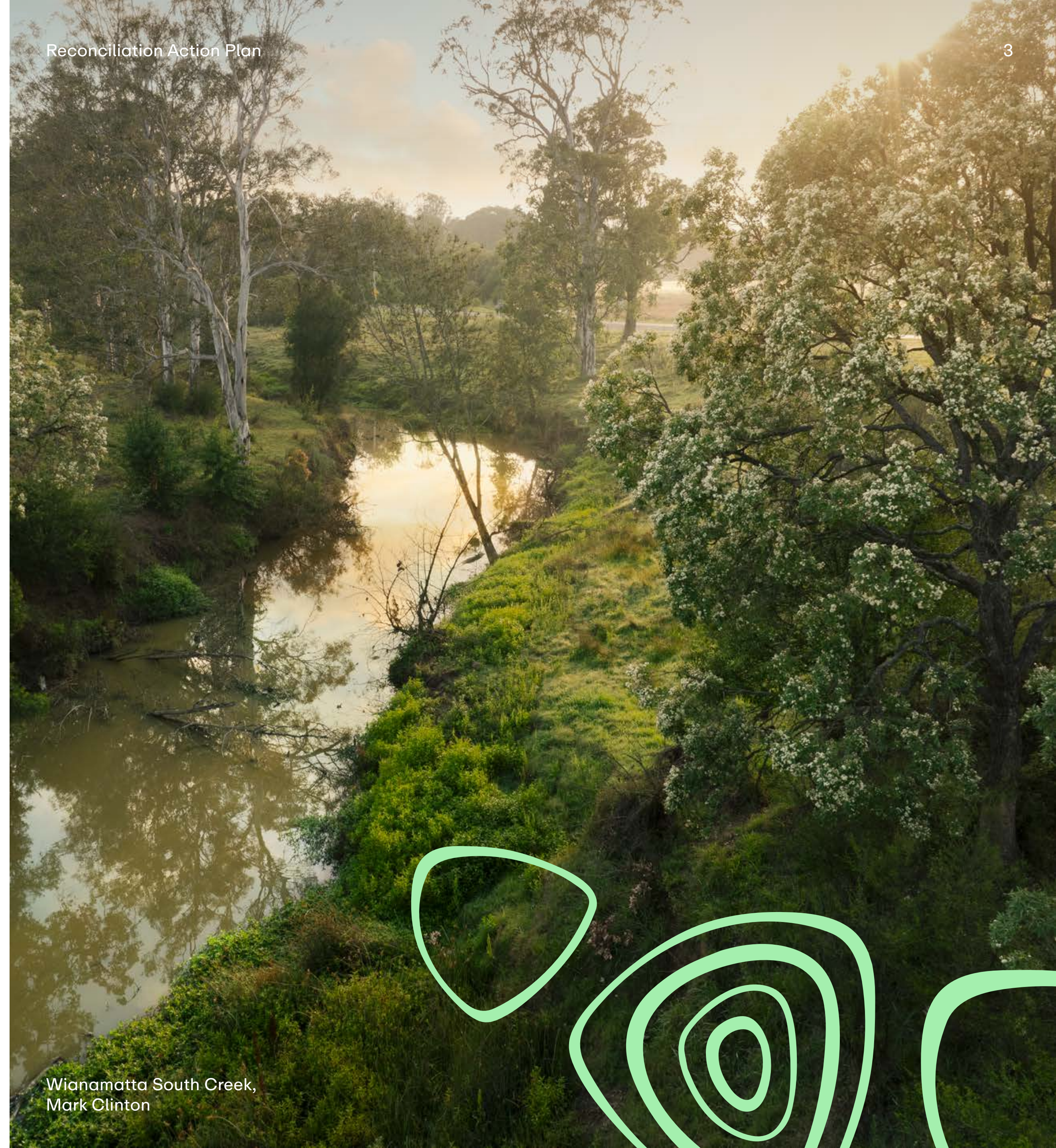
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It is with a heart full of respect and recognition for the Dharug Nation, the Traditional Custodians of this Country, that we come to live and work on this land.

Acknowledgement of Country

We honour the Elders of the Dharug community who have nurtured and protected these lands through countless generations. Whose wisdom and sacrifices have shaped the landscape we cherish today.

The Dharug people's enduring connection to Country, their rich heritage and vibrant culture continues to influence and inspire all of us. We acknowledge the deep spiritual bond that the Dharug people have with their territory—a bond forged by the rivers, the rocks, the skies and the spirits of this place.



Wianamatta South Creek,
Mark Clinton



We pay our respects to the resilience and strength of the Dharug community, acknowledging the injustices of the past and the ongoing challenges they face. We stand in solidarity with their pursuit of recognition, justice and self-determination.

In the spirit of reconciliation, we pledge to listen, to learn and to walk alongside the Dharug people and all Australia's First Nations people – as we strive for a future that embraces their ancient knowledge, celebrates their living culture and respects their rightful place in the story of this land. Let us all reflect on the sacredness of this ground, the stories it holds and the legacy we create as we move forward with humility and hope.

May our actions honour the contributions of Dharug and First Nations peoples past, present and future to our shared history and future.

Wianamatta South Creek,
Mark Clinton

A message from Reconciliation Australia

“With close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever.”

Reconciliation Australia commends Western Sydney Airport on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Western Sydney Airport continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation’s reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Western Sydney Airport will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Western Sydney Airport using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Western Sydney Airport to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Western Sydney Airport will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Western Sydney Airport’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations Western Sydney Airport on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Simon Hickey
CEO, Western Sydney
International Airport

A message from the CEO

“Our region is steeped in the rich and continuous heritage of First Nations culture. We acknowledge and respect the traditional custodians of the land on which we are developing Sydney’s new airport, the Cabrogal people of the Dharug nation.”

Which is why I am proud to introduce Western Sydney International Airport’s second Innovate Reconciliation Action Plan (RAP) for 2025-2027. This plan represents our ongoing commitment to reconciliation and our dedication to engaging meaningfully with First Nations communities.

From 2026, Western Sydney (Nancy-Bird Walton) International (WSI) will welcome millions of visitors from across Australia and the world. This presents a unique opportunity to share and celebrate First Nations’ culture, stories, and identity with every one of them, and we are committed to doing so.

Personal Responsibility and Cultural Learning

Every employee at WSI has a role to play in reconciliation. We encourage understanding through truth-telling, cultural learning, and active listening. This personal journey is essential for fostering a deeper connection with First Nations culture and history.

Cultural Representation

As Australia’s newest and soon-to-be largest airport, we plan to incorporate First Nations art, language and stories within the airport precinct, ensuring that visitors recognize and respect the cultural significance of the area.

Economic Opportunities

We are committed to providing job opportunities for First Nations people in a culturally-safe and supportive environment. Our goal is to create a legacy of economic benefits and community support, making WSI a place where First Nations people can thrive.

Organisational Commitment

The board and executive committee are fully committed to making reconciliation a priority. The RAP helps articulate our expectations and guide our actions towards meaningful change. We’re embracing these opportunities in all our work – from planning and construction through to design and operation – so that reconciliation becomes embedded in our values.

Pathways of progress for First Nations people

Since the project began, we have exceeded our target of 2.4% Indigenous workforce, achieving 2.72% by June 2024. WSA have surpassed the 3% target for contracts awarded to Indigenous businesses, reaching 7%.

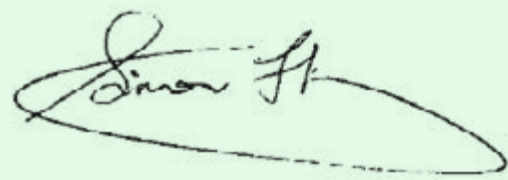
We aim to continue this trend throughout the rest of the build and once the airport begins operating. We have consulted with First Nations communities throughout the design process to ensure that the final

terminal design reflects a strong sense of place that respects the region’s rich Aboriginal heritage.

This RAP is both a celebration of our achievements so far and a roadmap for the future. It is our statement of commitment to creating opportunities for First Nations people in the Western Sydney community and beyond.

I would like to thank the Western Sydney Airport team and partners involved in developing this RAP, particularly the RAP Working Group, who will now take on the important role of ensuring its implementation. Together, we can create a lasting positive impact and set a new trajectory for reconciliation in our region.

Thank you for your continued support and commitment to this important journey.



Simon Hickey
CEO, Western Sydney
International Airport



Western Sydney Heartland



Artist Statement



“Sky Country connects all mob across Australia and in modern times connects us to the rest of the world and its international Peoples.

In these concepts, I have tried to depict Dharug Nura from an aerial perspective, giving it a patchwork look reminiscent of a parcel of land. Early colonists often described our land as looking almost park-like, noting the manipulated appearance of important landscape features such as waterways. The dots denote the many cultural archaeological sites and the richness of cultural significance to Dharug Nura and WSA Country.”

– Jamie Eastwood, First Nations Artist

About the Artist

Jamie Eastwood is a Ngemba-Dharug man with ties to Gadigal who has lived in the Western Sydney area for the past thirty years. Jamie has been a practising artist for more than 20 years, working on both large and small-scale community art projects. As a visual artist, mainly using acrylic paint, his work has been exhibited widely. He has won several awards, including NSW Aboriginal Artist of the Year; the Centennial Medal Award for Service to the Arts; and the Young Australian Citizen of the Year by Parramatta City Council. With a wealth of experience, Jamie loves to teach and pass on his skills and knowledge to others. He is passionate about telling the stories of his Aboriginal culture through art in both a traditional and non-traditional way and, by doing so, he hopes to keep the Dreaming alive. – Jamie Eastwood, First Nations Artist



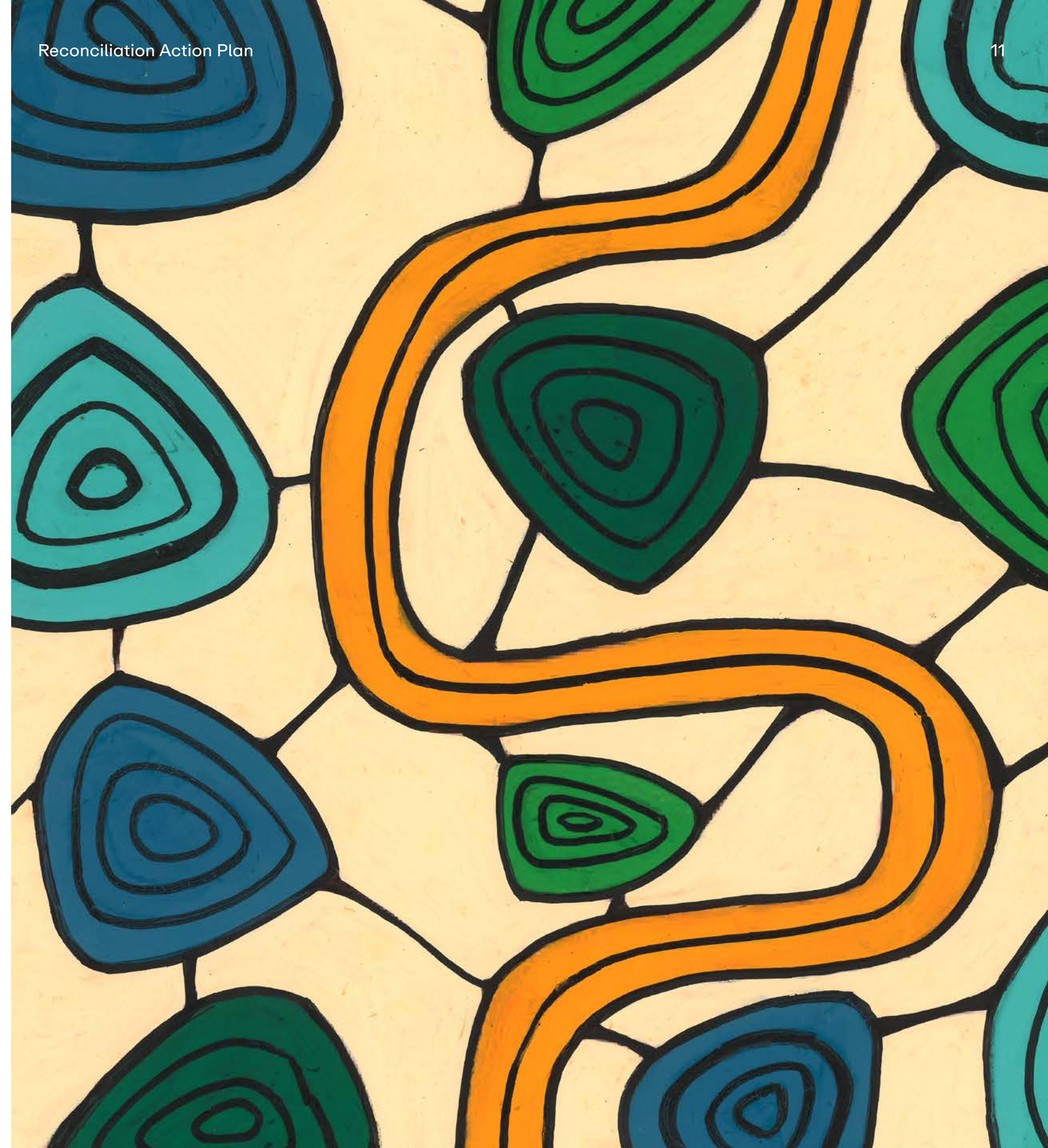
WSI is committed to connecting the world to Sydney's cultural heartland. This interconnectedness has inspired the artwork 'MAPPING DHARUG NURA FROM AN AERIAL PERSPECTIVE' by Jamie Eastwood, which has been created to reflect and celebrate Dharug culture.

Jamie's artwork represents an aerial view of Dharug Nura country. 'Nura' means Country that has been effectively maintained through fire stick farming, promoting the growth of particular plant species, and attracting animals for hunting.

This approach cleared away undergrowth and reduced the likelihood of more destructive bushfires. It has been practised by the Dharug people for thousands of years, showcasing their expertise in land management and sustainable living.

Each of the elements of the artwork reflect a different aspect of Dharug Country and culture. The heart shapes represent the beating heart of Dharug Country and Interconnectedness, while the dots represent culture. Lines reflect the region's river systems as a source of life and journey. Textured foundations between these details represent Country itself.

Together, they form a source art that inspires creative expression across all our First Nations communications – including this RAP.





Our vision for reconciliation

Western Sydney International Airport acknowledges and respects the First Nations peoples as the Traditional Custodians of the lands where we are developing Sydney's new airport, as well as the skies our customers will take flight in. We connect Australia to the world – and, importantly, welcome visitors and those returning home to First Nations land.

Our vision for reconciliation is to embrace the unique opportunity we have to connect Australians and visitors with First Nations cultures. We aim to help everyone understand its role in shaping both ancient and modern Australia – and to celebrate its richness, wonder and value.

Our reconciliation journey under our second RAP will continue by listening, building relationships, and learning from the wisdom of First Nations peoples, which has been cultivated over more than 60,000 years of continuous culture and connection to Country.

We have already embraced several opportunities, including Cultural Heritage initiatives during our early and major earthworks programs (commenced in 2018), which largely took place before our

first RAP. Under our first RAP we raised internal employee awareness, engaged with the community and celebrated culture at our Western Sydney International Experience Centre. Our journey continues through the airport's design – where we incorporate local stories into its look and feel, with a strong focus on acknowledging and celebrating First Nations culture.

We also recognise our ongoing responsibility to contribute to Australia's broader reconciliation journey, helping to overcome inequality and encourage healing. We will continue to create opportunities for Aboriginal and Torres Strait Islander peoples and businesses within our sphere of influence, driving positive socioeconomic outcomes in the Western Sydney community and beyond.

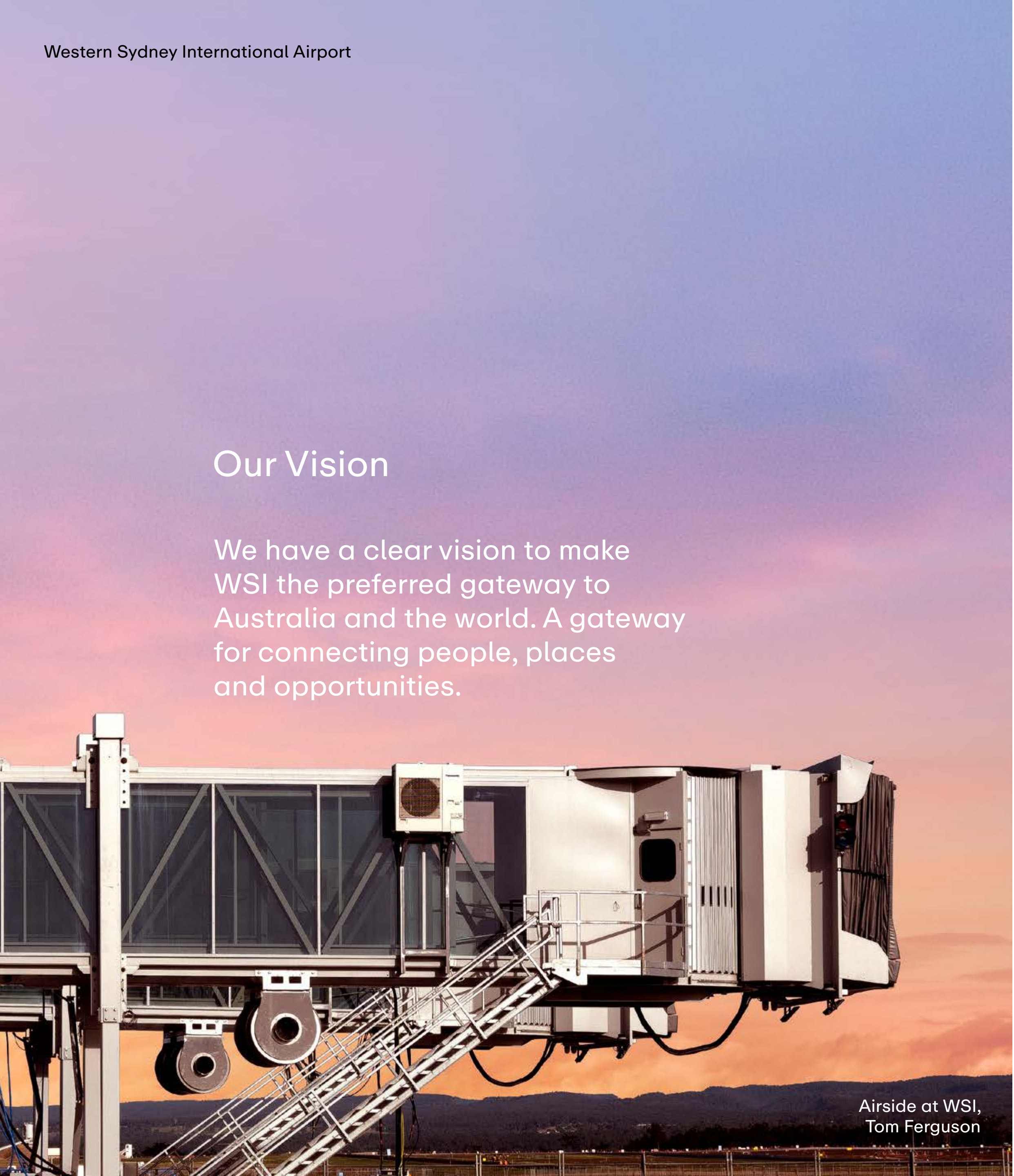
Western Sydney Airport

Our Mission

Our mission is to foster social and economic prosperity in Western Sydney, by collaboratively and safely delivering a thriving airport business.

WSI terminal ceiling,
Tom Ferguson

WSA, a business enterprise owned by the Commonwealth Government, is responsible for developing and operating Sydney's new airport, Western Sydney International (Nancy-Bird Walton) Airport. This greenfield project draws from cutting-edge design principles, technology and a customer-centric approach, to set new standards for passengers, airlines and air freight services.



Our Vision

We have a clear vision to make WSI the preferred gateway to Australia and the world. A gateway for connecting people, places and opportunities.

Airside at WSI,
Tom Ferguson

To realise that vision, we focus on three strategic priorities:

01 Building the infrastructure

Planning and constructing all components of the airport precinct – including the terminal, runway, and other airside and landside elements.

02 Building the business

Creating a customer-focused, world-class airport business.

03 Building your future

Establishing a sustainable airport operation that drives social and economic growth across Western Sydney.

When the airport becomes operational in late 2026, it will offer international and domestic passenger and air cargo services – linking Sydney to global destinations and economies, and attracting investment to Western Sydney, NSW and the nation.

WSI also serves as a catalyst for an ambitious city-building agenda, anchored in the historic Western Sydney City Deal and supported by all three levels of government. The Western Parkland City is being developed around the airport as a vibrant hub of innovation, education, and employment.

The airport continues to create jobs and stimulate regional investment. Over \$15 billion has been invested in road and rail infrastructure by the Australian and NSW Governments to ensure excellent connectivity and accessibility. At peak construction, thousands of people were employed directly on the project, with even more jobs anticipated once the airport is operational. These direct jobs are complemented by the indirect employment generated by the airport’s economic stimulus.

As of December 2024, 2.72% of the total WSI project workforce identify as Aboriginal or Torres Strait Islander people.

Our RAP

Western Sydney International Airport is developing a Second Innovate Reconciliation Action Plan (RAP) because we believe in the power of unity, respect, and shared growth. This initiative is more than just a document; it's a commitment to fostering a culture of inclusivity and understanding. By acknowledging and celebrating the rich history, cultures, and contributions of Aboriginal and Torres Strait Islander peoples, we aim to build stronger, more meaningful relationships within our community.

Developing a RAP is a step towards healing and reconciliation. It reflects our dedication to creating an environment where everyone feels valued and heard. Through this plan, we are not only addressing past injustices but also paving the way for a brighter, more equitable future. It's about taking responsibility, learning from each other, and working together to create lasting change.

In essence, our RAP is a testament to our belief that when we come together with respect and open hearts, we can achieve extraordinary things. It's a journey of growth, understanding, and mutual respect that will enrich our workplace and the broader community.

Our WSI Chief Executive Officer will champion the RAP, with the development of the Second Innovate RAP being notably driven by a working group comprised of 75% First Nations peoples.

Here are the steps we'll take to promote First Nations culture. We will take several specific actions:

Taking these actions will help us to create a workplace that respects and values First Nations cultures, while actively contributing to their promotion and preservation.



Cultural Awareness Training

Providing all employees with ongoing opportunities for training and education, to deepen their understanding and appreciation of First Nations cultures, histories and contributions.



Community Engagement

Actively engaging with local First Nations communities to build strong, respectful relationships – and collaborating on initiatives that benefit both the community and our organisation.



Employment Opportunities

Creating targeted employment and pathway programs to increase the representation of First Nations peoples within our workforce, offering career development and mentorship opportunities.



Inclusive Policies

Reviewing and updating our policies so that they're inclusive and supportive of First Nations peoples, while embedding cultural considerations into our decision-making processes.



Image 01: traditional dance. 02: student with tutors. 03: scar tree in WSI's Environmental Conservation Zone



04



Cultural Celebrations

Celebrating significant cultural events and milestones like NAIDOC Week and National Reconciliation Week, to honour and promote First Nations cultures within our workplace.



Procurement Practices

Prioritising procurement from First Nations-owned businesses and supporting economic growth and sustainability within these communities.



Educational Resources & Communications

Communicating and providing access to educational resources and materials that highlight the rich heritage and contributions of First Nations people and encourage continuous learning and awareness.



05



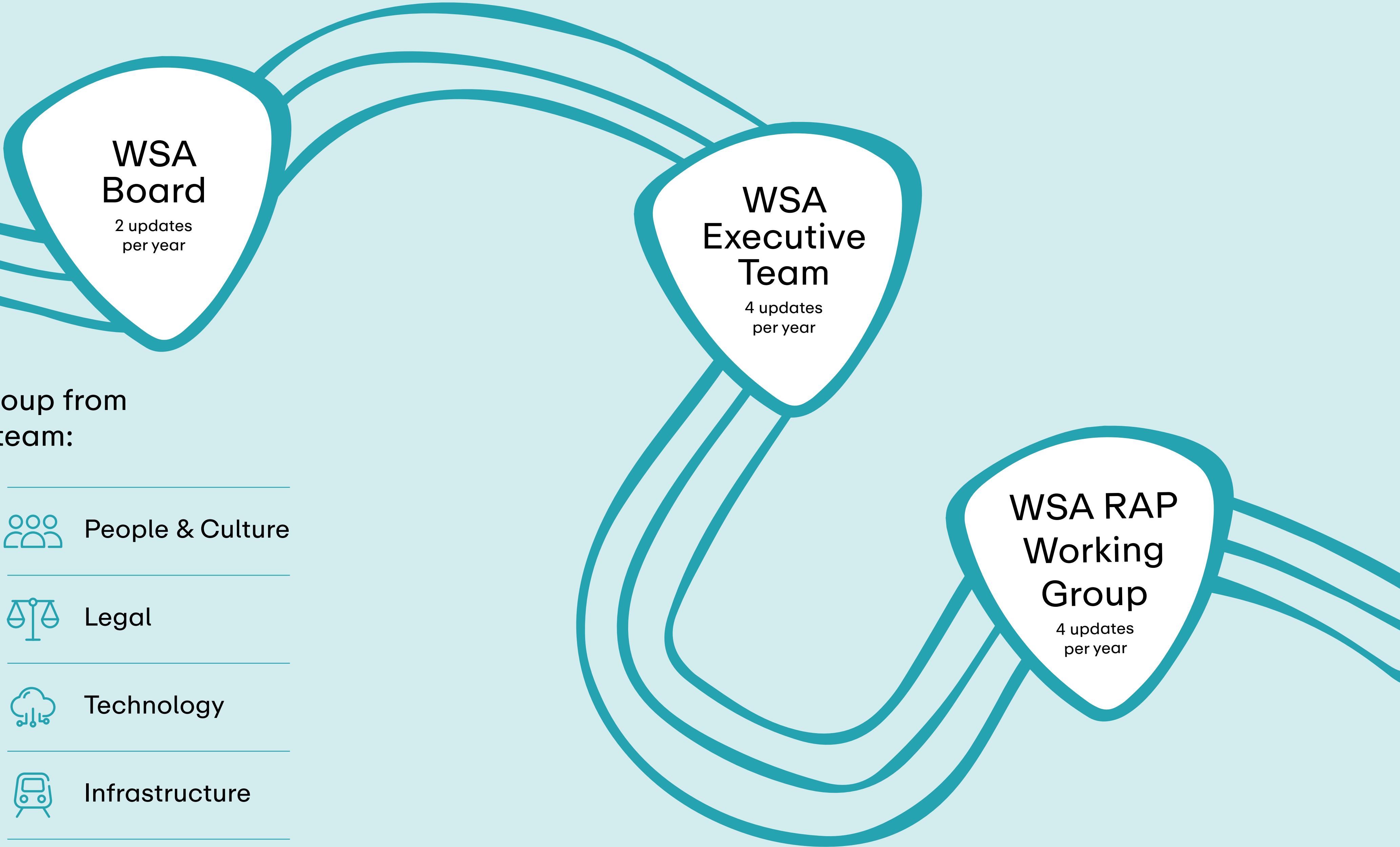
Governance Framework

Establishing a strong RAP governance framework that integrates First Nations perspectives into our strategic planning and decision-making processes.



06

Image 04: traditional dance. 05: cultural immersion. 06: Australian gumtree at sunset



A cross-functional group from all parts of the WSA team:

 Finance	 People & Culture
 Commercial & Strategy	 Legal
 Corporate Affairs	 Technology
 Operations	 Infrastructure

Relationships

Reconciliation is an ongoing journey, characterised by lifelong learning and respectful engagement. We acknowledge our duty, both as an organisation and as Australians, to elevate the voices of First Nations people in our nation's journey towards truth. By standing together with First Nations people and embracing the truths of our shared history, we can build a greater sense of collective pride in the generosity, resilience, and innovation of the world's oldest continuous living culture.

This means actively seeking out First Nations voices, listening more than we speak, and respectfully following their guidance. It's a dedicated approach that will foster enduring relationships enriched by truth, collaboration, and profound mutual respect.

Celebrating Country and culture through stronger connections

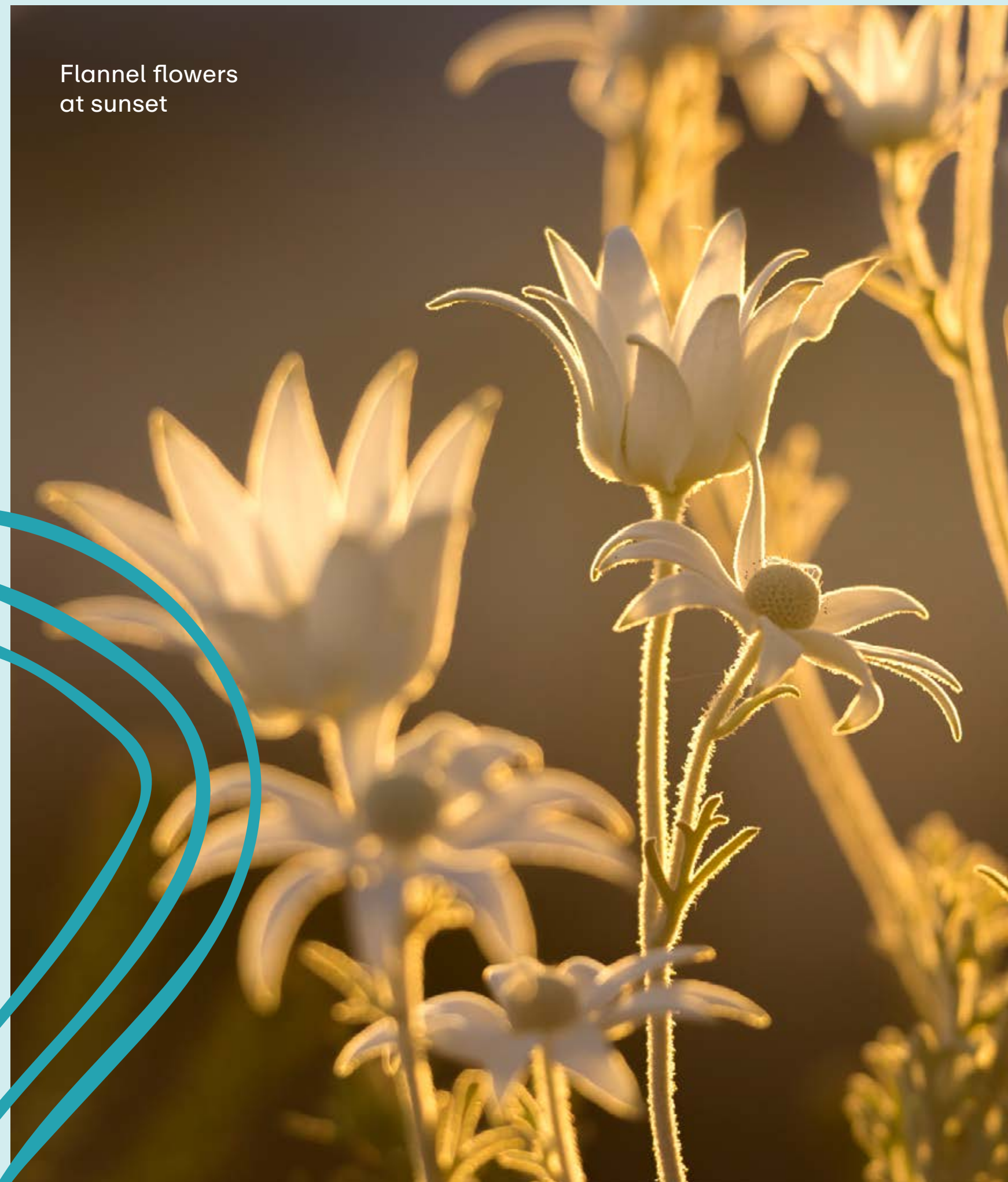


Traditional
smoking ceremony

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2025	Executive Manager First Nations
	1.2 Develop and implement an engagement plan that includes formal documentation utilising consultation manager or similar system to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Executive Manager First Nations
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all WSI employees.	May 2025– May 2026	All Business Units General Managers
	2.2 RAP Working Group members to allocate time in diaries in advance and participate in an external NRW event.	27 May- 3 June, 2025 & 2026	All Business Units General Managers
	2.3 Encourage and support WSI employees and senior leaders to participate in at least one external event to recognise and celebrate NRW via Employee Engagement Strategy.	27 May- 3 June, 2025 & 2026	All Business Units General Managers
	2.4 Organise and celebrate at least one NRW event each year open to the public and all WSI employees and families.	27 May- 3 June, 2025 & 2026	All Business Units General Managers
	2.5 Register all our NRW events on Reconciliation Australia’s NRW website .	May 2025– May 2026	Executive Manager First Nations
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a WSI employee engagement strategy to raise awareness of reconciliation across our workforce.	April 2025	Lead: Executive Manager First Nations Support: Executive Manager Organisation Capability
	3.2 Communicate our commitment to reconciliation publicly by celebrating our achievements and learnings.	March 2025	All Business Units General Managers

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.3 Each WSI business unit to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2025	All Business Units General Managers
	3.4 Collaborate with RAP organisations in Western Sydney and airport precinct stakeholders to develop innovative approaches to advance reconciliation.	March 2025	All Business Units General Managers
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a formal documented review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	Chief People Officer, People & Culture
	4.2 Develop, implement, and communicate an anti-discrimination policy for WSI which also considers potential to influence airport stakeholders (for Board approval).	September 2025	Chief People Officer, People & Culture
	4.3 Engage with Aboriginal and Torres Strait Islander employee and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	4.4 Educate all WSI employee’s and the Board of Directors on the effects of racism.	October 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations





Respect

We recognise how integral respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights is to our reconciliation mission. It's our aim to build relationships and inclusive practices that reflect this respect, by fostering pride in these rich cultures, understanding their intrinsic connections to people and Country, and acknowledging traditional custodians. This commitment enriches our organisation, drives social and economic prosperity in Western Sydney, and ensures that Aboriginal and Torres Strait Islander voices and experiences are integral to all operations. We're proud to recognise and celebrate their contributions and successes.

Respect for Country. From land through to sky.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a formal documented review of cultural learning needs within our organisation.	June 2025	Lead: Executive Manager First Nations Support: Executive Manager Organisation Capability
	5.2 Consult local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning framework.	May 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	5.3 Develop, implement, and communicate a cultural learning framework for all WSI employees and Board of Directors.	July 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	5.4 Provide opportunities for RAP Working Group members, all WSI employees, including the Board of Directors, to participate in formal and structured First Nations cultural learning per cultural learning framework.	March 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols via cultural learning framework.	August 2025	Lead: Executive Manager First Nations Support: Executive Manager Organisation Capability
	6.2 Consult, develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2025	Executive Manager First Nations
	6.3 Invite a Dharug Elder to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2025 onwards	All Business Units, General Managers

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events per cultural protocol document.	February 2025 onwards	All Business Units General Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group members to allocate time in diaries in advance to participate in an external NAIDOC Week event.	First week in July, 2025 & 2026	RAP Working Group Members
	7.2 Conduct a formal documented review of WSI HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2026	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	7.3 Promote, encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week via Employee Engagement Strategy.	First week in July, 2025 & 2026	All Business Units, General Managers



Opportunities

Western Sydney is home to the largest Aboriginal and Torres Strait Islander population across Australia. One of the greatest opportunities we have is to connect First Nations people to opportunities of their own – and improve social and economic outcomes. Pathways to sustainable prosperity includes employment, enterprise development, business engagement and cultural heritage preservation. We're the catalyst for the development of a new city across Western Sydney, which brings with it a unique opportunity to lead the way in creating real generational impacts for Aboriginal people across Western Sydney and beyond.

Pathways for opportunities. Progress for community.

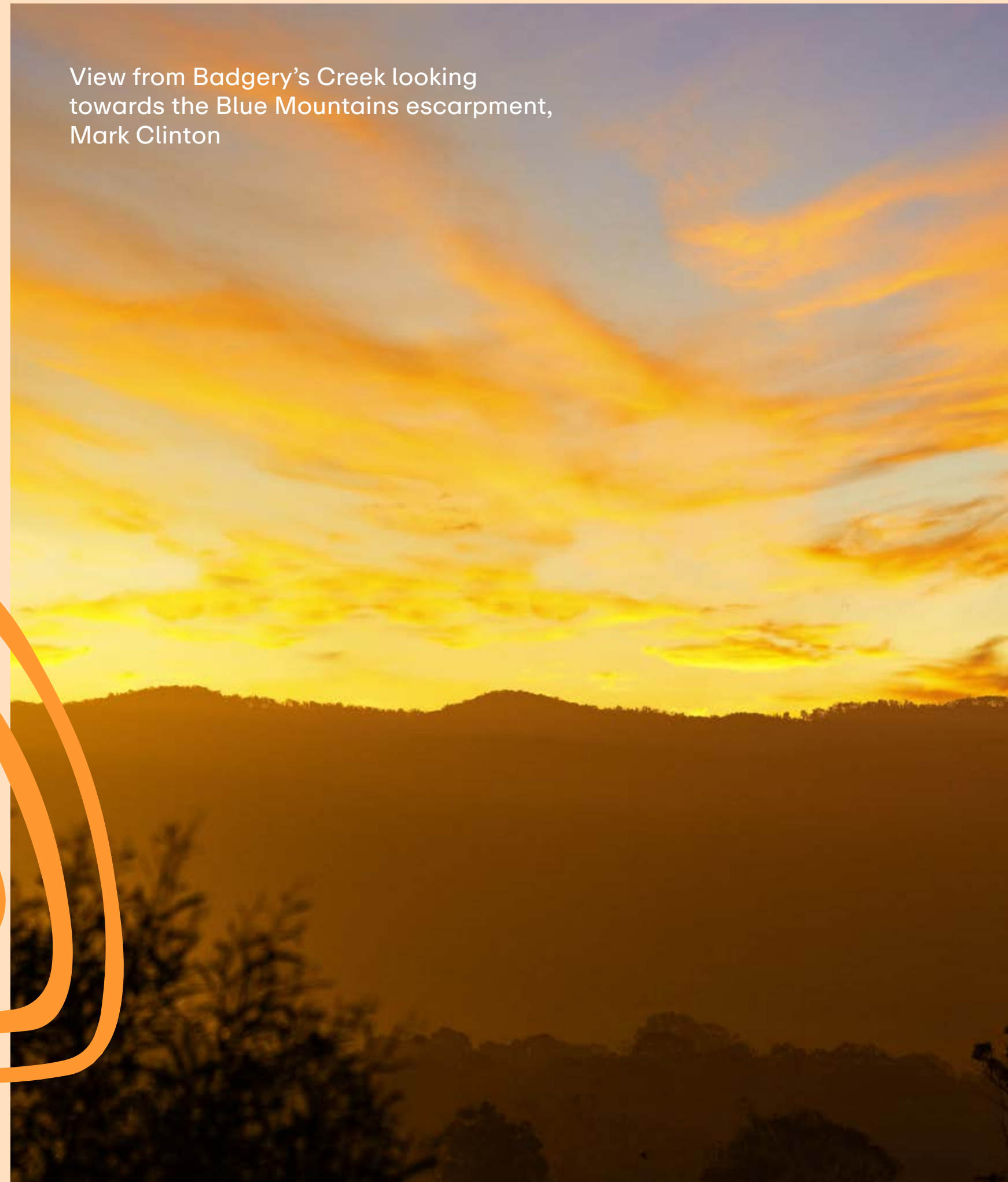
Student learning



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander employment to inform future employment, learning and development opportunities.	March 2025	All Business Units General Managers. Support: Executive Manager First Nations
	8.2 Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention, learning and development strategy.	April 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, learning and development strategy.	July 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	8.4 Review attraction strategies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2025 onwards	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations
	8.5 Conduct a formal documented review of HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025	Lead: Executive Manager Organisation Capability Support: Executive Manager First Nations



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2025	Lead: General Manager Procurement Support: All Business Units, General Managers
	9.2 Maintain Supply Nation membership and implement relationship building process.	February 2025 onwards	General Manager, Procurement
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	March 2025 onwards	Lead: All Business Units, General Managers Support: Executive Manager First Nations
	9.4 Build, maintain and communicate list of First Nations suppliers, contractors and consultants for all staff to access.	March 2025 onwards	Lead: All Business Units, General Managers Support: Executive Manager First Nations
	9.5 Conduct a formal documented review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2025 & 2026	Lead: General Manager, Procurement Support: All Business Units - General Managers
	9.6 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses including via First Nations supplier forum and/or workshops.	February 2025 onwards	Lead: All Business Units - General Managers Support: Executive Manager First Nations
	9.7 Evaluate First Nations requirements in WSI contracts & amend to align with long term sustainable employment, training & procurement outcomes in consultation with WSI First Nations employees and/or First Nations advisors.	July 2025	Lead: All Business Units - General Managers Support: Executive Manager First Nations
10. Embed Aboriginal and Torres Strait Islander histories and cultures into the airport environment.	10.1 Install Aboriginal and Torres Strait Islander cultural displays, language and artworks across the airport.	December 2026	Lead: General Manager Customer Experience Support: Executive Manager First Nations
	10.2 Develop and launch an Aboriginal and Torres Strait Islander cultural educational program for WSI employees.	December 2026	Lead: Executive Manager First Nations Support: Executive Manager Organisation Capability



View from Badgery's Creek looking towards the Blue Mountains escarpment, Mark Clinton

Governance

Maintaining the pathway to progress

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	11.1 Maintain internal and external Aboriginal and Torres Strait Islander representation on the RWG.	February 2025 & 2026	Lead: Executive Manager First Nations Support: RAP Working Group Chair
	11.2 Review, update and apply Terms of Reference for the RWG with governance and accountability extended across all business units at ExCo level.	February 2025 & 2026	Lead: Executive Manager First Nations Support: RAP Working Group Chair
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	May, August, November, February annually	Lead: RAP Working Group Support: Executive Manager First Nations
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource and budget needs for RAP implementation.	February 2025	Lead: All Business Units General Manager Support: Executive Manger First Nations
	12.2 Engage WSI ExCo representatives for each business unit in the delivery of RAP commitments at least four times per year.	May, August, November, February annually	Lead: RAP Chair Support: Executive Mager First Nations
	12.3 Define and maintain appropriate systems to review, track, measure, assess status, communicate and report on RAP commitments.	February 2025	Lead: Executive Manager First Nations Support: Technology
	12.4 Appoint and maintain either CEO or ExCo member as internal RAP Champion.	February 2025	Chief Executive Officer
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Executive Manager First Nations
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Executive Manager First Nations

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia & RWG.	30 September, annually	Executive Manager First Nations
	13.4 Report RAP progress to all employees and senior leaders in writing or verbally at All Hands on a quarterly basis.	February, May, August, November annually	Executive Manager First Nations
	13.5 Publicly report our RAP achievements, challenges and learnings, annually via our Annual Report.	December annually	Executive Manager First Nations
	13.6 Participate in Reconciliation Australia’s biennial Workplace RAP Barometer and feedback results to all WSI employees including Board of Directors.	April 2026	All Business Units General Manager
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2027	Executive Manager First Nations
14. Continue our reconciliation journey by developing our next RAP.	14.1 Commence planning process for next RAP.	June 2026	All Business Units General Manager
	14.2 Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2026	Executive Manager First Nations





Western
Sydney
International
Airport



Stay Connected

Name: Royston Douglas
Position: Executive Manager First Nations
Phone: 0400 148 801
Email: rdouglas@wsiairport.com.au