

Western Sydney International
(Nancy-Bird Walton) Airport

CORPORATE PLAN 2022-23



Welcome to Country

I would like to acknowledge and pay my deepest respects to all Aboriginal and Torres Strait Islander Elders, past, present and emerging.

We are Dharug – born of this land, born of the spirit. We have walked this land since the Dreaming. Dharug lands embrace the earth, rivers and sea. From the Blue Mountains to the ocean, from the Hawkesbury in the north and down to Appin in the south. Our Ancestors’ voices are echoed in our own as we still live in these changed but beautiful places.

This land has seen the Dharug people gather here for tens of thousands of years – to hunt and feast, and to sing and dance in ceremony. It is a land rich in Dreaming and we are privileged to be Custodians of this heritage. Our mothers and grandmothers are our teachers. They teach us of the Dreaming, our language and our culture, as their mothers before taught them. Our bodies and minds carry the seeds of their wisdom, the memories of a different past.

We may not look or live the way our Ancestors did, but we are still here, we are still strong and we have over 60,000 years of culture in our blood and in our hearts. Our language is an important part of maintaining our culture, and is a way of passing on the old ways of our people.

In a very special welcome that has been passed down to me by my beautiful grandmother and Dharug Elder Aunty Edna Watson, I want to say welcome to you.

Rhiannon Wright
Traditional Custodian of the Dharug Nation



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CHAIR'S MESSAGE

Paul O'Sullivan

On behalf of the Western Sydney Airport Board of Directors, I am delighted to present the 2022–23 Corporate Plan. The planning and development of Western Sydney International (Nancy-Bird Walton) Airport remains one of the most complex and challenging projects that I have been involved in. It is also one of the most rewarding.



I am pleased to say that the airport remains on schedule to begin international and domestic passenger services and air cargo operations in late 2026 – despite the enduring impacts of the pandemic.

This is truly a testament to the incredible commitment of the WSA team, including our direct employees, our delivery partners and contractors. In collaboration with our many stakeholders across all three levels of government, industry and the community, we have reached a number of key milestones in this past year:

- All of our major construction packages, as well as our technology package, have now been awarded following strongly contested procurement processes. This concludes the major procurement phase for the company, which was defined by high standards of probity and strong commercial outcomes, despite the pressures of a booming infrastructure market.
- We are nearing the completion of major earthworks, having moved 25 of 26.3 million cubic metres of earth in total. This will mark the end of one of the largest earthmoving projects in Australian history, in spite of unusually high rainfall over the past two years.
- We have commenced construction for Western Sydney International's passenger terminal and runway. This work will create more than 2,500 direct jobs, as well as unlocking opportunities for apprenticeships and other learning workers. It will also bring to life this iconic terminal building – combining innovative design and technology. Our goal is to build Australia's best airport terminal in terms of passenger experience and airline operations.
- Our commercial development has begun in earnest. We recently drew global interest as we completed the Expression of Interest for our air cargo precinct. We are exploring a partnership to bring to life the first stage of our on-airport business precinct. We also have ongoing engagement with around 60 global airlines, based on what is a compelling proposition created by our 24/7 operations, greenfield advantages and significant population catchment.

All of this, and much more, has been achieved in a way that puts the safety of our workforce and the community first. As we approach our peak construction phase around the second half of this year, we are not resting on our laurels when it comes to safety, which will remain our primary focus.

Our ultimate purpose is to ensure the airport creates a positive and lasting legacy for communities across Western Sydney. As a purpose-led company, every member of the team delivering Western Sydney International is committed to creating jobs and opportunities for the diverse communities that surround us. In our conversations, it is striking that the majority of community members support the development of Western Sydney International and are excited by the jobs and opportunities it will deliver.

Western Sydney is already a great place to live, and the new airport is set to make it even better. It is the linchpin of the major transformation the region is already experiencing, including more than \$15 billion of infrastructure investment by the Australian and NSW governments supporting the airport and the creation of the Western Parkland City. This will only accelerate as the airport opens, generating thousands of high-quality jobs and opportunities for local businesses of all sizes, while unlocking access to lucrative export markets.

Each of us at WSA are excited for the possibilities of Western Sydney International and inspired by the transformational role it will play in Western Sydney's future.

As Chair of a company owned by the Commonwealth of Australia on behalf of taxpayers, I can truly say that your company is continuing its commitment to delivering world-class infrastructure while driving positive change for decades to come.

A handwritten signature in dark ink, reading "Paul O'Sullivan".

Paul O'Sullivan
Chair, Western Sydney Airport

CEO'S MESSAGE

Simon Hickey

Western Sydney International (Nancy-Bird Walton) Airport is about so much more than providing a much-needed boost to Sydney's aviation capacity – it is about sparking Australia's third largest economy to create a new era of jobs and opportunities in Western Sydney.



It is truly a privilege to lead a team of people who are united by their passion and commitment to our purpose. Western Sydney International will drive socioeconomic uplift across the Western Sydney region and the scale of this nation-building project means that positive effect begins now, in the construction phase, years before the first flight takes off.

Already, WSA has been able to deliver substantial jobs, training and upskilling opportunities and investment for the local community:

- Around half of our workforce resides in Western Sydney – outperforming our construction-phase target of 30 per cent. Importantly, this target increases to 50 per cent local employment when Western Sydney International begins operating from late 2026.
- Around one-third of our workforce are learning new skills on-the-job – again, outperforming our target of 20 per cent. We want to ensure that we are setting our workforce up for success, wherever their careers may take them after WSA.
- More than \$100 million has been contracted to business across Western Sydney, including First Nations, small and family-run businesses. This is just the beginning and is direct spending only. It doesn't capture the significant flow-on benefits for local businesses of a project such as ours.

With construction of Sydney's new airport expected to approach peak activity around the end of 2022, we can expect the project's job creation and investment in the Western Sydney region to increase significantly. When operations begin in late 2026, these benefits will truly take flight.

Having concluded our significant major contract procurement program, we will focus our efforts in the year ahead on infrastructure delivery and developing the airport business, including passenger aviation, air cargo and property.

Our value proposition is compelling. At its core is a digitally enabled, greenfield airport precinct that will provide best-in-class passenger and cargo journeys, efficiency and reliability for airlines and air cargo operators, and a seamless travel experience for those choosing to fly through Western Sydney International.

We are building an airport for Western Sydney's future, so a strong focus on sustainability and our responsibilities around the environment, the community and governance will remain defining features of WSA's DNA.

We are now developing the airport's operating sustainability strategy, which will build on our strong performance in this space to date and set the future direction for Western Sydney International once the airport is operational. I'm looking forward to being able to talk about it in more detail once it is finalised, but I will say that we intend to be ambitious and leading, in line with the expectations of our community and our customers.

Given Western Sydney is home to Australia's largest population of First Nations peoples, it's particularly important that Western Sydney International connects our customers to Aboriginal and Torres Strait Islander cultures – the oldest enduring cultures on the planet. It's also crucial that we take the opportunity to ensure the benefits of the airport translate strongly into benefits for the region's First Nations community. In early 2022, we launched our inaugural Reconciliation Action Plan, an important milestone in our reconciliation journey. We intend to take that commitment further as part of the airport's operational sustainability strategy.

I want to acknowledge our many stakeholders across all three levels of government, industry and the community who are helping us bring Western Sydney International to life. We look forward to continuing to work closely with you in the year ahead.

Finally, I also want to acknowledge the amazing team at WSA – your tireless dedication and commitment to the project and our 'safety-first' culture is what drives this project and ensures that we deliver on our promise to Western Sydney and Australia.

It is my pleasure to present WSA's 2022–23 Corporate Plan.

A handwritten signature in black ink, appearing to read 'Simon Hickey', enclosed within a simple, hand-drawn oval loop.

Simon Hickey
CEO, Western Sydney Airport

OUR BOARD OF DIRECTORS



Mr Paul O'Sullivan

Chair and Non-executive Director

Paul is the first Chair of WSA Co Limited and was appointed in August 2017. Before joining us, Paul was the CEO of Singtel Group Consumer from 2012 to 2014 and CEO of Optus from 2004 to 2012. Before those roles, Paul worked in a range of senior positions within Optus, and in management roles with the Colonial Group and the Royal Dutch Shell Group in Canada, the Middle East, Australia and the United Kingdom. Paul is the Chair of Optus Pty Ltd and ANZ Banking Group and a Director of St Vincent's Health Australia, and Australian Tower Network Pty Limited.



Mrs Fiona Balfour

Non-executive Director

(appointed August 2017)

Fiona's executive career was in aviation, information and telecommunication services, and distribution and logistics. She is a Non-executive Director of the Australian Broadcasting Corporation (ABC) and Airtrunk Australia Holding Pty Ltd, and is also a Nominee Director acting for the Public Sector Investment Board of Canada at each of Land Services South Australia and Land Services Western Australia.

Fiona is a long-term Member of Chief Executive Women, a Fellow of the Australian Institute of Company Directors, a Fellow of Monash University, and a Fellow of the Royal Aeronautical Society of London. In 2006, she was awarded the National Pearcey Medal for 'lifetime achievement and contribution to the information technology industry'. Fiona holds a BA (Hons) from Monash University, a Graduate Diploma in Information Management from UNSW and an MBA from RMIT University.



Mr Tim Eddy

Non-executive Director

(appointed August 2017)

Tim has over 30 years' experience in leading and managing in professional services environments, including as Managing Partner Operations, Oceania at Ernst & Young. Throughout his career, he has developed expertise in global and national transformation and change, developing new service offerings, growth strategies for business operations, risk management and governance best practice, and driving sound financial outcomes. Tim holds several non-executive board roles. He is a Fellow of Chartered Accountants Australia and New Zealand, and a graduate of the Australian Institute of Company Directors.



Mr Vince Graham AM

Non-executive Director

(appointed November 2017)

Vince brings over 30 years' experience in senior roles in infrastructure and public transport, including having been CEO of Networks NSW and RailCorp NSW, where he had responsibility for the \$30 billion public-private partnership Waratah train project. Vince is a Director of NSW Catholic Schools Ltd, and a member of the Sydney University Senate Risk and Audit Committee. A lifelong resident of Penrith, Vince brings his strong connection to Western Sydney to WSA.



Ms Anthea Hammon

Non-executive Director

(appointed November 2017)

Anthea is a tourism business leader with over 15 years' experience. She is the Managing Director of Scenic World and its parent company, Hammons Holdings, which operates BridgeClimb on the Sydney Harbour Bridge. Anthea is the Vice President of the Blue Mountains Accommodation and Tourism Association and has served as a Director of Blue Mountains Economic Enterprise, and the Australian Amusement, Leisure and Recreation Association. Anthea holds a Bachelor of Mechanical Engineering from the University of NSW, and is a graduate of the Australian Institute of Company Directors.



Ms Christine Spring

Non-executive Director

(appointed August 2017)

Christine is an expert in aviation infrastructure development and airport operations, as well as a civil engineer with over 20 years' experience. Christine has both Australian and international experience in aviation infrastructure delivery, including in New Zealand, the United Arab Emirates, Asia and the Pacific Islands. Christine is also a Director of Auckland International Airport and NZ Windfarms Ltd, and is Chair of Isthmus Group Ltd.



Mr John Weber

Non-executive Director

(appointed November 2017)

John is Chair of Airservices Australia, as well as a Director of AMS Group and Dimeo Group. He was Chief Executive and a Board member at Minter Ellison, and later a Managing Partner and member of the international executive of DLA Piper. John has worked extensively in industry and government across a diverse range of sectors, including transport, defence, infrastructure and financial services. He brings considerable board experience from his roles in several public, private and not-for-profit organisations. John holds a Bachelor of Laws from the Australian National University.

OUR DIRECTION



1

Purpose

To generate social and economic prosperity in Western Sydney by working together to safely deliver a thriving airport business

Vision

Gateway of choice to Australia and the world – connecting people, places and opportunity

Strategic priorities



Building the infrastructure



Building the business



Building your future

Strategic outcomes

Develop a world-leading airport business that delivers on shareholder objectives

First choice for our customers while delivering sustainable commercial outcomes

Be a catalyst for our communities' social and economic development

Core values



Safety



Inclusion



Courage



Integrity



Pioneering



Passion

The Directors of Western Sydney Airport (WSA) present the 2022–23 Corporate Plan, which has been prepared by WSA Co Limited (ABN: 81 618 989 272) (Western Sydney Airport, WSA or the Company) for its Shareholder Ministers in the Finance and Infrastructure portfolios. This plan covers the period of 2022–23 to 2025–26 and is prepared in accordance with section 95 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

OUR OPERATING CONTEXT



Aviation and COVID-19 update

The start of 2022 marked the beginning of the aviation industry's recovery. After two years of border closures and lockdowns due to the COVID-19 pandemic, we welcome the steady rebound expected now that many borders have reopened, and quarantine-free travel has returned. As operations resume, we are well placed to build on renewed travel demand and connect customers efficiently and safely, both domestically and globally.

Leisure travel has led air travel's resurgence, as nations remove travel bans and ease travel restrictions. But growing confidence has also stimulated recovery for business travel. Domestically, air traffic volumes have largely recovered, and the aviation industry is embracing opportunities to rethink service delivery and provide customers choice, including with the launch of numerous new routes.

Globally, airlines are responding to demand by growing their capacity to meet an increasing volume of international visitors. The International Air Transport Association forecasts that this momentum will boost a recovery to pre-COVID airline capacity levels by 2025. In 2026, Western Sydney International (Nancy-Bird Walton) Airport will begin operations as a full-service airport, catering to domestic and international passengers, as well as air cargo services.

As the effect of the pandemic recedes, Western Sydney International is also in a strong position to facilitate economic growth and travel. When operations begin, the airport will be able to serve its catchment, which will be the third largest of any Australian airport from day one of operations. Importantly, this catchment comprises one of Australia's most culturally diverse populations and is expected to contribute to demand for international travel, providing a key driver for the early growth phase of Sydney's newest airport.

Western Sydney and the role of infrastructure

Infrastructure development remains a priority for the Australian and NSW governments because it is a major catalyst for economic growth and recovery – especially as the pandemic recedes – and key to Western Sydney's continued development.

As the nation's next major airport, Western Sydney International is a flagship infrastructure project for both NSW and Australia. Western Sydney International is supported by billions of dollars of economic investment in Western Sydney and surrounding regions. The benefits infrastructure investment on this scale creates for the community are significant. The multiple contracts awarded to deliver Western Sydney International stand to benefit businesses and workers across the region, including local, family-owned operators.

The airport's construction is already creating thousands of jobs across the airport site. Once opened, the airport and the business precinct will provide employment for tens of thousands of people, with even more significant flow-on economic benefits across the community.

Western Sydney has one of Australia's highest growth rates and is expected to support three million residents by 2036. To meet the requirements of this growing population, infrastructure development is key, and the airport has already had a significant effect, with the Australian and NSW governments committing around \$15 billion in investment in road and rail infrastructure supporting and connecting the airport precinct.

This includes the toll-free M12 motorway project, and the Sydney Metro–Western Sydney Airport rail line, as well as upgrades to major arterial roads surrounding the airport. The Australian Government is also investing in a business case to extend the Sydney Metro–Western Sydney Airport rail line from Bradfield to Glenfield via Leppington. These transport links will help make journeys to the airport seamless and easy.



It's no secret that Western Sydney is in the midst of a major transformation due to the construction of the Western Sydney International (Nancy-Bird Walton) Airport and its associated transport networks.

~ Penrith Mayor Tricia Hitchen

Around the airport, the NSW Government is maximising job-creation opportunities by separately developing Bradfield in the Western Sydney Aerotropolis. The development of this economic centre will be coordinated by the Western Parkland City Authority (WPCA), and it will nurture a high-skill jobs hub to attract and support growth in the advanced manufacturing, science and education sectors.

As we continue to recover from the effects of the COVID-19 pandemic, the economic and community benefits of infrastructure investment have never been more significant. The development of Western Sydney International is a vital economic lynchpin for the region, for Sydney, for NSW and for Australia.



Working together effectively

Continuing collaboration across key Australian and NSW government agencies remains central to the successful delivery of Western Sydney International. We also recognise that support from the business, industry and community sectors plays a vital role in the airport's construction and development.

Generating the necessary level of support requires ongoing engagement with a range of stakeholders, including all tiers of government.

Key stakeholders are:

- **the Commonwealth, represented by Shareholder Ministers**, who are kept informed via formal reporting and planning mechanisms
- **Australian Government departments and agencies**, including our partners in the successful delivery of Western Sydney International, the Department of Finance and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, which are the departments of our Shareholder Ministers. Australian Government stakeholders also include departments and agencies advising on and informing the airport's design and operations, while working with us to plan for their own facilities across the precinct. This includes Airservices Australia's navigation and firefighting provisions, as well as Australian Border Force, Department of Agriculture, Fisheries and Forestry, Australian Federal Police border protection facilities and the Department of Climate Change, Energy, the Environment and Water
- **NSW departments and agencies**, specifically transport agencies responsible for road and rail network development and their integration into the airport precinct. Our ongoing work with Transport for NSW includes road network development and influencing favourable outcomes regarding rapid bus services to Western Sydney centre hubs. Our relationship with Sydney Metro will enter an exciting new phase as work on the Sydney Metro–Western Sydney Airport rail line begins on the airport site in earnest. We will continue to work with the WPCA to support a holistic approach to infrastructure development, helping to bring the vision of the Western Parkland City to life
- **local government authorities**, working with us to maximise the opportunities the airport will generate for their constituents. We will also continue to work with local government to strengthen ties to regional business, industry and community stakeholders. We will continue to look for opportunities to leverage initiatives including those under the Western Sydney City Deal.



The considered development of Western Sydney International as a gateway to the region will support growth and maximise the benefits for its people and businesses.

Airspace development

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts is responsible for airspace and flightpath design for Western Sydney International, working closely with a range of aviation experts, including Airservices Australia and the Civil Aviation Safety Authority (CASA). Airspace design is complex and requires a careful and thorough process to get it right, ensuring it balances competing needs from the community, industry and users of Sydney's airspace, while maintaining safety as the priority.

The Department reports that flight path design for Western Sydney International is progressing well and is on track for the airport's scheduled 2026 opening. The Department is on track to issue the draft airspace design environmental impact statement, including flight paths, for public feedback by mid-2023. Before the flight plans are finalised, feedback from the community and the aviation industry will be carefully considered. The detailed design phase which follows the environmental assessment will be led by Airservices Australia and includes preparing the airspace change proposal for final approval by CASA. This process provides independent checks and balances, as well as an opportunity to further incorporate community feedback.

OUR STRATEGIC PRIORITIES



Our strategic purpose is to power Western Sydney's social and economic development by working together to deliver a successful airport business ecosystem effectively and safely. The three main focus areas underpinning our purpose are:

- building the infrastructure
- building the business
- building your future.

Building the infrastructure

Delivering Western Sydney International (Nancy-Bird Walton) Airport involves planning and building the airport precinct, including the airside and landside components, and the passenger terminal precinct, which bridges both. Airside construction includes our 3.7-kilometre high-tech runway and rapid-exit taxiways, while supporting the buildings, car parking and utility connections are among the project's many landside considerations.

The earthworks project for the airport is one of the largest in Australian history. In total, more than 26 million cubic metres of earth has to be moved around the site to achieve the levels required to build Western Sydney International's infrastructure.

Construction of the airport's passenger terminal precinct and 3.7-kilometre runway are also under way. During 2022–23, these critical components of the airport build will continue as the airport continues to take shape.

Preparation to begin landside civil and building work is also progressing well, with designs being finalised, allowing for project site establishment and the start of this phase of work this financial year.

Major works packages

Currently, four key construction contracts are under way and their focus this financial year is as follows:

- **Bulk earthworks package** is expected to be completed by the end of 2022. When finished, this package will have resulted in 25 million cubic metres of earth being moved to prepare the site for construction through activities including flattening the ground, conducting land surveys and salvage works, installing permanent and temporary drainage, removing redundant utilities infrastructure, and constructing temporary site facilities and access roads.
- **Terminal works package** is now well established across a number of areas in the precinct, including the terminal building, forecourt, approach road, carparks, aircraft ramps and the airport's jet fuel delivery infrastructure. We will finalise remaining design elements, structural build, external tarmac works and major in-ground services such as the fuel line.

- **Airside works package** focuses on completing airport precinct design for areas such as the runway, taxiways, airside roads and fencing, high-voltage services, and navigation equipment and aids. Other focus areas include establishing concrete batching plants for airport construction, as well as major in-ground high voltage works.

- **Landside works package** centres on design completion, site establishment and the start of the civil and building works. These range from the landside internal road network, landside support buildings, and to water and sewer utilities. The project will also focus on integration works for the M12 motorway and the Sydney Metro–Western Sydney Airport rail line.

Engineering, construction and project management company Bechtel Corporation continues to work with us as our delivery partner. With decades of global airport delivery experience, Bechtel supports us in managing the construction site and in the effective integration of our major works contractors, with worker and community health and safety the top priority.

Technology

Technology is pivotal to providing the underlying infrastructure, systems and data for Western Sydney International's day-to-day operations. It will be a key enabler to delivering both superior customer service and operational excellence, and also has the potential to disrupt the typical airport model.

With airport operations beginning in 2026, the technologies chosen must be flexible enough to adapt to emerging trends or new developments. They must also be future-ready to mitigate potential airline disruption and cyber-security risks.

WSA's technology approach focuses on future-enabled systems, intelligent data use, and the development of strong partnerships, ensuring the technology chosen today will support our vision for 2026 and beyond.

With a goal of zero controllable cyber-security incidents, WSA is referencing Australian Government and international codes, standards and guidelines for the design of our Cyber-Security Platform (CSP) and the cyber requirements of all individual technology components. This design will be assessed under the Infosec Registered Assessors Program (IRAP) and certified by the Independent Certifier (IC) through the design and implementation phases.



Interface management

Managing the design and construction of interfaces is critical to bringing Western Sydney International to completion. There are a number of major contractors working both with WSA and our delivery partner Bechtel on key interfaces. Activities include:

- coordinating and integrating design across the Western Sydney International, M12 and Sydney Metro projects
- overseeing the staging and handover of works areas to follow-on contractors
- maintaining the efficient traffic flow and traffic management around the construction site
- supporting regular engagement between WSA, Transport for NSW and Sydney Metro to plan smooth and coordinated delivery.

Instrumental in this process has been the finalisation of WSA's main works procurement alongside third-party agreements for the M12 and Sydney Metro–Western Sydney Airport rail line. We now have confirmed parameters for the Sydney Metro and M12 infrastructure projects in relation to Western Sydney International. Governance forums have been set out for effective management, and there are strongly defined construction interfaces across the main works packages and their transport partners.

WSA is proactive in its interface management processes where interface points are identified early, monitored regularly, and any concerns are reported to management. WSA utilises this information to also inform reporting to third parties and the Commonwealth.

WSA will continue to focus on the airport's traffic and transport needs, primarily across ground transport planning activity, in close consultation with state and local government agencies. Our aim is that our customers

enjoy an efficient and seamless journey to the airport, whether they arrive by private vehicle or public transport. We will work with all levels of government to plan for future expansion of roads and public transport to ensure journeys to Western Sydney International continue to be smooth as the airport grows.

Environmental focus

It is an ongoing strategic focus for this project that Western Sydney International's site development adheres to environmental management best practice and legal requirements. We will continue to work with our major contractors to deliver the strict requirements of our construction environmental management plans (CEMPs), which are designed to ensure we monitor and manage the effects of construction with regard to the natural environment and the residents and businesses close to the project.

We have updated these management systems to further adapt to having multiple contractors working on site or on other projects within the airport site, as the complexity and scope of the overall construction project grows this financial year.

As part of the Environmental Conservation Zone Rehabilitation and Enhancement (ECZ R&E) strategy, our Remediation Action Plan provides the guidelines for the environmental remediation process staged throughout site development and construction. Interim validation stages following bulk earthworks are currently being undertaken with our site auditor. Completion of these stages will mark a key milestone towards decontaminating the site and preparing it for the project's operational phase.

Throughout the site's design and construction, we will maintain regulatory compliance while continuously seeking improvements, in line with our environmental management processes.

Key project milestones and activities

		FY23				FY24				FY25				FY26			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Earthworks and Airside & Civil Pavements Works	Bulk Earthworks Contract	<div> <div></div> <div>Practical completion for landside portion</div> </div>															
	Main Works Package 1C	<div> <div></div> <div>Airside design substantially complete Commence construction</div> <div></div> <div>Construction complete</div> <div></div> <div>Airport completion</div> </div>															
Terminal & Specialty Works	Main Works Package 2	<div> <div></div> <div>Terminal design substantially complete</div> <div></div> <div>Construction complete</div> <div></div> <div>Airport completion</div> </div>															
	Baggage Handling System	<div> <div></div> <div>Commence construction</div> </div>															
Landside Civil & Building Works	Main Works Package 3	<div> <div></div> <div>Landside design substantially complete Commence construction</div> <div></div> <div>Construction complete</div> <div></div> <div>Airport completion</div> </div>															
Technology Delivery Program		<div> <div></div> <div>Enabling technology platforms delivered: cyber, hosting and integration</div> <div></div> <div>Airport operational systems to be delivered Site-wide integration testing commenced</div> </div>															
		Zero controllable cyber-security incidents throughout the period															

For each of the key packages, a range of enabling activities will be carried out in order to support and ensure successful and effective completion.

Building the business

Establishing Western Sydney International as the first choice for our customers relies on building a robust and resilient airport business. This will require insights, infrastructure and service delivery to support all customers, including passengers, airlines and air cargo partners, as well as our terminal and business precinct tenants.

Services and facilities must provide a seamless customer experience, whether our customer is an airline operating an international route, a passenger travelling domestically for an early morning meeting or a retailer selling Western Sydney products in our terminal. For this reason, a distinct and differentiated customer journey is at the heart of our service philosophy, which sets a new Australian benchmark for an airport experience at all stages.

We will focus on efficient, customer-centred operations to provide outstanding value and service delivery at all stages of the customer journey. As part of our customer focus, we have launched an innovative Customer Panel in 2022, the first of its kind for an Australian airport. Over the reporting period, we will use this panel to drive customer advocacy through invitations to exclusive events and participation in customer research to help shape the design and future customer experience of our airport. We will also maintain regular and direct engagement with customers about the progress of Western Sydney International Airport via the Your WSI subscriber program at westernsydney.com.au/makeWSIyours.

Engaging with airlines to communicate Western Sydney International's compelling points of difference and value proposition will continue this financial year. Currently, WSA is in discussions with around 60 Australian and overseas airlines that are inspired by the possibilities for their networks and passengers that will be created by Western Sydney International's greenfield advantage, clever design and digitally-enabled experience.

Planning for development of our air cargo precinct through continuing commercial engagement with our future air cargo partners is also a significant focus. Our modern air cargo precinct offers the booming air freight industry distinct strategic advantages, including modern co-designed facilities and proximity to the region's intermodal facilities, upgraded arterial roads and motorways, and the fastest growing population in Australia.

We will continue to develop the first 13.25-hectare stage of our on-airport business precinct, along with the master plan for the remaining 178 hectares, to be developed in stages over coming decades to reach a scale comparable to the Parramatta CBD. The first stage of the business precinct will incorporate developments to support the burgeoning region, potentially including a hotel, large-format retail and other essential services.

Operations

Western Sydney International's Operational Readiness, Activation and Transition (ORAT) phase will occur in the lead up to the airport's 2026 opening. ORAT is a partnership approach between project delivery stakeholders and the business (including non-WSA operators). This approach supports the organisation's transition to operations by testing Western Sydney International's operational, safety and customer systems to ensure they function smoothly and efficiently. Achieving our goal of commencing operations in 2026 will require continued engagement with numerous external stakeholders throughout this reporting period, to ensure the systems and processes of the many organisations involved in the airport's operation are aligned.

By supporting the ORAT effort, we will strengthen our engagement with key Commonwealth agencies using a structured engagement program designed to serve three critical purposes:

- support design and certification guidance to ensure compliant operations from day one
- ensure successful operations delivery from 2026 and beyond by aligning and coordinating mutual efforts through the ORAT process
- provide a formal collaboration process for forecasted operational amendments in the future.

Our success relies on effective collaboration, coordination and communication across the airport community and with off-airport stakeholders. These include Airservices Australia, Australian Border Force, Australian Federal Police, Department of Agriculture, Fisheries and Forestry and a number of NSW Government agencies.

Key business and operational milestones and activities

	FY23				FY24				FY25				FY26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Commercial	Continued achievement of commercial milestones															
Operations	Develop and deliver the comprehensive draft ORAT* plan				Achievement of milestones set out in ORAT plan				Commence ORAT delivery – airside							

*ORAT: Operational Readiness, Activation and Transition



Building your future

We're building Sydney's new airport for tomorrow. This transformational community asset will be a powerful contributor to Western Sydney's socio-economic prosperity, providing jobs, opportunities and global connectivity to communities across the region.

As the airport's development continues to gain momentum, we understand that it is vital that the community and our other stakeholders are part of a purposeful dialogue on how to maximise the opportunities this asset will generate.

We're committed to keeping our community informed by providing accessible information about Western Sydney International, while ensuring there are multiple ways for local residents to ask questions about what the airport will mean for their community and their families. Our customer panel will continue to gather feedback to inform our business.



We are the jewel in the south west where people can build a life, work locally, have access to universities, all within close connectivity to the rest of the world when the new Western Sydney International Airport opens in 2026.

~ Liverpool Mayor Ned Mannoun

Community

Our community is on the cusp of an unrivalled transformation, generated by the significant socio-economic uplift that Western Sydney International will deliver across the region. Years before the first aircraft is due to touch down in 2026, this uplift has already begun with widespread local employment and upskilling opportunities, as well the establishment of social impact programs linked to the airport.

It is vital that our project is accessible to the community. The Western Sydney International Experience Centre showcases the airport's development in a digital exhibition. It brings to life the airport's construction and gives visitors a first-class view of the airport runway and terminal precinct as they take shape. The centre is open to the public five days a week (Saturday to Wednesday inclusive), with Thursdays and Fridays reserved for stakeholder and industry visits and events including local councils, schools and community groups. This year, we will update the digital experience the centre offers, so that visits are even more exciting and engaging. The new experience will connect the community, particularly our young people, to the opportunities the airport will create, while further highlighting content that connects to First Nations communities and cultures.

Over the coming year, we will connect with our community at large through a series of initiatives:

- Our onsite engagement team will continue to build on our strong relationships with residents and businesses close to the site.
- We will continue to support local community events such as the Cabramatta Moon Festival, Hawkesbury Show and Blacktown Show. These events provide opportunities for us to connect with local communities and for them to give us feedback about the airport.
- We will connect with Western Sydney's young people at careers fairs, when invited to schools and by welcoming excursions to the Western Sydney International Experience Centre, to inspire them to think about the possibilities the airport brings to their region, and to consider the job opportunities it offers now and into the future.
- We will provide the community with support and pathways to connect to potential employment opportunities at the airport construction site through the Western Sydney Airport Connectivity Centre in Penrith.
- We will proactively engage with stakeholders and seek out partnership opportunities that will amplify the airport's social benefit to the Western Sydney community.

First Nations engagement

As part of our commitment to reconciliation, we launched our first Reconciliation Action Plan (RAP) in March 2022. The RAP commits us to building genuine long-term career pathways for First Nations Australians, from education to employment. The plan's framework focuses on respect, relationships and opportunities for Aboriginal and Torres Strait Islander peoples and is designed to embrace the First Nations legacy while establishing partnerships with First Nations communities for the future.

Sustainability

As we build Western Sydney International, minimising the project's environmental impact remains a core principle aligned with our vision to design, build and operate a sustainable airport. Rigorous sustainability standards are applied across all areas of the airport's planning and construction, but we see these standards as minimums that we strive to exceed in partnership with our delivery partner and major construction contractors.

In 2021, sustainability was a key factor in the awarding of five main works contracts across bulk earthworks, terminal, airside, landside and technology.

The sustainability focus for the airport's infrastructure will now progress from the procurement phase to the design and construction delivery phases. Over the next 12 months, we will collaborate in design development workshops and on design package compliance checks to manage effective design delivery through to the construction phase. Sustainability management during construction will include site visits, knowledge sharing, audits, data collection and regular reporting.

The airport's operational sustainability strategy is being developed and will be released well before operations begin. Western Sydney International's sustainability strategy will cover the spectrum of environment, social impact and governance, and will be ambitious and leading, reflecting the expectations of the community and our future customers.



OUR PEOPLE AND CAPABILITY



We are proud of the passion and skill our people dedicate to delivering Western Sydney International. The airport represents much more than the requirement to address Sydney’s aviation needs – it represents a people-focused commitment to the region’s future. This purpose rallies our people and unites the organisation.

Currently, local talent from the Western Sydney region makes up over 40 per cent of our workforce, exceeding our 30 per cent target during the airport development phase. We aim to increase this target to 50 per cent by 2026, so that in operations, at least half of our people will be a part of the Western Sydney community. Our strong commitment to diversity and inclusion extends to all areas of our workforce, helping to drive regional economic growth and prosperity.

Our priority is to build a positive, inclusive and flexible workforce culture where employees feel valued and engaged to reach their full potential. We understand that in doing so we can ensure a healthier, more productive workplace for all. We will continue to strive for a safe, effective and empowering working environment that encourages our people to thrive.

Our workforce action plan continues to structure this approach through measurable targets to promote positive behaviour at all business levels, across individual, team and organisational segments. Diversity is a key focus for this plan, with a spotlight on gender balance within our leadership roles. Our objective is to attain a minimum 40 per cent female and 40 per cent male gender balance across these positions.

Workforce safety remains paramount and, to better equip our people for the challenges of working through a pandemic, we have tailored our employee wellness programs to include a focus on mental health. Employee-led cohorts also champion programs that support our commitment to providing a safe and inclusive work environment.

Building a diverse workforce

We continue our commitment to job creation and community engagement in Western Sydney, with WSA acting as a catalyst for employment, investment and growth in the region. Our priority is to establish sustainable and inclusive policies and practices that will make us an employer of choice.

This year we have evolved our Higher Education strategy by collaborating with the education sector, including TAFE, along with the CSIRO, to support pre-employment programs that showcase careers in aviation (for example, the Youth Engagement strategy and STEM students). We have partnered with TAFE to support learning pathway for trainees and built a foundation for university students to undertake research projects.

We have also opened the Western Sydney Airport Connectivity Centre in Penrith, in collaboration with TAFE and our terminal construction contractor Multiplex. The centre serves all of Western Sydney, supporting our community’s most vulnerable members by providing a wrap-around service that builds their skills, confidence and experience to secure a job and also sustainable, long-term employment.

Creating employment and skills development opportunities in the community

We are passionate about creating a workplace that reflects our diverse community. Our Diversity and Inclusion Action Plan, as well as our employee committee, focus on influencing behaviour at individual, team and organisational levels. These engender a positive impact by valuing differences and promoting opportunities for all employees.

We have also maintained the following workforce targets:

Workforce Plan	Target
Residents of Western Sydney working within the airport precinct	30% during construction 50% during operations
Diverse workforce ¹	10%
Learning workers	20%
Leadership ²	40% female talent

¹ The diversity target includes 2.4% of our workforce made up of First Nations peoples, with the remaining proportion addressing categories such as women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with a disability.

² Leadership: Female talent is anyone that identifies as a woman and manages another worker (either as a direct or indirect report), makes decisions regarding the management, direction or strategy of the business; or is a recognised position of influence within the business.

MANAGING OUR RISK



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While COVID-19 and other major global events are still causing economic uncertainty, we continue to diligently manage and monitor our risk exposures. We remain on track to deliver Western Sydney International in time for our opening in late 2026, while continuing to build our business. The award of our final major works package in December 2021 supports our ability to keep pace by proactively managing potential risk exposures.

We will continue to assess our risk profile to ensure a strong approach to managing our risk exposure. Using data capture and assessment tools, we will monitor goods and services procurement, resource provisions and changing industry and government requirements in relation to external risk factors.

As a business, we have established effective risk management frameworks to enhance and support our performance, including for the following risks:

- **Health, Safety and Wellbeing:** risks affecting the health, safety and wellness of our employees, contractors and the communities in which we operate
- **Environment:** risks affecting our impact on the environment
- **Sustainability:** risks affecting our ability to achieve sustainability objectives
- **Governance, Legal and Compliance:** risks affecting internal governance processes, fraudulent and corruptive behaviour and our ability to meet legal, regulatory compliance and obligation requirements
- **Strategic:** risks affecting our strategy delivery and overall business success
- **Financial:** risks affecting shareholder value and our project's or business's overall financial stability
- **Commercial:** risks impacting our revenue and the value of both the business and the airport
- **Stakeholder and Reputation:** risks affecting community and stakeholder expectations and our ability to build organisational goodwill
- **People and Capability:** risks affecting how we attract and retain talent, and how our employees do their jobs
- **Security:** risks affecting our physical security management and business resilience
- **Cyber Security:** risks from breaches of, or attacks on, our information systems
- **Technology:** risks that threaten, or happen as a result of, our technology environment

• Design and Delivery:

- risks affecting our ability to deliver the project to scope, on time and within budget
- the ongoing impacts of adverse weather, the global economic impacts of inflation, global supply chains, and tight labour markets, the ongoing uncertainty related to the COVID-19 pandemic, and finalising detailed design across major works packages are key risks and challenges being closely monitored, and subsequently managed to reduce the potential impact on the project delivery schedule
- interface risks arising from the alignment of, and integration with, external works and their impact on the delivery of the airport. These external works include delivering the road, rail and utility networks, meeting Commonwealth agencies' requirements, and liaising with local councils within the airport precinct

• Operations: risks affecting our ability to operate the business

A key part of our governance structure is the Audit and Risk Committee. This committee sets out the risk management charter for each of the areas above and assesses any new risks.

We aim to manage and control all risks to minimise any negative impact. This approach allows us to understand foreseeable risks and make effective decisions despite uncertainty. This kind of risk management is essential for any organisation's success, and for successfully delivering any project.








In managing our risks, we strive to meet the highest standards. This is why we hold ourselves to AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines on implementation (ISO 31000): an internationally benchmarked standard.

MEASURING OUR PERFORMANCE



Throughout the year, the business’s financial and non-financial performance is measured continuously to track progress towards our organisational goals. Using a targeted set of performance metrics, we monitor business activities and are held accountable to our strategic priorities. How we deliver Western Sydney International is based on these strategic priorities.

At the end of the year, performance reviews are mapped to these objectives, to make sure we are on target to effectively deliver Western Sydney International.

	Performance outcome	Measure/Target		
	Strategic Safety Management Measures WSA’s success in cultivating and reinforcing a safety-first, prevention and protection mindset amongst employees, contractors and consultants	Measure: Total Recordable Injury Frequency Rate (TRIFR)	2022–23 target: TRIFR < 4.1 ¹ ¹ Industry benchmark	2023–24 onwards: As per the 2023–24 Corporate Plan
	Strategic People Management Measures agility, engaging leadership, talent focus and commitment to roles	Measure: Employee engagement score	2022–23 target: Employee engagement score of 72%	2023–24 onwards: As per the 2023–24 Corporate Plan
	Infrastructure & Technology Delivery Measures the achievement of key delivery milestones as laid out in this plan	Measure: Completion of key delivery milestones within the specified timeframes	2022–23 target: Completion of delivery milestones for the financial year	2023–24 onwards: As per the 2023–24 Corporate Plan
	Project Environmental Performance Measures the effective execution of Construction Environmental Management Plans (CEMPs) throughout delivery phases of the Airport	Measure: Prevention of material harm to the environment	2022–23 target: Nil Environmental Protection Orders issued by the Airport Environment Officer	2023–24 onwards: As per the 2023–24 Corporate Plan
	Commercial Business Development Measures the achievement of key business and operational milestones as laid out in this plan	Measure: Completion of key business and operational milestones within the specified timeframes	2022–23 target: Completion of business and operational milestones for the financial year	2023–24 onwards: As per the 2023–24 Corporate Plan
	Community Engagement Measures the extent of community engagement undertaken by WSA and subsequent awareness and support of Western Sydney International (Nancy-Bird Walton) Airport	Measure: Community engagement index	2022–23 target: Maintain the index at 65% or more	2023–24 onwards: As per the 2023–24 Corporate Plan
	Financial Performance Measure of actual expenditure relative to budgeted forecasts	Measure: Variance to budgeted forecasts	2022–23 target: Expenditure within the approved budget	2023–24 onwards: As per the 2023–24 Corporate Plan

The performance criteria in this Corporate Plan will be tracked internally and reported through the Annual Report process. The Company also monitors performance trends to ensure performance-related risks are identified in a timely manner and are addressed proactively. It is important to note that factors which are beyond the Company’s control may arise that impact achievement of the targets set out above. WSA will mitigate these situations wherever practicable and will assess the organisation’s performance criteria against external factors such as adverse weather, consequences of global supply chain disruption, the labour market and economic trends. Furthermore, it is expected that performance criteria will be refined and will evolve as WSA moves closer to operations in 2026.

Nancy-Bird Walton









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