

Western Sydney International
(Nancy-Bird Walton) Airport

ANNUAL REPORT

2021-22





The launch of our Reconciliation Action Plan in March 2022 began with a smoking ceremony.

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



“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.”

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Year in review

Key achievements

Major contracts

Awarded contracts for the airside package, landside package and IT master systems integrator.

Safety

Total recordable injury frequency rate of **1.64**, below the industry benchmark of < 5.

Sustainability

Bulk earthworks awarded an 'excellent' Infrastructure Sustainability Design v1.2 rating.

Earthworks

Over **90%** complete for one of Australia's largest ever earthmoving projects, 25 million m³ of earth moved by the end of June 2022.

Commercial

Identified preferred development partner for first stage of business park precinct.

Completed expression of interest from the global market to develop the air cargo precinct.

Community engagement

Welcomed **4,698** visitors to the Western Sydney International Experience Centre in 6 months of operations.

People

Opened Western Sydney Airport Connectivity Centre with TAFE and Multiplex.

Environment

Over **76%** survival rate for the relocated spiked rice-flower, a species endemic to the Cumberland Plain.

First Nations engagement

Launched our first Reconciliation Action Plan in March 2022.



72% employee engagement score

2,700+
job-years created



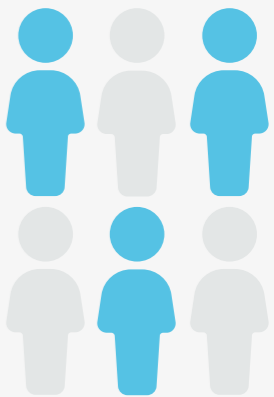
30% of our workforce are learning workers



48% of our workforce are local residents

\$436.9 million

net cash invested in capital works expenditure for 2021-22 financial year



36% total workforce diversity

120+

Indigenous students engaged



2,000+ school and career engagement program reach

5+ million

tonnes crushed sandstone reused

Chair's message

Welcome to the annual report for Sydney's new international airport, proudly at home in Western Sydney and being delivered by one of the Australian Government's most recent start-up companies.

While the Western Sydney International (Nancy-Bird Walton) Airport site has steadily changed since Western Sydney Airport (WSA) was founded in 2017, the transformation this financial year has been the most incredible.

As one of the largest earthmoving challenges in Australian history approaches completion and the project has moved to the construction and civil works phase, it is beginning to have the appearance of an international airport. The 4 cranes building our passenger terminal dominate the skyline and the outlines of the airfield's runway and taxiways are clear. Most importantly, the project remains on schedule.

Early in my career I was a district sales manager here in Western Sydney. I would drive around the area where we are now building the airport, aware of the ongoing discussions around the potential for a new airport to be built in Sydney's West. At the time, community sentiment around the proposal was, 'will it ever happen?'

In contrast, Sydney's new airport now feels tangible and the socioeconomic benefits it will bring to the community feel inevitable. In fact, with thousands of people employed directly on the project and our social impact programs connecting with communities, the airport's positive effect is already being felt, years before the first aircraft lands.

Western Sydney International Airport will be the platform for growth in aviation capacity for Sydney that is sorely needed to support tourism, commerce and economic growth for decades into the future. As Sydney's new airport, it will eventually grow to become one of the largest gateways to Australia. This is remarkable,



but perhaps more powerful is the socioeconomic purpose that underpins the airport's development.

We're building the airport in Western Sydney because of the power airports have to unlock social and economic prosperity, which aligns with the region's growth potential. Across Sydney's West there is an incredible breadth of communities and businesses, including the largest urban community of First Nations people in Australia. The region is as diverse as the people who call it home.

Western Sydney is also a great place to live and raise a family, and Western Sydney International Airport is the lynchpin of a vision to make it even better. Globally, airports have proven themselves as catalysts for growth in jobs and investment. For communities across Western Sydney, the airport means more opportunities for high-quality

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Sydney's new airport now feels tangible and the socioeconomic benefits it will bring to the community feel inevitable.”

employment closer to home, better roads and public transport, and a boost to social infrastructure like schools and hospitals. It means the region is finally getting the investment and attention required to realise the potential of its passionate and hardworking people.

It's this sense of purpose that motivates our team and that elevates the project beyond purely the development of airport infrastructure.

Reflecting on the past year of developing and building the airport, safety has remained our primary focus. This year we moved from earthmoving to civil works and terminal construction, which meant vigilance across the project increased to meet the new complexities and risk profile inherent in these expanded activities. We will remain focused on driving an unrelenting safety culture across WSA and our contractors in the years ahead.

This year we also began various commercial engagement processes in earnest, particularly with the air cargo sector and with prospective partners for the first stage of our on-airport business park. The response to these processes has been encouraging. After a period of extreme uncertainty brought about by COVID-19, the demand for Western Sydney International Airport's various commercial streams is exceeding expectations.

The development of the airport has attracted support from a range of stakeholders, including the communities the airport will serve and support; local, state and federal government elected representatives and agencies; as well as the business, social and education sectors. The benefits the airport will bring to Sydney's



West have proven galvanising and we remain committed to delivering on the airport's full potential.

The opening of the Western Sydney Airport Connectivity Centre in March, an initiative of our terminal contractor Multiplex, was a significant proof point of how the project can connect local communities with employment and upskilling opportunities. The Connectivity Centre is co-located with Penrith TAFE and offers jobseekers a holistic approach to equipping and empowering them to be successful in applying for work on the project.

This is just one part of the airport's extensive social impact programs, to inspire and connect people to the opportunities that Western Sydney International Airport is delivering now and will continue to deliver decades into the future.

I'd like to thank each of our stakeholders, particularly the teams across government departments who work as part of the wider team to bring Western Sydney International Airport to life.

Development of the airport remains on track for its 2026 opening. On behalf of the Board of Directors, it is my pleasure to introduce WSA's 2021-22 annual report.

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

Paul O'Sullivan
Chair

Chief Executive Officer's message

In a year marked by incredible challenges and equally remarkable achievements, I am extremely proud of the passion and performance of the team bringing Western Sydney International (Nancy-Bird Walton) Airport to life. It is their dedication and strong sense of purpose that has ensured the development of Sydney's new airport has remained on track to begin operations in 2026.



Western Sydney International Airport is being built for growth, securing the aviation capacity Sydney needs to continue to be the engine room of Australia's economy ...

Despite the uncertainties of the COVID-19 pandemic experienced globally this year and associated disruptions to supply chains, the project's major construction procurement was completed in December with the awarding of the landside civil works contract to a joint venture of Seymour Whyte and Australian firm BMD Constructions.

In the same month, we entered into a contract with DXC Technology to partner with us for our technology delivery program. This will involve the integration of more than 60 systems that are required to provide the airport's customers with a seamless and reliable experience.

It's encouraging to see that after the significant impacts of the pandemic,

aviation is already rebounding to a remarkable degree domestically and around the world. Previous predictions that it would be the end of 2024 before aviation returned to pre-pandemic levels are being proven extremely conservative. You only have to try to book a ticket or visit an airport terminal to see that demand for air travel, both domestically and internationally, has returned strongly.

For the team developing Western Sydney International Airport, this is an exciting and inspiring trend. We can't wait for our airport to begin operations, so that we can provide a much-needed injection of commercial aviation capacity and a better experience for our passenger, airline and air cargo customers. The timing of the airport coming online will be strongly aligned with the needs of our customers in the post-COVID world.

This year our commercial engagement, across all primary commercial streams, passenger aviation, air cargo and property, reached exciting new stages. Our expression of interest (EOI) process for our air cargo precinct attracted participants from established Australian air freight operators, as well as overseas operators seeking to leverage the opportunity Western Sydney International Airport offers to enter the Australian market for the first time. Our engagement with these industry leaders highlights the incredible growth in the air cargo sector that has occurred during the COVID-19 pandemic.

We undertook a competitive process to identify a preferred development partner for the first stage of our almost 200-hectare on-airport business park, an area comparable in size to the Parramatta CBD.

Importantly, our discussions with Australian and overseas airlines have continued to advance. It is apparent that the unique competitive advantages that Western Sydney International Airport will offer airlines has created a compelling proposition. We look forward to some exciting announcements closer to the start of airport operations around which airlines will operate from Sydney's new airport and the destinations we will connect passengers to across Australia and the globe.

As we develop the airport infrastructure, sustainability is front of mind. To date 98% of the project's water requirements have come from sources other than drinking water, which is a great outcome in terms of protecting this precious natural resource. In planning the construction of our 3.7-kilometre high-tech runway, we're incorporating recycled materials in line with circular economy principles. The sustainability focus of WSA, our delivery partner Bechtel and our earthworks contractor, the Acciona CPB joint venture, have been recognised by the Infrastructure Sustainability Council, which awarded our bulk earthworks project an 'excellent' Infrastructure Sustainability Design rating in May.

Our commitment to sustainability will extend far beyond the development of the first stage of Western Sydney International Airport. We understand that the community, as well as our airline, air cargo and passenger customers, expect a modern airport to have leading sustainability features. Sustainability is part of the airport's DNA. Throughout the year, we have been working with a range



of partners to develop the airport's sustainability strategy. We're now putting the finishing touches on the ambitious plan and look forward to releasing more detail in coming months.

We're determined to work with First Nations communities to ensure the airport connects visitors as well as Australians returning home to our rich, ancient and enduring First Nations cultures. Importantly, we're also exploring how to maximise the socioeconomic opportunities for First Nations people across Sydney's West, beyond just the construction phase.

In March we launched our first Reconciliation Action Plan (RAP), providing a framework of important initiatives, with these dual ultimate goals in mind. Our RAP launch event was attended by Dharug and Dharawal Elders and community leaders, which was a

humbling experience for the entire team. We are grateful for their guidance as we work to ensure the airport contributes to Australia's reconciliation journey.

Western Sydney International Airport is being built for growth, securing the aviation capacity Sydney needs to continue to be the engine room of Australia's economy. It will provide socioeconomic benefits across Sydney's West and beyond that will reach decades into the future. It's a powerful and compelling opportunity, one that I am proud to be a part of.


Simon Hickey
Chief Executive Officer

Our purpose and vision



Purpose

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

As a purpose-led organisation, we are focused on developing and operating Western Sydney International to generate social and economic prosperity for Western Sydney. This new airport precinct will improve access to aviation services, resolve Sydney's long-term aviation capacity issues, integrate with initiatives in the area and operate on commercially sound principles to maximise its purpose as a national asset.

Ultimately, the airport will be a major catalyst for growth and development in the region.

Vision

To be the gateway of choice to Australia and the world – connecting people, places and opportunity

Our vision is clear. We will provide best-in-class passenger and cargo journeys, and a seamless travel experience for those choosing to fly through Western Sydney International. WSA's culture and core values underpin the behaviours and actions that drive the strategy by which the company will achieve its purpose.

Our core values



Safety

We are relentless in applying the highest physical and psychological safety standards for the continuous health and wellbeing of our people.



Integrity

We hold ourselves and others accountable to instil trust by operating with honesty, integrity and authenticity.



Inclusion

We foster an inclusive and diverse working environment and recognise the value of different perspectives and cultures. Diverse teams working together positively impact our values and direction.



Pioneering

We are nimble and always actively learning through experimentation to forge forward, continuously creating new and better ways for us to be successful.



Courage

We act with courage to address difficult issues and make quality decisions to keep us moving forward.



Passion

We are committed to driving our vision, strategy and purpose by creating a climate where everyone is motivated to do their best.

01

Building the infrastructure



Building a new international airport for Sydney is more than simply developing terminal and airfield infrastructure. We are developing an entire airport precinct, one that will eventually grow to become one of the biggest in Australia.

In addition to the core aviation infrastructure, development of Western Sydney International (Nancy-Bird Walton) Airport includes an air cargo precinct, utility connections, connections with ground transport infrastructure such as the M12 motorway and Metro train line, carparks and roads, as well as our onsite business park. Building the infrastructure is just one part of bringing an airport to life, one that will be the source of thousands of jobs and billions of dollars of investment.

Health, safety and wellbeing

We are committed to delivering Western Sydney International Airport in a way that puts the safety of our workforce and the community first.

The 2021–22 financial year saw the company once again record strong results across a range of safety indicators. We also saw a high level of engagement on safety matters, and proactive identification of hazards, across the project. Our strong safety performance culminated in a year-end total recordable injury frequency rate (TRIFR) of 1.64, against a benchmark of < 5.

These results were achieved even as overall construction activity on the project continues to ramp up, becoming increasingly complex as we shift from earthworks to commercial construction, including the terminal and runway. WSA's safety and assurance activities have adapted in line with this changing risk profile, and we will continue to engage with all members of the WSA team and our contractors, to maintain the highest levels of safety performance.

COVID-19 continues to demand an agile and nuanced approach to maintain a safe workplace for our



employees, contractors and visitors. WSA is pleased to report that the measures implemented to date have largely mitigated the impact of the pandemic on work activities. We will continue to monitor and respond to the challenges posed by COVID-19 as required.

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The overall health and wellbeing of our workforce remains a focus for WSA ...

Building the infrastructure

The overall health and wellbeing of our workforce remains a focus for WSA, as we recognise that the right environment can provide a positive sense of community and connection. During the 2021-22 financial year, we continued to implement our Mental Health Management Plan, establishing a network of fully trained mental health first aiders to provide additional support in the workplace. These and other health

and wellbeing initiatives are highly regarded by our employees, as reflected in our annual culture and engagement survey results.

Environment

Integral to delivering the airport infrastructure is going beyond simply complying with the important environmental management frameworks applied to the project. We are committed to embedding



WSA received an International Environmental Excellence Award from the International Erosion Control Association

5+
million
tonnes
of excavated
sandstone from
Sydney tunnels
is being used on
the airport site

sustainable environmental management practices that not only deliver stronger outcomes for the airport, but also drive innovation for future infrastructure projects. The 2021-22 financial year saw WSA once again deliver on this promise, with no major environmental incidents and the implementation of a comprehensive assurance regime that provided ongoing inspections and environmental management of works. Our drive for environmental excellence meant we continued to incorporate new knowledge and adopt innovative solutions to further improve our environmental systems.

Over the past year, the artefacts recovered from the salvage works that were part of the Aboriginal Heritage Construction Environmental Management Plan (CEMP) have been studied and logged.

Our commitment to regional biodiversity continues to produce impressive results, with the translocation program for the spiked rice-flower (*Pimelea spicata*), a species endemic to the Cumberland Plain, exceeding expectations by delivering a survival rate of over 76% as at June 2022. A topsoil seedbank was also translocated, leading to further regeneration of *Pimelea spicata* plants.

Environmental excellence involves adapting and changing to the surrounding conditions and works undertaken. A multifaceted approach to identify, manage and deliver improved environmental management was adopted as part of awarding a new package of works for the Sydney Metro – Western Sydney Airport interface. In an industry first, a Cumulative Impacts Plan was developed in partnership with Sydney Metro to take a proactive approach to working together to manage the environmental considerations of both projects.



Bulk earthworks presented significant environmental challenges largely around the project scale, area and volume of material to be moved. Innovative tools and processes were developed to manage the significant risks involved, leading to an International Environmental Excellence Award from the International Erosion Control Association (IECA). One of the standout case studies presented to IECA was the monthly sediment basin catchment mapping and volume reporting. As the project transitioned from 16 catchments to 4, aerial surveys monitored the effectiveness of controls while earthworks progressed at a rate of approximately one million cubic metres of dirt moved every month. The award also recognised tours and knowledge sharing sessions

with external professionals to improve industry-wide standards. These sessions demonstrate how the Western Sydney International Airport project can serve as a model for industry professionals going forward.

The second La Niña over the summer resulted in higher than average rainfall and several intense rainfall events. The site received over 1,500 millimetres of rain during the year, exceeding the 2021 La Niña rainfall of 1,066 millimetres and just 360 millimetres in 2019. The sitewide drainage system, including 16 detention basins and 25 kilometres of perimeter controls, withheld more than the catchment's average rainfall, ensuring water quality treatment activities were not disrupted.

Building the infrastructure

Permanent works with creek tie-ins were completed, further assisting management of water during intense rainfall.

Despite the excessive rain, dust management was also a major consideration during dry weather. Of the water used for dust suppression and construction purposes, 99% was obtained from recycled sources, including the onsite detention basins. Broader afield, cross-project collaboration with other Sydney infrastructure projects has been ongoing, with over 5 million tonnes of excavated sandstone from Sydney tunnels being used as a high-quality product on the airport site.

WSA recognises the importance of sustainable environments and the significant role of resource management. Opportunities to apply waste avoidance or reuse resources is integral to our works.

Major contracts

The 2021–22 financial year saw remarkable progress on the development of the airport. The contracts for the remaining major construction works, consisting of airside civil and pavements (airside package) and landside civil and buildings works (landside package), were awarded in September 2021 and December 2021 respectively. The airside and landside package contracts build on the bulk earthworks and terminal construction contracts to effectively manage interface risk, and synchronise interim and project completion forecasts.

The airside package was awarded to the joint venture partnership of CPB Contractors and Acciona, also the contractor for the bulk earthworks.

This package primarily includes the design and construction of the runway, taxiways and associated airfield infrastructure.

The landside package was awarded to Aerowest, a joint venture partnership of BMD Construction and Australian firm Seymour Whyte Constructions. It involves delivery of the internal ground transport road network, car parks and associated infrastructure.

In addition, DXC Technology was awarded the master systems integrator contract to design and implement the airport's technology delivery program. This work will integrate over 60 different technology systems to ensure they not only effectively communicate with each other, but also with the systems of airlines and other commercial partners.

The award of these final main contracts will facilitate completion of the design component of the project, and the stepping-up of the construction program for completion in early 2025, ready for operational testing and aerodrome certification.

Design and construction

Construction continued to progress successfully, despite the challenges of the COVID-19 pandemic (including a construction pause imposed by the NSW Government Public Health Order) and several major wet weather events.

Notable achievements in the 2021–22 financial year include:

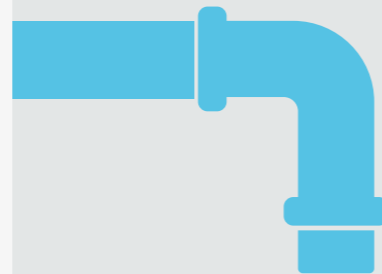
- accomplishing 92% of the total earthmoving requirement, cumulatively 25 million cubic metres of earth moved as at 30 June 2022 and 7,300 metres of trunk drainage constructed

**25
million**

cubic metres
of earth has
been moved

7,300

metres
of trunk
drainage
has been
constructed



- importing over 5 million tonnes of sandstone, recycled from Sydney Metro and WestConnex tunnelling projects
- maintaining the overall schedule, with key areas of the site handed over as required to successive main works contractors
- commencing upgrades to Adams and Anton roads to support surrounding community infrastructure
- completing approximately 80% of the project design, including 90% of the terminal design
- significant progress on piling and structural concrete for the terminal basement.

The airside and landside contracts are focused primarily on advancing design, in preparation for an increase in construction activity in the 2022–23 financial year. This work is pivotal to the success of the airport, as it will facilitate:

- an exceptional customer experience for all future passengers and commercial partners
- optimal operational efficiency
- overall asset optimisation incorporating environment and sustainability strategies
- reduced risk.

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The award of the final main works packages facilitates completion of design, and the stepping-up of the construction program for completion in early 2025 ...



The Western Sydney Airport Connectivity Centre opened in Penrith, in collaboration with TAFE and Multiplex.

02

Building the business

Western Sydney International (Nancy-Bird Walton) Airport will offer an exceptional experience – a digitally enabled environment that will make flying fast and seamless for passengers, while driving efficiency and reliability for airlines and other customers.

With the airport set to open in late 2026, we are gradually shifting our focus from construction to delivery, consistent with our second strategic priority of building the business. We are in the process of delivering a customer-centric, world-leading airport business that generates social and economic prosperity for Western Sydney and beyond.

Our customers

At WSA, our customers are at the centre of everything we do. The needs of our key customer segments – passengers, airlines, property and retail tenants, and air cargo operators – are informing our plans and strategies as we design a customer experience that will truly set Western Sydney International Airport apart.

The 2021–22 financial year saw us further expand our engagement with customers at both the local and global level. We launched an innovative customer panel in 2022, the first of its kind for an Australian airport. The panel's contribution will serve to further refine the design of the customer experience by helping us to identify and address traditional pain points, and embed innovative solutions for customers. The response to this initiative has been very positive, with over 15,000 people joining the customer panel in the initial months following its launch. This endeavour has taken place alongside the 'Your WSI' subscriber program, which provides customers and the community with direct and regular updates via westernsydney.com.au/makeWSIyours.

We have maintained our focus on airline engagement, progressing discussions with our memoranda of understanding (MoU) partners Qantas, Jetstar and Virgin Australia through a series of workshops on design and operations. Our attendance at industry events and conferences has played an important role in communicating the benefit



The community saw first hand the construction project at the annual community open day in June 2022.

of a new airport in Western Sydney on both domestic and international fronts, particularly as borders reopen after COVID-19 lockdowns and the interest in and anticipation of an entirely new airport continues to build. Our ongoing discussions with domestic and international airlines to explore exciting opportunities will remain a key focus over the next 12 months.

Throughout the year, we evolved our approach to market (ATM) for Western Sydney International Airport's cargo precinct to understand how we can deliver an industry platform for growth and innovation.

The ATM saw WSA partner with cargo, supply chain and logistics partners to provide design input, as we aim to maximise operational efficiencies and embed sustainability considerations into our cargo business. Using these inputs to develop an integrated cargo precinct at Western Sydney International Airport is critical to our goal of contributing to the national resilience of Australia's supply chain to meet any future global or national disruption. This opportunity to provide input has been embraced by the industry and is invaluable to optimising our plans for opening and future growth.

Building the business

In the first half of the 2021–22 financial year, we approached the market for a partner to engage in the initial development of our on-airport business precinct. The initial release of 13.25 hectares of land offers a unique opportunity to deliver valuable mixed-use services (such as accommodation, food and beverage, industrial storage and retail) and amenity to the area, playing an important role in job creation, city shaping and activation of the airport site. This precinct is the entrée to future development throughout the broader 200-hectare

business park, including a dedicated Metro train station, to further stimulate growth and development in the area.

The evolution of our commercial strategy demonstrates the important steps taken so far to realise our mission to deliver a thriving airport precinct in Western Sydney. The achievements of the past year have played an important role in generating strong and increasing interest in the exciting opportunities for investment and a unique chance to shape the future of Western Sydney.



We launched an innovative customer panel in 2022, the first of its kind for an Australian airport

13.25
hectares
of land is
planned to deliver
valuable
mixed-use
services in the
Business Precinct
Stage One

Operations

The WSA Operations team, led by new Chief Operating Officer Matt Duffy, commenced planning the future commissioning of the airport. This is a complex task that brings together the physical infrastructure, technology, processes and people required to deliver a functioning airport. This phase is known as Operational Readiness, Acceptance and Transition (ORAT).

ORAT commences with the identification and collection of information required to commission the airport. This information will be used to procure services, develop safe operating procedures, build a ready workforce and attain all relevant certifications and approvals. Prior to opening, extensive operational testing will be conducted to ensure we are ready to greet our first passengers and aircraft in 2026.

Once operations have commenced, the commissioning phase will transition into business as usual, when we will continue to finesse our processes as the new airport grows.

Technology

Sydney's new airport will be a digitally enabled place of connection. Technology plays an important role in building both the infrastructure and business components of the project, however, the sharpest focus will be on technology and data capabilities to enhance business operations and deliver superior customer outcomes.

The technology delivery program focuses on the combining of technology assets delivered by all building contractors. The program uses a set of technology principles that apply to all aspects of the airport technology, including a core data model to be created and maintained via the sitewide integration of all technology platforms.



Mobilisation of the technology delivery program was completed in the second half of the 2021–22 financial year. A key component of this mobilisation was the appointment of a third party to the role of master systems integrator to assist in delivering the complex and multifaceted components of the airport's technology. DXC Technology was awarded this contract in December 2021.

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Technology plays an important role in building both the infrastructure and business components of the project ...

03

Building your future

We understand that we are building more than just an airport. As Sydney's new global gateway and the catalyst for transformative job creation and investment across the region, Western Sydney International (Nancy-Bird Walton) Airport is one of Australia's most significant nation-building initiatives. It will deliver thousands of direct jobs during the construction phase, with even more jobs indirectly across the region as a flow-on economic benefit.

Western Sydney International Airport is part of a broader vision for the Western Sydney region and beyond. This vision is one where the airport is constructed and operated in a way that is sustainable, socially responsible and considers the interests of the people who live here, while creating jobs and business opportunities.

Sustainability

As the project progresses, we are starting to think beyond how we can implement sustainability principles during construction to adopting an ambitious and leading sustainability approach in the operation of the airport. Performance during design and construction has been strong, with all compliance targets being met and, in some cases, exceeded.

Areas of noteworthy performance

include non-potable water use, use of recycled materials, waste diversion from landfill and workforce targets on local employment and diversity.

To build the business, WSA has developed its inaugural operational sustainability strategy, which sets WSA's long-term vision from operations and beyond. The development of the cargo and business precincts is underpinned by a strong foundation of sustainability requirements, and we are building partnerships with stakeholders to amplify the impact of WSA's sustainability initiatives.

We recorded a number of significant achievements in the 2021-22 financial year:

- The bulk earthworks project component was awarded

an 'excellent' Infrastructure Sustainability Design v1.2 rating from the Infrastructure Sustainability Council.

- The Infrastructure Sustainability Council verified modifications to the efficiency and safety of a drum compactor as a world-first innovation.
- A successful trial was undertaken using hybrid solar/diesel generators to power the construction site compound.
- WSA optimised sustainability in passenger terminal, airside and landside design.
- The operational sustainability strategy that builds on the current WSA Sustainability Plan is now complete and will set the future direction for Western Sydney International Airport.



Building your future

In the 2021–22 financial year, WSA exceeded many of the specific requirements of our construction phase sustainability targets.

Sustainability Plan performance		
Measure	Target	Actual
Water use from non-potable sources, from reclaimed or recycled wastewater or harvested water	33%	99%
Percentage of inert or non-hazardous waste diverted from landfill for recycling or reuse	80%	86%
Percentage of the construction phase workforce locally employed	30%	48%
Percentage of overall workforce diversity including First Nations Australians workforce (during construction), women in non-traditional roles, women in leadership positions, socially and economically disadvantaged people, and people with a disability	10%	36%
Number of priority community health and wellbeing issues to be identified and measures implemented to positively contribute to: <ul style="list-style-type: none">• local and disadvantaged employment• community connection• education and creating opportunities• enhancing the local environment.	1	4
Sustainability innovations implemented (Measures implemented during the reporting period include but are not limited to compactor auto-grade control technology trial, sustainable site compound, SiteHive environmental monitoring and Black Stump solar hybrid generator trial)	3	7

First Nations engagement

WSA recognises the incredible opportunity the airport represents to drive positive reconciliation, along with social and economic opportunities, in partnership with First Nations communities.

Our vision is that Western Sydney International Airport connects visitors to our country, as well as Australians returning home, to Australia’s rich, enduring First Nations cultures. In addition, finding ways to expand employment and business pathways is a priority for us during airport construction and into operation.

As an important step in our contribution to Australia’s reconciliation journey, WSA launched its first Reconciliation Action Plan (RAP) in March 2022. Our RAP sets out our approach to reconciliation both internally and across the communities in Western Sydney through 3 core pillars of respect, opportunities and relationships.

Since the launch of the RAP, we have undertaken several initiatives and programs that align with and deliver on our commitments. Examples include:

- working with First Nations communities to develop a ‘Welcome to Country’ video, showcased at the Experience Centre
- facilitating traditional culture experiences including learning circles
- holding a National Rugby League (NRL) career day for young leaders
- hosting NAIDOC Week celebrations
- installing kangaroo footprint ‘geoglyphs’ on the runway.



We have strengthened our relationships and partnerships with key stakeholders, including Gandangara Local Aboriginal Lands Council, National Indigenous Australians Agency, First Nations delegates of the Aerotropolis, community members and Elders. We have fostered relationships and focused on building career opportunities through outreach programs with the NRL School to Work program, MTC Australia’s Opportunity Hub and the Jump Start Program with our terminal contractor, Multiplex.

“Our vision is that Western Sydney International Airport connects visitors ... to Australia’s rich, enduring First Nations cultures.”

Building your future

Social impact

WSA's purpose is to be the catalyst for long-term, sustainable socioeconomic uplift in communities across Western Sydney by building an airport that will drive job creation, create business opportunities and foster investment in the region.

Airports are proven drivers of positive economic outcomes for the communities they serve. WSA's social impact programs are a way we can target, accelerate and enhance that effect, helping to ensure more community members are positioned to take advantage of the opportunities now – years before the first aircraft lands.

This year, we have worked towards this goal through the following initiatives:

- With a focus on empowering and informing young people on how to take advantage of the opportunities being created by the development of a new airport in Western Sydney and the growth it is driving, we have participated in careers events including the Camden Careers Expo, Blue Mountains Grammar School Careers Expo, CSIRO's With STEM You Can Careers Expo and MTC Australia's Opportunity Hub Indigenous Careers Expo.

- To promote gender diversity in jobs of the future, with a focus on building confidence through learning and mentoring by WSA staff, we entered into a new partnership with Western Sydney Women for The Future is Bright mentoring program, which is designed for girls in Year 10 through to Year 12.

- To help address the challenges experienced by refugees and people seeking asylum in finding sustainable and skilled employment opportunities, we partnered with Settlement Services International (SSI) programs, specifically the Refugee Employment Settlement Program. WSA's collaboration with SSI offers refugee participants networking opportunities and a better understanding of the recruitment process and Australian workplace culture. It is a practical demonstration of our commitment to workforce diversity and the creation of opportunities to drive social uplift for Western Sydney.
- We have implemented a range of mentoring and education programs for students at Western Sydney schools through our partnership with the Australian Business and Community Network (ABCN) to address the educational disadvantage experienced by some students. Through the mentoring program, WSA volunteer mentors support the development of students' skills and mindsets, confidence and aspirations. This concurrently benefits mentors by giving them the opportunity to develop their coaching skills, stimulating their creativity and deepening their understanding of different generations and cultures.

Community and stakeholder engagement

Western Sydney International Airport is about so much more than addressing Sydney's aviation needs. Western Sydney is a great place to live, and the airport is set to make it even better for the diverse and vibrant communities across the region. Our community engagement team is focused on providing the community with access to timely information about the project and ensuring people can provide feedback and have their questions answered.



With COVID-19 restrictions easing during 2021, WSA was able to resume community-facing engagement initiatives, including our sponsorship and participation in community events across Western Sydney, such as the Hawkesbury Show, Cabramatta Lunar New Year festival and the Blacktown Show.

In June 2022, WSA invited the community to get a first-hand perspective of the major construction activities, during our annual community open day. Close to 900 community members attended the event, where they had the chance to step behind the gates of our construction site and discover more about one of the largest infrastructure projects in Australia's history. The open day provided an opportunity for the community to learn about the rich First Nations Australians heritage in the region, and our commitment to the environment and sustainability,

by putting the community in contact with experts from our team to speak about the airport's plans and progress.

WSA rolled out several engagement initiatives across the year, including direct engagement with local residents and businesses.

The Experience Centre takes visitors through a series of interactive displays exploring our region and its people, as well as the opportunities that Sydney's new airport will create. It has proven popular with students on school excursions, community and business groups, as well as Western Sydney locals. Despite being closed due to COVID-19 restrictions for 6 months of the financial year (and operating under reduced capacity for an additional month), the Experience Centre welcomed 4,698 people and hosted 50 stakeholder events.



Together with Gandangara Local Aboriginal Land Council and our CPB ACCIONA JV contractors, a temporary geoglyph was established on site to acknowledge and celebrate the roll-out of our RAP.

close to
900
people
attended
our annual
community
open day



4,698
people visited
the Western
Sydney
International
Experience
Centre

04

Our people



Organisation structure

We have built a team of experienced, capable people who embrace our cultural guiding principle by being 'empowered to deliver'. Our strong and compelling purpose energises our team while fostering a shared mindset to create socioeconomic opportunities for the people of Western Sydney.

As our organisation has matured, scoping the commercial roadmap and entering the peak construction phase, we have reviewed our workforce plan to ensure our current and future capability and expertise are aligned to our strategic priorities. We also reviewed our plan with a view towards operational readiness.

As a result of the strategic workforce review, which identified the importance of airport operational expertise for the project, we have welcomed Mr Matt Duffy into the permanent role of Chief Operating Officer (COO). The greenfield nature of the project provides a unique opportunity to design operations using innovative solutions that are safe, reliable, compliant and efficient. The COO is a complex position responsible for development and delivery of the end-to-end operations of the airport, including the interfaces between facilities, passenger terminal and landside, airfield and control centre operations. Matt's primary focus is driving operational safety and efficiency from the aeronautical and non-aeronautical airport infrastructure, supporting the commercial objectives by exceeding customer service levels and expectations.

We are also pleased to welcome Ms Kirby Grattan to the executive team as WSA's Chief People Officer. Kirby has extensive experience in human resource management both in Australia and globally, having worked across diverse sectors including infrastructure services, energy management, banking, IT and telecommunications.



WSA Board			
Chief Executive Officer			
Executive General Manager, Airport Infrastructure	Chief Operating Officer	Chief Financial Officer	Executive General Manager, Commercial and Strategy
Chief Technology Officer	Chief People Officer	Chief Corporate Affairs Officer	Chief Legal Officer
Delivery Partner		Specialist Technical Advisers	

Our people

Workforce and job creation

Western Sydney International Airport will be a major catalyst for growth and development in the region. One of our objectives is to establish our organisation as an employer of choice by continuing to create a safe, engaging, productive and flexible work environment.

We are committed to ensuring that the airport generates economic and social benefits for the greater Western Sydney region by:

- using local suppliers and employing local resources
- creating opportunities for a First Nations workforce and First Nations suppliers, and for learning workers, including trainees,

apprentices and workers who are training to upgrade their qualifications and skills

- collaborating with the education sector, including TAFE, universities and registered training organisations (RTOs)
- encouraging diversity within our workforce, including providing opportunities for women in non-traditional roles, women in leadership, socially and economically disadvantaged people, and people with a disability
- continuing to partner with our major contractors to develop innovative programs to create job opportunities while building future skills.

WSA is committed to creating thousands of jobs. Between project inception and 30 June 2022:

- 2,776 job-years¹ have been created
- 30% of the project workforce are learning workers
- 48% of the project workforce are local workers
- total workforce diversity is 36%, and 2.76% are First Nations Australians.

Our workforce targets are clearly defined and based on our growth strategy. We have developed tailored programs that support job creation to meet workforce targets. These programs are designed to positively influence employee engagement and community commitment to the project.



the combined
project workforce is

2,005
employees



48%
of workers
are from
Western Sydney

Family members from Western Sydney Airport enjoyed a family day at the Experience Centre in May 2022.

Categories	Workforce targets and progress		
	Target	Progress (as at 30 June 2022)	Highlights
Learning workers	20% by 2025 (including trainees, apprentices and workers who are training to upgrade their qualifications and skills)	30%	<ul style="list-style-type: none">• Our commitment to developing our workforce has delivered a strong result, with targets exceeded.• TAFE NSW has played a pivotal role in the development of the workforce, specifically through the Youth Engagement Strategy, which was designed to provide a blend of industry training and hands-on activities for secondary students from the Western Sydney suburbs, with the aim of developing desirable job skills and promoting careers in aviation.• WSA has formed a youth engagement partnership with CSIRO aimed at high school students to promote science, technology, engineering and mathematics (STEM) careers.• WSA has collaborated with Multiplex to launch the Jump Start mentorship program aimed at high school students to promote careers in construction.• WSA has appointed 4 trainees in the 2021–22 financial year, as part of our inaugural traineeship program under our Higher Education Strategy. WSA has selected Year 12 school leavers who will, while working, be supported to complete formal education through TAFE NSW.• WSA has partnered with the Australian Institute of Management to create WSA's Learning Academy to provide agile and tailored learning options through which employees can rapidly acquire knowledge and skills while igniting innovation and growth in the organisation.
Local employment	30% during construction, from the Western Sydney catchment (Western Sydney City Deal local government areas – Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly – as well as Parramatta, Auburn, Bankstown, Blacktown, Holroyd and the Hills District)	48%	<ul style="list-style-type: none">• Our commitment to Western Sydney has resulted in the employment of local people on the project. We have exceeded our commitment to source 30% of our project workforce from local talent.• Our recruitment strategy specifically focuses on attracting local talent. We are committed to identifying local talent for the project through Western Sydney recruitment agencies.
Diversity²	10% by 2025 ³ (covering First Nations Australians, women in non-traditional roles, women in leadership positions, economically and socially disadvantaged people, and people with disability)	36% (of which 2.76% are First Nations employees)	<ul style="list-style-type: none">• WSA launched its Diversity and Inclusion (D&I) Strategy and formed a D&I Committee to support and champion WSA's diversity and inclusion commitments and actions across the business.• Senior leaders and key personnel participated in unconscious bias training to support WSA's commitment to promote an inclusive culture and a diverse workforce across the organisation. Our RAP was launched and WSA's RAP Committee was formed.• WSA established a RAP governance structure that oversees accountability and delivery of initiatives.• WSA has established relationships with First Nations Australians stakeholders and organisations.• We are committed to ensuring that a minimum of 2.4% of the people engaged throughout construction are First Nations Australians.• WSA has built relationships and engagement through celebrating First Nations peoples' events and programs to infuse and embed First Nations cultures into everyday life at WSA, including NAIDOC Week and building a 'learning circle' at the Western Sydney International Experience Centre site.• The organisation has promoted respect and increased understanding for First Nations peoples and cultures, through immersion days, staff events and family days.• Outreach programs have been provided to the community, which include the NRL School to Work program and many other initiatives.

¹ A 'job-year' represents one full-time job supported for a full year. For instance, one job-year is one full-time job for 12 months or 2 full-time jobs for 6 months.

² A diverse workforce includes participation of priority jobseekers and under-represented groups in the industry, including women in non-traditional roles, women in leadership, economic and socially disadvantaged people, and people with disability.

³ Percentage includes target of 2.4% First Nations Australians workforce participation.

Our people

As at 30 June 2022, WSA employed 115 people directly. The composition of this workforce is as follows:

Employee statistics		
Category	2021-22	2020-21
Ongoing	94	77
Full-time/part-time	92 full-time, 2 part-time	77 full-time
Gender ⁴	50 males, 44 females	44 males, 33 females
Non-ongoing	21	12
Full-time/part-time	21 full-time	12 full-time
Gender ⁴	14 males, 7 females	6 males, 6 females
Total employees ⁵	115	89

As at 30 June 2022, the combined workforce, which includes direct and indirect employees, employees of Bechtel under the delivery partner arrangement and workers onsite, was 2,005.

Diversity and inclusion

WSA is focused on creating an inclusive culture that values differences and promotes opportunities for our people. Our commitment to supporting economic growth and prosperity for Western Sydney remains a key focus, and our programs are designed to include:

- local employment opportunities for Western Sydney residents and First Nations communities
- increased awareness of inclusivity and unconscious bias, while considering the perspectives of diverse groups
- gender diversity and equality measured by representation of women in the workforce and women in leadership roles
- flexible work practices by providing an environment that encourages and fosters flexibility

- wellbeing fostered by an environment of support and care to enable our people to flourish.
- Diversity and inclusion are strategic business priorities that will enhance creativity, innovation and connection to the communities among whom we operate. In the 2021–22 financial year, WSA introduced a dedicated diversity and inclusion policy, as well as a strategy and action plan, to meet the diverse needs of our people (employees, customers, communities and stakeholders). WSA aims to achieve the action plan through 3 strategic focus areas:

- inclusive culture
 - inclusive leadership and decision-making
 - inclusive construction, commerce and community.
- The strategy and action plan directly link people to growing the airport as an ethical, innovative and

productive business. It supports the creation of a workplace environment in which diversity is valued and employees can reach their potential by contributing their unique ideas, perspectives and experiences to the project. We have and will continue to develop tailored programs to support cultural inclusion and comply with regulations which promote employee engagement and community commitment.

WSA's diversity and inclusion agenda flows through all levels of our organisation. Gender diversity is led from the top and demonstrated by female representation as follows:

- 43% of Board positions
- 33% of executive leadership positions
- 40% of WSA's leadership positions
- 45% of WSA's direct workforce.

Flexible work

We understand that many of our employees may need flexibility in their work. Our flexible work arrangements policy exceeds statutory requirements to foster diversity and inclusion, health and wellbeing, and productivity.

This policy recognises the mutual benefits and increasing importance of a flexible workforce who can apply the best skills and perspectives to the needs of our stakeholders, customers and each other. This policy allows us to be agile and responsive as we establish blended ways of working in response to COVID-19 and supporting our people, while maintaining project momentum.

Employee engagement

WSA aims to have a highly engaged workforce. We monitor workforce sentiment via twice-yearly engagement surveys. The full annual engagement survey was undertaken in May 2022, with a result of 72%, above the Australian benchmark of 71%.⁶ This result is particularly pleasing considering the challenges posed by the COVID-19 pandemic, and was above WSA's 2021 result of 70%. Our employee-led Culture Club supported organisation-wide action planning on employee engagement. This initiative to continue to positively promote employee engagement received overall sponsorship by CEO Simon Hickey and strong support from the Executive Leadership Team.

Wellbeing

We recognise that employees spend a significant portion of their time at work, so maintaining wellbeing in the workplace is of utmost importance. The introduction of trained mental health first aiders through a program we call Mind Pilots has assisted with our focus on mental



health and employee wellbeing. Wellbeing can build self-awareness, resilience and confidence, as well as foster productivity – all of which are advocated for in our health and wellbeing policy.

With safety as our highest priority, we will continue our employee wellness programs and activities. We will also continue to maintain a workplace that fosters a growth mindset, flexibility and high performance. Our approach focuses on results and brings to life our values of safety, integrity, inclusion, pioneering, courage and passion.

As a result, we will continue to develop a high-performing, capable and agile workforce that is 'empowered to deliver'.

“Diversity and inclusion are strategic business priorities that will enhance creativity, innovation and connection to the communities among whom we operate.”

⁴No one identified as gender-indeterminate throughout both reporting periods.

⁵Employees during both reporting periods were based in New South Wales, with the exception of 2 employees who were based in the Australian Capital Territory and Queensland in both reporting periods, and one employee based in Queensland during the 2021–22 financial year.

⁶Culture Amp 2022 Australian benchmark.



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Financial overview

During the 2021–22 financial year, construction activities, such as airport design and development, and supporting business activities, continued to ramp up, including:

- awarding the remainder of major construction contracts, including airside civil and pavements (airside) and landside civil and buildings (landside)
- ongoing terminal works (13.8% of construction and engineering completed as at 30 June 2022)
- ongoing major earthworks (92.4% of construction and engineering completed as at 30 June 2022).

Operational expenditure

The company generated an operating loss of \$200.4 million for the 2021–22 financial year. The majority of

operational expenditure is related to site preparation works incurred during the pre-development stage of construction.

Specifically, the significant expenditures for the 2021–22 financial year were:

- \$123.7 million site preparation expenses
- \$29.1 million employee benefits expenses
- \$14.2 million design and project management expenses.

Capital expenditure

Capital expenditure of \$412.2 million for the 2021–22 financial year related to the carrying out of capital works (primarily terminal and airside), project management, and advancing design and engineering.

Capital funding and liquidity

The Australian Government contributed \$640.1 million in equity during the 2021–22 financial year (\$645.0 million in 2020–21), bringing the total equity contribution as at 30 June 2022 to \$2.4 billion.

Aside from the current year operating loss, the company's net assets position increased to \$979.0 million at 30 June 2022. We have sufficient funds to meet our existing financial obligations at the statement of financial position date, and the Australian Government has committed to make ongoing equity funding available to ensure that we can execute the development of Western Sydney International Airport as planned.

Operational expenditure	2022 \$000	2021 \$000
Site preparation	123,739	247,271
Project development expenditure	7,250	7,256
Design and project management	14,206	16,273
Employee benefits	29,102	24,457
Professional services	8,571	11,104
All other expenses	23,353	17,727
Total	206,221	324,088

Capital expenditure	2022 \$000	2021 \$000
Airport construction in progress	409,755	227,542
Plant and equipment	2,419	207
Right-of-use assets	–	1,447
Total	412,174	229,196

06

Directors' report

The Board of Directors

The following persons were directors of the company up to the date of this annual report.

Name	Role	Term of office
Mr Paul O’Sullivan	Chair, Independent Non-executive Director	Appointed 7 August 2017 (5-year term) Reappointed 7 August 2022 (3-year term)
Mrs Fiona Balfour	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term)
Mr Tim Eddy	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2020 (3-year term)
Mr Vince Graham AM	Independent Non-executive Director	Appointed 14 November 2017 (4-year term) Reappointed 14 November 2021 (3-year term)
Ms Anthea Hammon	Independent Non-executive Director	Appointed 14 November 2017 (5-year term)
Ms Christine Spring	Independent Non-executive Director	Appointed 7 August 2017 Reappointed 7 August 2021 (3-year term)
Mr John Weber	Independent Non-executive Director	Appointed 14 November 2017 Reappointed 14 November 2020 (3-year term)

Meetings of directors

	Board		Design and Construction Committee		Audit and Risk Committee		People, Remuneration and Nomination Committee		Safety, Health, Environment and Community Committee		Technology Committee		Investment Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
P O’Sullivan	11	11	7	7	4	4	5	5	4	4	3	3	6	6
F Balfour	11	11	7	7	4	4	5	5	–	–	3	3	6	6
T Eddy	11	11	–	–	4	4	–	–	–	–	3	3	6	6
V Graham AM	11	11	7	7	–	–	5	5	4	4	–	–	–	–
A Hammon	11	11	–	–	–	–	5	5	4	4	3	3	–	–
C Spring	11	11	7	7	4	3	–	–	–	–	3	2	6	6
J Weber	11	11	7	7	4	4	5	5	4	4	–	–	6	6

Details relating to the Board skills matrix, the independence of directors and the Code of Conduct applicable to the Board are included in the corporate governance statement (see page 54).

Directors' report

Director profiles



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

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

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

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

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

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

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.

Directors' report

Operations

Review of operations

The Chair's message and the CEO's message (pages 6–9), and Sections 1, 2 and 3 (pages 12–27) provide a review of the company's operations.

Principal activities

The company's main activities during the period are covered in Sections 1, 2 and 3 (pages 12–27) and the financial overview (pages 34–35). There have been no significant changes in those principal activities during the period.

Significant changes in the state of affairs

Other than the information set out in the operating overview, represented in Sections 1, 2 and 3, there were no significant changes in the state of affairs during the reporting year.

Events since the end of the financial year

No other matter or circumstance has arisen since 30 June 2022 that has significantly affected the company's operations, results or state of affairs, or may do so in future years.

Likely developments and expected results of operations

Likely developments include procurement of contracts, design and engineering and construction works. The Chair and CEO message and operating overview, represented in Sections 1, 2 and 3, provide more information.

Dividend

No dividends have been paid or declared during the period.

Environmental regulation

The company is subject to significant environmental regulation in respect of our land development and construction activities. The Western Sydney Airport Plan imposes conditions on the design, construction and operation of the Stage One development, and includes strict environmental standards and implementation of mitigation measures identified in the Environmental Impact Statement. The company is committed to managing its activities in an environmentally responsible manner to meet its legal, social and ethical obligations.

Indemnification of officers

As an organisation, we have indemnified each of the directors and officers of the company against legal proceedings, loss or liability that arises in their capacity as a director or officer. As at 30 June 2022, no claims have been made.

Non-audit services

Neither the Auditor-General nor the Australian National Audit Office has provided non-audit services.

Auditor's independence declaration

The directors received an independence declaration from the Auditor-General. A copy of this declaration is included with the financial report.

Signed in accordance with a resolution of the directors.



Mr Paul O'Sullivan
Chair of the Board



Mr Tim Eddy
Chair of the Audit and Risk Committee

Sydney
19 August 2022



Sydney's new airport is named after Nancy-Bird Walton.

07

Remuneration report



Letter from the Chair of the People, Remuneration and Nomination Committee

On behalf of the Board, I am pleased to present our 2021–22 remuneration report, which summarises the company’s achievements of the past year and the associated remuneration for our Chief Executive Officer and senior executives. The fee arrangements for Board members are also detailed.

The Committee’s work in 2021–22

The role of the People, Remuneration and Nomination Committee is to ensure that Western Sydney Airport (WSA) has robust people management processes, remuneration policies and frameworks in place to attract and retain the most suitable high-calibre people. During the 2021–22 financial year, the committee continued to discharge its duties by undertaking regular reviews of WSA’s approach to remuneration, ensuring remuneration levels are appropriate to key initiatives, including:

- the company’s objectives and goals (described in the corporate plan)
- the company’s values (particularly its ‘safety first’ mindset)
- the alignment of remuneration outcomes with individual accountability and performance
- the maturing attraction, retention and flexible work processes.

In determining financial year remuneration, the committee’s work has continued to focus on execution of the company’s performance-based remuneration strategy and the Australian Government’s public sector Performance Bonus Guidance. The guidance was released on 13 August 2021, applying to all Commonwealth entities and companies, including WSA as a Government Business Enterprise (GBE).

The Performance Bonus Guidance, applying to the 2021–22 financial year onwards, provides an approach for the restrained use of performance bonuses. This guidance covers all WSA employees (except for the CEO).



Outlined principles and government expectations of the guidance are:

- Commonwealth entities and companies exist to deliver outcomes for the public. Any performance bonuses (which represent an ‘at risk’ short-term incentive) must be carefully designed to clearly align with delivering a public benefit over and above expected outcomes.
- All Commonwealth entities and companies have a responsibility to the Australian public and therefore should act in line with community expectations regarding remuneration, regardless of their level of independence from the government.
- Commonwealth entities and companies should exercise rigour and restraint in the use of performance bonus payments.
- Performance bonuses may only be used in limited circumstances, justifiable to the parliament and the public.

The committee evaluated and considered the principles and expectations carefully, concluding to discontinue the use of short-term incentives (STIs) for all roles (except the CEO whose remuneration is set by the Remuneration Tribunal). As part of the transition away from STIs, following consultation and subsequent agreement with each senior executive and employee, 80% of each individual’s STI (noting that the STI was not guaranteed) was ‘rolled-in’ to their fixed annual remuneration (FAR) from 1 July 2021. This approach was in line with transition arrangements suggested in the guidance and also met the company’s need to maintain competitive remuneration packages – broadly the 25th percentile of comparative benchmarks including both GBE and market comparators.

Remuneration report

Although this is a significant change to the structure of our remuneration packages, the CEO and senior executives are still assessed against organisational key performance indicators (KPIs) as part of the overall performance management process, salary reviews and CEO STI outcomes. The committee acknowledges the responsibility to its shareholders and the community in aligning to the public sector guidance in relation to employee remuneration, including any future incentive structures for project completion.

Year in review

Establishing WSA as an employer of choice is a key business objective. The company has continued to focus on delivering a positive employee value proposition and an engaged workforce, notwithstanding the effects of the COVID-19 pandemic.

We have continued to build capability by attracting and developing key talent to create an experienced and high-performing workforce.

Mr Matt Duffy commenced as Chief Operating Officer on 16 August 2021. Mr Duffy's primary focus is driving operational safety and efficiency from the aeronautical and non-aeronautical airport infrastructure, supporting the commercial objectives by exceeding customer service levels and expectations. This will drive WSA's performance as a catalyst for socioeconomic uplift in Western Sydney.

Ms Kirby Grattan commenced as the Chief People Officer on 14 February 2022. Ms Grattan brings to WSA both local and global HR experience in leading HR across large complex organisations. Her key focus will be to continue to evolve WSA people strategies, workforce plans and capabilities to ensure WSA delivers its organisational KPIs.

WSA's activities were identified as an essential service during the COVID-19 pandemic, and the project has been described as a significant

infrastructure project for the nation's economic recovery. We have met or exceeded all our KPIs, and the project remains on time and on budget and – most importantly – has a solid safety record. These achievements are a credit to WSA employees, our delivery partner and contractors who continue to deliver during very difficult times.

Key people achievements for the total workforce include:

- 1.64 TRIFR result against a target of 5
- 48% local employment, exceeding our target of 30% for the construction phase
- 36% diverse workforce, exceeding our target of 10% – this 10% target includes a workforce focus of First Nations peoples, women in non-traditional roles, women in leadership roles, economically and socially disadvantaged groups, and people with a disability
- 30% learning workers, exceeding our target of 20%
- 2,776 job-years created since project inception.

Key people achievements for the direct workforce include:

- a gender mix of 44% female, 56% male
- 72% employee engagement, which is aligned to our organisation KPI of 72%
- 22 WSA employees participated in mentoring 59 school students through our partnership with Australian Business and Community Network (ABCN) and Western Sydney Women (WSW)
- continued implementation of WSA's Mental Health Management Plan, which included the establishment of a network of fully trained mental health first aiders
- opening of the Western Sydney Airport Connectivity Centre in Penrith, in collaboration with TAFE and Multiplex.

2,776
job-years created
since project
inception

44%
of workers are
female and
56%
of workers
are male



Key project achievements include:

- launching our first Reconciliation Action Plan (RAP) in March 2022
- awarding the contract for the airside civil and pavements package in September 2021
- awarding the contract for the landside civil and buildings works package in December 2021
- awarding the contract for the master systems integrator in December 2021
- accomplishing over 90% of earthmoving, with 25 million cubic metres of earth moved across the site
- achieving 80% completion on project design, with terminal design 90% complete.

While COVID-19 continued to have considerable social and economic

effects on the nation, our workforce demonstrated remarkable resilience and an outstanding commitment to advancing the project, consistent with WSA's values. Our employees worked continually and collaboratively to deliver safe and uninterrupted project operations.

The CEO and executives continue to provide exceptional leadership and outcomes amid the uncertainties of the pandemic. In determining remuneration across WSA for the 2021-22 financial year, the Board has considered the social and economic environment, in particular, salary inflation and constrained labour market pressures. This is in the context of WSA's established remuneration principles, as well as the Performance Bonus Guidance issued by the Commonwealth.

The Board has also considered the continued strong performance of

our executive and employees against our balanced scorecard.

WSA will continue to test and evolve its approach to remuneration as the company continues to mature. This demonstrates our commitment to be both responsible and effective with regard to remuneration of our people.

John Weber
Chair, People, Remuneration
and Nomination Committee

19 August 2022



Remuneration report

Key management personnel

The key management personnel (KMP) whose remuneration is disclosed in this year’s report are:

Name	Title	KMP term
Non-executive directors		
Paul O’Sullivan	Chair	Full year
Fiona Balfour	Non-executive Director	Full year
Tim Eddy	Non-executive Director	Full year
Vincent Graham AM	Non-executive Director	Full year
Anthea Hammon	Non-executive Director	Full year
Christine Spring	Non-executive Director	Full year
John Weber	Non-executive Director	Full year
Senior executives		
Simon Hickey	Chief Executive Officer	Full year
Matt Duffy	Chief Operating Officer	Part year – commenced 16 August 2021
Kirby Grattan	Chief People Officer	Part year – commenced 14 February 2022
Scott MacKillop	Chief Corporate Affairs Officer	Full year
Tom McCormack	Chief Technology Officer	Full year
Jim Tragotsalos	Executive General Manager Airport Infrastructure	Full year
Shelley Turner	Chief Financial Officer	Full year
Steven van der Donk	Chief Legal Officer	Full year
Alison Webster	Executive General Manager Commercial and Strategy	Full year
Former senior executives		
Joanne Vaughan	Chief People and Culture Officer	Part year – resigned effective 15 November 2021

For the purposes of this disclosure, WSA has defined KMP as the Board Directors, CEO and senior executives who have authority and responsibility for planning, directing and controlling the activities of the company.

2021–22 senior executive remuneration

Remuneration governance at WSA

The role of the People, Remuneration and Nomination Committee (PRNC) is to help the Board fulfil its governance responsibilities in relation to people management and remuneration policies.

The table below sets out the roles and responsibilities of the Board, the PRNC and management in relation to executive remuneration.

The Board	PRNC	Management
Approves our remuneration strategy.	Reviews and makes recommendations to the Board on our remuneration strategy, including remuneration reviews, remuneration levels, incentive policies and remuneration practices.	Prepares remuneration strategy, policy recommendations and information for the PRNC and Board’s consideration and approval.
Approves CEO remuneration in line with the Remuneration Tribunal’s determinations.	Reviews and makes recommendations to the Board on remuneration incentive and benefit policies, practices and arrangements within the parameters of the guidelines or determinations set by the Remuneration Tribunal where applicable.	Oversees the implementation of approved remuneration policies and processes.
Approves senior executive remuneration.	Reviews and recommends senior executive remuneration to the Board.	Prepares recommendations and information for the PRNC’s consideration. Monitors key employee data, enabling remuneration and benefits to support the company’s ability to attract, retain and reward talented people.
	Reviews and oversees the company’s recruitment practice, learning and development approach, engagement program and people practices.	Reports workforce metrics and practices to the PRNC. Develops and implements the company’s recruitment practices, learning and development approach, engagement program and people practices. Monitors key employee data, including workforce targets, employee engagement, turnover and hiring information.

Remuneration report

Overarching Board discretion

The Board retains overall discretion to adjust enterprise-wide remuneration upwards or downwards. In applying this judgment, the Board will consider a range of factors, including, but not limited to:

- safety, including the delivery of priorities, plus lead and lag indicators
- our overall financial results
- unanticipated political or economic events
- the quality of the outcome relative to the agreed strategy
- alignment of individual behaviours with our vision and values.

Support from external advisers

During the 2021–22 financial year, KPMG advised our organisation in relation to remuneration. The advice included benchmarking data, relevant GBE and market-based comparisons, and a review of the remuneration and benefits and STIs policies. This included remuneration market trends analysis. The advice from KPMG did not constitute a remuneration recommendation as defined in the *Corporations Act 2001* (Cth).

2021–22 remuneration strategy and framework

Our remuneration strategy is aligned with the business plan. It aims to

deliver superior performance and sustainable growth in the interests of the Western Sydney community. It is designed to attract, grow and retain the quality of people required to deliver the airport and the airport business.

This is especially relevant given the current volatility in the employment market, particularly the infrastructure industry. The Board will continue to closely monitor its remuneration strategy and framework, adjusting its approach to senior executive remuneration prudently as required for the safe delivery of the project.

Remuneration principles			
Market competitive		Performance-oriented and equitable	Aligned with stakeholder and public interest
Remuneration objectives			
Pay people competitively and reward contributions to our long-term objectives	Consistency and equity in remuneration	Remuneration and benefits policies and practices that promote the judicious use of public money	Remuneration and benefits governance processes that are transparent and support financial soundness and prudent risk management
2021–22 remuneration framework			
The remuneration framework is designed to support the remuneration strategy. It comprises fixed annual remuneration for all KMP and a short-term incentive for the CEO.			
FAR FAR includes base salary, superannuation contributions and appropriate benefits provided to senior executives. The FAR for the CEO is determined by the Remuneration Tribunal and the role is classified as a Principal Executive Officer (PEO) Band E. FAR levels are set according to the nature and scope of the senior executive's role, as well as their performance and experience. We benchmark senior executives with reference to ASX-listed and unlisted companies of comparative size and complexity, as well as other GBEs.	STI – CEO During the period, WSA aligned with the Australian Government's Performance Bonus Guidance by removing STIs for KMP other than the CEO. The CEO remains eligible for a STI based on the package determined by the Remuneration Tribunal. The STI plan is an annual performance-based incentive paid in cash. Payment of the outcome will be in accordance with the 2022 STI policy. Its purpose is to incentivise the CEO to deliver annual performance outcomes aligned to shareholder ministers' interests. The maximum STI opportunity for the CEO for the 2021–22 financial year is 50% of FAR. The tribunal sets parameters for the CEO's performance pay, including the deferral requirement. The CEO STI and Senior Executive FAR adjustments are linked to individual balanced scorecards of organisational performance indicators (KPIs), and an assessment against overall results and alignment to the company's values. KPIs are a mix of financial and non-financial measures, including safety, environment, infrastructure, community and people targets, and individual performance objectives directly related to the senior executive's core area of responsibility. The Board makes determinations of the CEO's STI and Senior Executive FAR adjustments based on an assessment of the KPIs and application of overall discretion.		



Total potential remuneration

CEO's remuneration arrangements

The CEO position is defined by the Australian Government Remuneration Tribunal (Remuneration Tribunal) as a Principal Executive Officer role, and therefore it sets the parameters for Mr Hickey's remuneration levels. Based on the Remuneration Tribunal's determination and guidance, Mr Hickey's remuneration arrangements were:

- total fixed remuneration: \$852,096 per annum (including base salary and superannuation)
- target STI: \$426,048 per annum (50% of total fixed remuneration).

2021–22 current senior executive remuneration table

During the 2021–22 financial year, the Australian Government issued a 'Performance Bonus Guidance' document effective 1 July 2021 (the guidance), which outlines the principles for governing performance bonuses. The guidance includes

the general principle that most positions should not be eligible to earn a performance bonus and Commonwealth Companies, such as WSA, should avoid the broad use of performance bonuses. WSA accordingly dissolved STIs from senior executive remuneration structures except for the CEO, incorporating part of the STI into the base salary (FAR) of relevant employees. This was an arrangement in line with the Commonwealth's guidance.

In addition to complying with Australian Government expectations and the guidance, the company engaged KPMG to undertake benchmarking for senior executive remuneration during the period. The interests of our shareholders, the Australian Government and the company generally, are best served when WSA executives are remunerated competitively, and outstanding performance is acknowledged. This resulted in several senior executives receiving remuneration adjustments to be appropriately positioned at

broadly the 25th percentile for total remuneration against market comparators from which WSA draws talent and in line with WSA's Board-approved remuneration strategy.

The CEO and senior executive remuneration for the 2021–22 financial year reflects outstanding achievements in continuing to drive this highly complex and challenging nation-building project forward.

Key personnel in the organisation structure have been appointed to move the organisation towards building the business, including a focus on establishing commercial revenue, as well as business and airport operations. These are new appointments to the executive management team and reflect their tenures within the organisation for the last 12 months.

Remuneration report

2021–22 current senior executive remuneration table

The following table presents the total remuneration of current senior executives for the 2021–22 financial year.

	Short-term benefits			Post-employment benefits	Other long-term benefits		
Name	Financial year	Base salary ^{7,8}	STI	Superannuation contributions	STI deferred	Long-service leave	Total remuneration
		\$	\$	\$	\$	\$	\$
Simon Hickey ⁹	2022	864,335	213,024	23,568	213,024	3,859	1,317,810
	2021	825,651	197,872	21,694	197,872	1,254	1,244,343
Matt Duffy ¹⁰	2022	612,349	–	23,568	–	984	636,901
	2021	–	–	–	–	–	–
Kirby Grattan ¹¹	2022	180,081	–	11,784	–	273	192,138
	2021	–	–	–	–	–	–
Scott MacKillop ¹²	2022	497,333	–	23,568	–	7,313	528,214
	2021	363,240	43,737	21,694	43,737	3,872	476,280
Tom McCormack ¹³	2022	618,928	–	23,568	–	11,919	654,415
	2021	429,443	64,020	21,694	64,020	4,761	583,938
Jim Tragotsalos ¹⁴	2022	748,140	–	23,568	–	12,469	784,177
	2021	544,136	101,798	21,694	101,798	3,677	773,103
Shelley Turner ¹⁵	2022	692,260	–	23,568	–	12,910	728,738
	2021	491,828	71,145	21,694	71,145	5,923	661,735
Steven van der Donk ¹⁶	2022	497,374	–	23,568	–	2,026	522,968
	2021	200,172	26,715	10,847	26,715	309	264,758
Alison Webster ¹⁷	2022	713,546	–	23,568	–	3,103	740,217
	2021	253,944	44,526	10,847	44,526	385	354,228

2021–22 former senior executive remuneration table

The following table presents the total remuneration paid to members of the senior executive team who left the business during or in the year prior to the 2021–22 financial year.

	Short-term benefits			Post-employment benefits	Other long-term benefits			
Name	Financial year	Base salary ¹⁸	STI	Salary packaging	Superannuation contributions	STI deferred – actual	Long-service leave	Total remuneration
		\$	\$	\$	\$	\$	\$	\$
Steve Mann	2022	–	–	–	–	–	–	–
	2021	495,950	–	–	–	–	–	495,950
Joanne Vaughan ¹⁹	2022	162,957	–	13,613	10,518	–	(9,587)	177,501
	2021	301,625	51,178	21,605	21,694	51,178	5,564	452,844

2021–22 CEO STI

The following table presents the target and awarded CEO STI for the 2021–22 financial year.

Name	Target STI	Awarded STI	Awarded STI as % of target	Forfeited STI	STI cash	STI deferred
	\$	\$		\$	\$	\$
Simon Hickey	426,048	426,048	100%	–	213,024	213,024

⁷ Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated in accordance with AASB 119 Employee Benefits.

⁸ CEO excepted, base salary for the 2021–22 financial year includes the partial roll-in of the STI.

⁹ Mr Hickey was appointed effective 15 July 2020.

¹⁰ Mr Duffy was appointed effective 16 August 2021.

¹¹ Ms Grattan was appointed effective 14 February 2022.

¹² Mr MacKillop received a TFR increase of \$25,000 (effective 1 January 2022) to partially close the gap to the Board’s target remuneration benchmark.

¹³ Mr McCormack received a TFR increase of \$100,000 (effective 1 January 2022) to partially close the gap to the Board’s target remuneration benchmark.

¹⁴ Mr Tragotsalos received a TFR increase of \$50,000 (effective 1 January 2022) to partially close the gap to the Board’s target remuneration benchmark.

¹⁵ Ms Turner received a TFR increase of \$75,000 (effective 1 January 2022) to partially close the gap to the Board’s target remuneration benchmark.

¹⁶ Mr van der Donk was appointed effective 4 January 2021. Mr van der Donk acted as Chief People Officer between 15 November 2021 and 14 February 2022 and received a higher duties allowance for that period.

¹⁷ Ms Webster was appointed effective 11 January 2021. Ms Webster received a TFR increase of \$50,000 (effective 1 January 2022) to partially close the gap to the Board’s target remuneration benchmark.

¹⁸ Base salary comprises cash salary, annual leave paid and movement in the annual leave provision during the period calculated in accordance with AASB 119 Employee Benefits.

¹⁹ Long-service leave is presented as a reversal given the non-vesting nature of the paid leave entitlement.

Remuneration report

2021–22 STI balanced scorecard for the CEO and senior executives

The CEO and senior executive balanced scorecards contain a range of financial and non-financial KPIs aligned to the strategic priorities of WSA. The company’s scorecard in the 2021–22 financial year is as follows.

Strategic domain KPI	KPI description	Performance outcome		
		Not met	Partially achieved	Fully achieved
Safety record	This measures our success in cultivating and reinforcing a safety first, prevention and protection mindset among our employees, contractors and consultants. Measure: Safety record: TRIFR < 5* *Industry benchmark			✓
Infrastructure delivery	This measures our success in achieving the key project milestones for building the infrastructure. Measure: Completion of key project milestones within the specified timeframes.			✓
Developing the airport business	This measures our success in achieving the key business milestones for building the business. Measure: Completion of key business milestones within the specified timeframes.			✓
Employee engagement	This measures our success in engaging with the team, fostering agility, engaging leadership, talent focus and commitment to roles. Measure: Employee engagement relevant to Australian benchmark			✓
Environmental performance	This measures our success in effectively executing the Construction Environmental Management Plans (CEMPs) throughout the delivery phases of the airport. Measure: Nil Environmental Protection Orders issued by the Airport Environment Officer			✓
Community engagement	This measures our success in engaging with the community, and its subsequent awareness and support of Western Sydney International (Nancy-Bird Walton) Airport. Measure: Maintain the community engagement index			✓
Financial performance	This measures actual expenditure relative to budgeted forecasts. Measure: Expenditure within budget			✓

Non-executive director fees

The Commonwealth of Australia, through the shareholder ministers, appoints all the company’s non-executive directors.

The Remuneration Tribunal, an independent statutory body overseeing the remuneration of key Commonwealth officers, sets fees for non-executive directors. We comply with the Remuneration Tribunal’s determinations, which are prescribed independently.

The Remuneration Tribunal sets annual Chair and non-executive director fees, as well as fees to recognise relevant committee work. Fee packaging may be made available to non-executive directors within the fees specified. Statutory superannuation is paid on top of fees set by the tribunal.

The following table sets out the non-executive director fees, excluding superannuation, as directed by the tribunal for the 2021–22 financial year. No extra committee fees apply

to the Chair of the Board, whose fee is all-inclusive of any additional responsibilities. There was no Deputy Chair appointed to the Board in the 2021–22 financial year.

Board position	2021–22 entitlement (excl. superannuation)
	\$
Chair	166,290
Deputy Chair	124,720
Non-executive directors	83,150
Audit and Risk Committee Chair	16,320
Audit and Risk Committee members	8,160

The remuneration of non-executive directors is shown in the following table.

Name	Year	Short-term benefits (director’s fees)	Post-employment benefit (superannuation contribution)	Total remuneration
		\$	\$	\$
Paul O’Sullivan	2022	166,290	16,629	182,919
	2021	166,290	15,798	182,088
Fiona Balfour	2022	91,310	9,131	100,441
	2021	91,310	8,674	99,984
Tim Eddy	2022	99,470	9,947	109,417
	2021	99,470	9,450	108,920
Vincent Graham AM	2022	83,150	8,917	92,067
	2021	88,169	8,376	96,545
Anthea Hammon ²⁰	2022	89,386	2,079	91,465
	2021	83,150	7,899	91,049
Christine Spring	2022	91,310	9,131	100,441
	2021	101,380	9,631	111,011
John Weber	2022	91,310	9,131	100,441
	2021	96,329	9,151	105,480

²⁰ Superannuation guarantee employer shortfall exemption was granted by the ATO for the period 1 October 2021 to 30 June 2022.

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Corporate governance statement

This statement, which the Board approved on 19 August 2022, outlines our corporate governance framework and practices.

We are committed to maintaining high standards of corporate governance, which is essential to the integrity, sustainability and performance of our company and in the best interests of our shareholders.

We have established a robust governance framework that includes policies and procedures to comply with our legal and regulatory obligations, reflect best practice and meet probity requirements. As a GBE, we are also subject to parliamentary scrutiny and are

required to keep shareholder ministers informed of activities, issues and decisions affecting our company.

Our corporate governance framework considers government, regulatory and legislative requirements, as well as best market practice, including:

- the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)
- the *Corporations Act 2001* (Cth)
- the *Department of Finance Resource Management Guides*

- our Commercial Freedoms Framework, approved by our shareholder ministers
- the Australian Securities Exchange (ASX) *Corporate Governance Council's Corporate Governance Principles and Recommendations*, 4th Edition (ASX Principles) that WSA consider relevant to the company.

We are wholly owned by the Commonwealth of Australia, represented by the following shareholder ministers.

Shareholder minister	Period
Senator the Hon Simon Birmingham, the then Minister for Finance	1 July 2021 – 23 May 2022
The Hon Paul Fletcher MP, the then Minister for Communications, Urban Infrastructure, Cities and the Arts	1 July 2021 – 23 May 2022
Senator the Hon Katy Gallagher, Minister for Finance	23 May 2022 – 30 June 2022
The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government	1 June 2022 – 30 June 2022

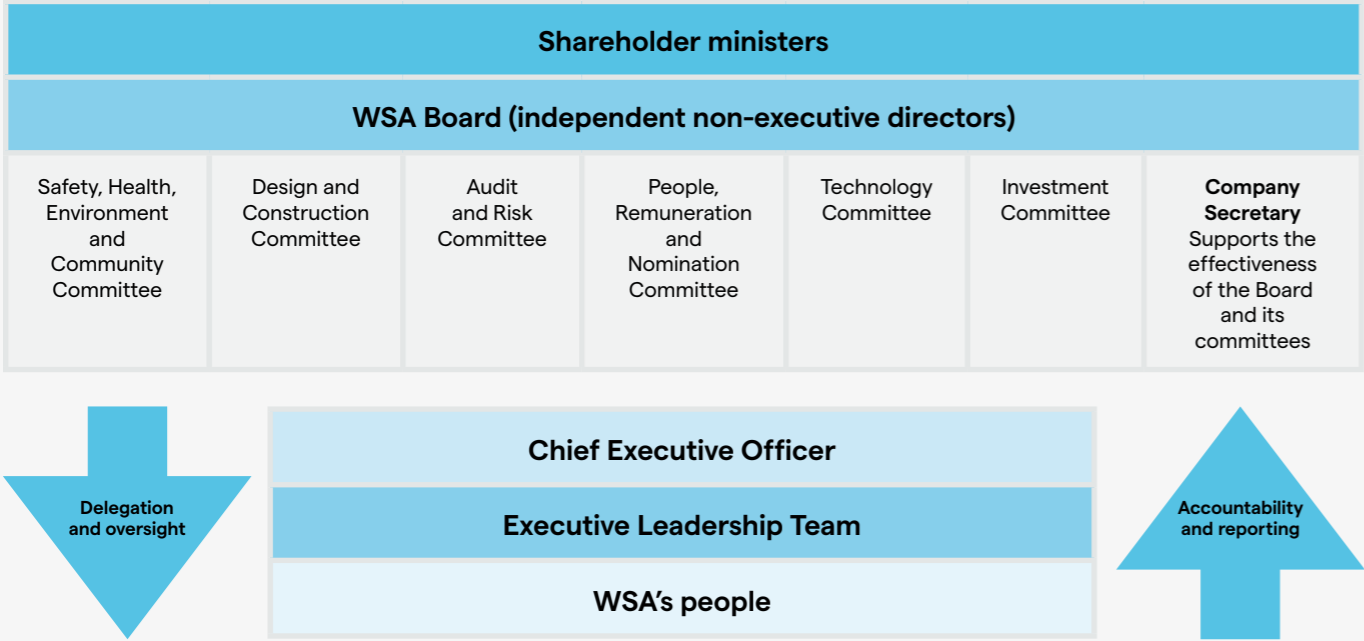
We are a public company limited by shares and incorporated in Australia. As we are wholly owned by the Commonwealth of Australia, we are not required to hold an annual general meeting pursuant to section 250N(4) of the *Corporations Act 2001* (Cth).

Our corporate governance framework voluntarily reflects the 8 ASX Principles. The following table shows where this statement considers each principle.

ASX principle	Reference in this corporate governance statement
1 Lay solid foundations for management and oversight	The Board (page 56) Board committees (page 58)
2 Structure the Board to be effective and add value	The Board (page 56) Board committees (page 58)
3 Instil a culture of acting lawfully, ethically and responsibly	Lawful, ethical and responsible behaviour (page 61)
4 Safeguard the integrity of corporate reports	Safeguard integrity in corporate reporting (page 62)
5 Make timely and balanced disclosure	Interactions with shareholder ministers (page 63)
6 Respect the rights of security holders	Interactions with shareholder ministers (page 63)
7 Recognise and manage risk	Commitment to risk management (page 62)
8 Remunerate fairly and responsibly	Remunerate fairly and responsibly (page 61)

Corporate governance statement

Our corporate governance framework



The Board

Board members

The Board is made up of 7 independent non-executive directors, 4 males and 3 females. The directors' report (page 36) outlines their biographies and appointment details.

Role and responsibilities of the Board

The Board is ultimately responsible for WSA's performance, including meeting our accountability obligations to the Commonwealth. Its role is to provide strategic guidance for the company and effective oversight of management. Its key responsibilities are:

- liaising with the shareholder ministers on Australian Government policy requirements, including the implications of those policy requirements for our company

- approving the strategic plans for our company, which includes ensuring that the corporate plan is prepared and submitted each year
- monitoring management in the implementation of the corporate plan and the strategic direction of our company
- setting environmental as well as work health and safety performance objectives, developing appropriate policies and controls, ensuring legal compliance and monitoring progress against such objectives and policies
- appointing the CEO following consultation with the Commonwealth
- reviewing the performance of the CEO
- monitoring the performance of senior management

- determining the risk appetite of our company, monitoring significant business risks and the adequacy, appropriateness and operation of risk management, and associated internal controls and frameworks
- establishing, reviewing and overseeing a Code of Conduct for directors, senior executives and other employees
- monitoring and overseeing compliance with best-practice corporate governance requirements
- monitoring and overseeing compliance with all legal and regulatory requirements, ethical standards and policies.

The Board Charter sets out further details of the responsibilities of the Board, including matters that are specifically reserved for the

Board. It is reviewed annually, and a copy is available on our website (westernsydney.com.au/sites/default/files/2022-07/Board%20Charter%20Nov%202021.pdf).

Delegation and reservation of powers

To help provide strategic guidance, the Board delegates some of its powers to the CEO and management. These matters are set out in our Delegation of Authority Policy, which clarifies the roles and responsibilities of the Board and senior management to support accountability and transparency in decision-making.

The Board is specifically responsible for:

- appointing the CEO following consultation with the Commonwealth
- appointing, re-appointing or removing the company's external auditors
- establishing Board committees, their membership and delegated powers
- approving the Charter of each Board committee, including any subsequent amendments
- recommending dividends, following consultation with the shareholder ministers
- reviewing and ratifying risk management, accountability, internal compliance and control, and legal compliance systems to ensure that appropriate compliance frameworks and controls are in place
- monitoring and overseeing compliance with best-practice governance requirements
- overseeing the physical and technological security of the company

- monitoring senior management performance, including its ability to deliver on milestones
- approving capital expenditure, acquisitions and divestiture decisions where the value or nature or both is such as to fall outside the Delegation of Authority framework
- approving financial statements, annual report and corporate plan.

Performance of the Board

The performance of the Board, and of the Board Chair, is reviewed annually. In line with GBE requirements, the Board Chair gives shareholder ministers written confirmation of this review and advises of any areas of concern.

In 2022, the Board reviewed its performance internally. In line with Resource Management Guidelines (RMG) 126 requirements, there will be an external independent review of the Board's performance in 2023.

Induction and professional development of directors

Our induction program for directors includes meeting with senior management, a tour of the airport site and information about relevant legislative requirements. We provide ongoing education and information on relevant topics through presentations and briefings to the Board and its committees.

Education and training sessions give directors the chance to develop and maintain the professional skills and knowledge needed to effectively perform their role. This training includes regular updates in relation to their duties, work health and safety legislation, as well as other regulatory and legal developments.

Board size, independence, composition and appointment

According to our constitution, the Board must have a minimum of 3 and a maximum of 7 independent non-executive directors.

The Board and shareholder ministers will regularly review the composition of the Board to ensure that it contains the ideal number of directors and that the directors have an appropriate mix of skills.

Director appointments

The Australian Government appoints directors through a formal letter of appointment that sets out key terms and conditions. The maximum term of office of a director is 5 years. At the end of this period, the director will retire but will be eligible for reappointment.

Directors' independence

At the time of each director's appointment or reappointment, the Australian Government assesses their independence. The Board considers all directors to be independent.

Conflicts of interest

All directors are required to disclose any material personal interests, including other directorships held, and to regularly update the information they provide. We maintain a Register of Directors' Interests that is tabled at each Board meeting.

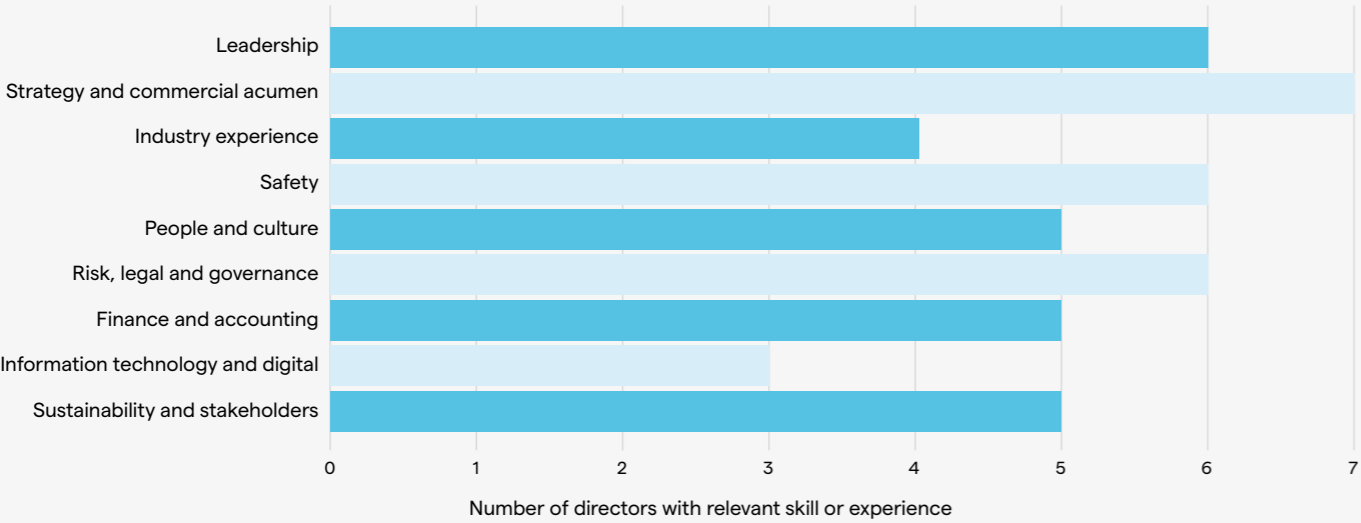
Where a director has a declared material personal interest in a matter or has been assessed as having a conflict of interest, the director will not take part in discussions or voting when the Board or committee deliberates on the issue.

Corporate governance statement

Board skills

The following table sets out the skills our Board looks for, together with the details of those skills that the directors contribute to the Board.

Board skills and experience



The skills and experience across the Board are appropriate for the current business phase. As the business evolves, the skills and experience requirements of the Board will change, with commercial financing, commercial property, and deep airline and airport operational experience becoming increasingly important.

Board committees

To assist the Board with discharging its responsibilities, the Board has established the following standing committees and project-related committees. It is expected that the standing committees will be ongoing and that the requirement for the project-related committees will be reviewed on a 2-yearly basis.

Each committee is governed by its own charter, which details its role and responsibilities, membership requirements and frequency of meetings. Each charter is reviewed annually and revised as appropriate.

Standing committees

Committee	Role and responsibilities	Membership requirements
Audit and Risk	The primary responsibility of the committee is to help the Board with its responsibilities regarding financial reporting, performance reporting, risk oversight and management, internal control and compliance with relevant laws and policies.	The committee must include: <ul style="list-style-type: none">a majority of independent non-executive directorsat least 3 financially literate membersat least one member with accounting or related financial expertiseat least one member with the necessary technical knowledge and understanding of our industry.
People, Remuneration and Nomination	The primary responsibility of the committee is to help the Board with its responsibilities regarding people management and remuneration policies. This includes Board nominations and director performance, as well as overseeing our remuneration strategy and making recommendations to the Board regarding remuneration of the CEO and senior executives.	The committee must include: <ul style="list-style-type: none">a majority of independent non-executive directorsat least 3 members.
Safety, Health, Environment and Community	The primary responsibility of the committee is to help the Board in its oversight of health, safety and environment matters that may affect employees, contractors and local communities.	The committee must include: <ul style="list-style-type: none">a majority of independent non-executive directorsat least 3 members.

Copies of committee charters are available on our website (westernsydney.com.au). The Audit and Risk Committee Charter is available from our website (westernsydney.com.au/sites/default/files/2022-07/Audit%20and%20Risk%20Committee%20Charter%20Nov%202021.pdf).

Project-related committees

Committee	Role and responsibilities	Membership requirements
Design and Construction	The primary responsibility of the committee is to oversee the core design, construction and delivery of projects associated with the development of Western Sydney International Airport.	The committee must include: <ul style="list-style-type: none">at least 2 members of the Boardat least one member who understands construction or airport infrastructure, to help the committee effectively discharge its duties.
Technology	The primary responsibilities of the committee are to assist the Board in its oversight of the core technology design and technology delivery projects associated with the development of Western Sydney International Airport.	The committee must include: <ul style="list-style-type: none">at least 2 members of the Boardat least one member who understands airport technology design and implementation, to assist the committee to effectively discharge its duties.
Investment	The responsibilities of the committee are to: <ul style="list-style-type: none">assess and review the corporate planassess and review the business plan and corporate financial modelreview recommendations made by management and provide advice to the Board about the value of major discretionary investment and divestment proposals.	The committee must include: <ul style="list-style-type: none">at least 3 members, all of whom are financially literate.at least one member who has:<ul style="list-style-type: none">accounting or related financial expertisethe necessary technical knowledge and understanding of the industry in which the company operates, to assist the committee to effectively discharge its duties.

Copies of committee charters are available on our website (westernsydney.com.au).

Corporate governance statement

Board committee membership

Board committee membership (as at 30 June 2022)

Committee Director	Design and Construction	Audit and Risk	People, Remuneration and Nomination	Safety, Health, Environment and Community	Technology	Investment
Paul O’Sullivan	Yes	Yes	Yes	Yes	Yes	Yes
Fiona Balfour	Yes	Yes	Yes		Yes (Chair)	Yes
Tim Eddy		Yes (Chair)			Yes	Yes (Chair)
Vince Graham AM	Yes		Yes	Yes (Chair)		
Anthea Hammon			Yes	Yes	Yes	
Christine Spring	Yes (Chair)	Yes			Yes	Yes
John Weber	Yes	Yes	Yes (Chair)	Yes		Yes

More information on the number of Board and committee meetings, as well as the attendance at each meeting, is in the directors’ report (page 36).

Company Secretaries

The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with proper functioning of the Board. The Board appoints our Company Secretary.

Melanie Burnicle

Company Secretary/Corporate Counsel
Appointed May 2018

Melanie is a lawyer and governance professional with more than 15 years’ experience in both private practice and in-house roles. She holds a Graduate Diploma of Applied Corporate Governance from the Governance Institute of Australia.

Ed Gomes

Deputy Chief Legal Officer
Appointed August 2021

Ed is a lawyer and governance professional with more than 15 years’ experience in Europe, the United States, the United Kingdom and Australia. He has worked in private practice and in-house roles.

Remunerate fairly and responsibly

Directors’ remuneration

The Remuneration Tribunal determines the remuneration and travel allowances payable to non-executive directors. Full details of directors’ remuneration are included in the remuneration report (see page 42).

Senior executive performance and remuneration

Our PRNC helps the Board design an executive remuneration framework to attract, retain and motivate high-quality senior executives, while aligning their interests with a performance-based culture and the creation of long-term value.

The PRNC reviews and makes recommendations to the Board in relation to the remuneration of senior executives. The remuneration report (page 42) gives full details of the senior executive remuneration.

It also gives more information about our remuneration framework and policies for senior executive remuneration.

Lawful, ethical and responsible behaviour

Our purpose is to generate social and economic prosperity by working to safely deliver a thriving airport precinct in Western Sydney.

We are committed to achieving this while maintaining the highest levels of safety, integrity, sustainability and performance.

Underpinning this is a set of core organisational values that cultivate a positive corporate culture to empower people to deliver legally, ethically and responsibly.

Code of Conduct

Our Code of Conduct applies to directors, senior executives and other employees. It provides information about the behaviours we expect and that will foster a culture where ethical conduct is valued and demonstrated in day-to-day business.

All employees, consultants and contractors are required to demonstrate key behaviours consistent with the following standards:

- maintain high standards of transparency, honesty and fairness
- respect difference and embrace different ways of thinking

- refuse to tolerate bullying, harassment or discrimination
- work collaboratively and openly with each other
- consider environmental and social impacts when making a business decision, and ensure resources are used responsibly.

The Code of Conduct and supporting policies are available on our website (westernsydney.com.au).

Conflict of interest

Under our Code of Conduct and Conflict of Interest Policy, all employees must disclose any actual, perceived or potential conflicts of interest to their manager or to our Chief Legal Officer or Company Secretary for evaluation and advice.

Privacy

Our Privacy Policy and People Privacy Policy sets out how we must manage personal information to comply with the *Privacy Act 1988* (Cth). We review the policies regularly, and copies are available on our website (westernsydney.com.au).

Whistleblower protection

We recognise the importance of providing a safe, supportive and

confidential environment, where people feel confident about reporting wrongdoing without fear of retaliation, and are supported and protected throughout the process.

Our Whistleblower Policy provides a framework for the escalation of ‘reportable or disclosable conduct’. This includes conduct that is illegal, improper, unethical or in breach of our company’s corporate policies.

The policy applies to all directors, officers, employees and suppliers of goods or services (and their employees). It includes secondees and contractors, and covers disclosures under the *Corporations Act 2001* (Cth), *Tax Administration Act 1953* (Cth) and the *Public Interest Disclosure Act 2013* (Cth).

A whistleblower may make a disclosure under the Whistleblower Policy to their immediate manager, a designated senior executive, or through a whistleblower hotline that is independently managed by KPMG.

No public interest disclosures or reports pursuant to the *Corporations Act 2001* (Cth), *Tax Administration Act 1953* (Cth) or the *Public Interest Disclosure Act 2013* (Cth) were received in the reporting period.

Corporate governance statement

Safeguard integrity in corporate reporting

We have developed formal and rigorous processes to independently verify and safeguard the integrity of our corporate reporting. This includes the annual directors' report and other reports released to the public.

Our published corporate reports are our:

- corporate plan
- annual report, including the directors' report, remuneration report, corporate governance statement, financial report and regulatory report.

Internal controls

We have implemented rigorous internal controls to ensure the integrity of corporate reporting systems, including the accuracy of financial reporting. These internal controls include appropriate financial delegations, financial planning and reporting, and compliance with our Procurement Policy. The Audit and Risk Committee reviews corporate reports, which are then approved by the Board before public release.

This process ensures that the reports are accurate, compliant

and comprehensible, and that they provide shareholder ministers with appropriate information to make informed decisions.

We continually seek to improve the effectiveness of our risk management and control processes. Protiviti acted as our internal auditor for the period 1 July 2021 to 30 June 2022. The internal auditor regularly evaluates our risk management and control processes and reports to the Audit and Risk Committee. The committee reviews and endorses the annual audit program.

External audit

Pursuant to Section 98 of the PGPA Act, the Auditor-General is responsible for auditing our financial statements. Our annual report is tabled in parliament and our financial report is lodged with the Australian Securities and Investments Commission (ASIC).

In addition to auditing our annual financial statement, the Auditor-General is responsible for auditing compliance with the performance standards prescribed for GBEs, in the circumstances outlined in the *Auditor-General Act 1997* (Cth).

Declaration by the CEO and CFO

Before the Board approves our annual financial statements, the CEO and CFO provide confirmation in writing that the financial records of the company have been properly maintained, and that the financial statements give a true and fair view of our financial position and performance.

They also make representations in relation to the adequacy and effectiveness of our risk management framework and internal controls.

Based on the evaluation performed on 30 June 2022, the CEO and CFO concluded that as at the evaluation date:

- such risk management, internal compliance and control systems were reasonably designed
- the financial statements and notes are in accordance with the PGPA Act and the *Corporations Act 2001* (Cth)
- there are reasonable grounds to believe we will be able to pay our debts as and when they fall due.

Commitment to risk management

Our Board of Directors is committed to implementing a robust risk management framework and processes as part of strategic and operational planning as a GBE, across its business domains and as the owner of project delivery for the design, construction and operation of Western Sydney International Airport.

The company aims to foster a strong, positive risk culture based on shared values and behaviours, in order to promote an open and

proactive approach to managing risk that considers both threat and opportunity, and is one where risk is appropriately identified, assessed, communicated and managed across the company.

Approach to risk management

Our Risk Management Policy, Framework and the Audit and Risk Committee Charter provide the mandate from the Board and management for how we manage risk.

The effective management of risk is essential to the success of any organisation and successful delivery of any project, and we are committed to establishing and maintaining the highest standards of risk management.

The risk management framework was reviewed and updated in 2021 to align with the stage of the project and our current risk maturity.

More information can be found in the risk management section of this report (see page 64).

Interactions with the shareholder ministers

Shareholder communications

We regularly communicate with our shareholder ministers and departments to inform them of any significant developments.

In compliance with the PGPA Act and the Commonwealth Government Business Enterprise – Governance and Oversight Guidelines, we provide information about our company and its governance through the annual corporate plan, annual report and regular shareholder reports and meetings. In line with the ASX

Principles, we give our shareholder ministers the option to receive and send our communications electronically.

We submitted our Corporate Plan 2022–23, for the reporting period 2022–23 to 2025–26, to our shareholder ministers on 31 August 2022.

Company disclosure obligations

We are obliged to keep shareholder ministers informed of activities.

This obligation is similar to the continuous disclosure requirements applicable to ASX-listed entities. As soon as we become aware of any significant issues or information that may affect our company, we are required to confidentially communicate the information to shareholder ministers. This may include significant changes to the business environment and any associated risks that may affect the delivery of the airport or future revenue projections.



An NRL youth leadership summit was hosted at the airport site in May 2022.

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Risk management

We foster a strong, positive risk culture that is based on shared values and behaviours. Our Board and management are committed to implementing a robust risk management framework that satisfies both our strategic and operational planning as a GBE and as the owner of the project to deliver the design, construction and operation of Western Sydney International (Nancy-Bird Walton) Airport.

This positive risk culture promotes an open, proactive approach to managing risk. It considers both threats and opportunities, and allows us to appropriately identify, assess and manage risks across the company. It also aligns with our commitment to a culture that prioritises and values safety across all aspects of delivery and operation.

We manage a robust enterprise risk profile encompassing design and construction related project risks, corporate strategic risks, and external risks outside the control of business, which have the potential to impact our performance outcomes. These include, but are not limited to, the COVID-19 pandemic, the conflict in Europe, adverse weather events, the tight labour market and economic downturn.

Recovery from the ongoing COVID-19 pandemic continues to progress. After being stalled by the spread of variants, border closures, lockdowns and the construction pause at the start of the financial year, various risk exposures were identified and managed, and Western Sydney International operations and delivery remains on schedule. Our people have returned to the office, and we continue to monitor the impact of COVID-19 and maintain a robust set of controls in alignment with NSW Health requirements.

The COVID-19 pandemic, coupled with the conflict in Europe, has resulted in a significant impact on global supply chains. The implications for Western Sydney International Airport delivery are being closely monitored by the

business in conjunction with the project's main works contractors. Our initiatives to mitigate the risk on the provision of goods and services will ensure the delivery of the airport on time and on budget.

Maintaining the health and safety of our employees, contractors, partners and the general public is our priority, and key to ensuring that our business operations continue as planned. With activity commencing on site for the terminal, airside and landside packages, as well as the presence of Sydney Metro delivering the rail component, the risk profile as it relates to workplace health and safety and interface management has changed. This shift in risk profile has been accompanied by an uplift in safety assurance activity, safety

resources and the development of interface deeds for contractors and external parties.

WSA's integration with agencies on design and operational requirements, inclusive of the formalisation of the airspace design program by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) remains a key area of focus from an interface risk perspective, as delays in this space will significantly impact the current project schedule. We continue to work closely with agencies on these potential exposures and the resource requirements associated with the delivery of these requirements.



Risk management

Approach

The Risk Management Framework and the Charter of the Audit and Risk Committee together outline the mandate from the Board and management for how we manage risk.

To ensure that we meet the highest standards, we hold ourselves to the international benchmark for risk management – AS/NZS ISO 31000:2018 (Risk Management – Guidelines). These guidelines outline the foundation and organisational arrangements for implementing, monitoring, reviewing and continually improving risk management across the business.

We continually seek to improve the effectiveness of our risk management and control processes. Through consistent and comprehensive application of the framework, we will:

- increase the likelihood of achieving strategic and business objectives
- encourage a high standard of accountability
- support effective decision-making through increased understanding of risk exposures and opportunities
- meet compliance and governance requirements
- identify, assess and treat risks on a priority basis and consistently across the business
- incorporate control frameworks into operational processes.

This framework also details the accountabilities and responsibilities of management, employees, contractors and subcontractors, as well as governance, processes and communication requirements.

It allows us to identify and understand foreseeable risks so that we can make sound business decisions despite uncertainties. Effective risk management is essential to the success of any organisation and the successful delivery of any project, and we are committed to establishing and maintaining the highest standards of risk management in delivering Western Sydney International Airport.

Risk profile

We manage a robust risk profile and have established control frameworks for material areas of risk that have the potential to affect company performance. Management assesses these risks regularly and reports to the Board and its committees.

Material risk areas	Description	Approach
Health, safety and wellness	Risks that threaten the health, safety and wellness of our employees, contractors and the communities in which we operate.	We are committed to the wellness of employees, and the prevention of workplace illness and injury. We aim to provide a safe place of work and to continuously assist in the management of employee wellbeing, as well as our work, health and safety management system and performance. We have an expectation to comply with legal requirements while delivering the project on time, within budget and to specification.
Environment	Risks related to activities that could negatively impact the environment.	We are committed to managing environmental impacts, preventing pollution and conducting operations consistent with the principles of environmentally sustainable development. Environmental management aims to comply with legal requirements while delivering the project on time, within budget and to specification.
Sustainability	Risks that threaten the organisation's ability to achieve its sustainability objectives.	Thorough understanding, analysis and implementation of value-adding sustainability initiatives is essential. It allows us to operate with optimal cost, maximise asset value, meet stakeholder expectation and earn our social licence to operate.
Governance, legal and compliance	Risks related to following internal governance processes, fraudulent and corruptive behaviour and meeting legal, regulatory compliance and obligation requirements.	We place significant importance on identifying and establishing robust legal and governance processes, which align with key internal policies and external regulatory obligations. We do not tolerate any material legal, regulatory or obligation breach or bypassing of governance.
Strategic	Risks that can affect the delivery of our strategy and the overall success of the business.	Our strategic outcomes and objectives are set out in our strategy. We acknowledge that such activities may carry a higher degree of risk by virtue of unknowns spanning a planning timeframe until 2026. These risks and opportunities therefore require agility, flexibility and increased resources to be optimally managed.

Material risk areas	Description	Approach
Financial	Risks related to a loss of shareholder value and the overall financial stability and stability of the project or business.	We aim to ensure that the project is delivered within the allocated budget while also recognising that achieving strategic outcomes is vital in sustaining long-term financial viability. We acknowledge we will need to accept the risks associated with meeting key stakeholder expectations, inclusive of assessing the viability and feasibility of potential ideas and enhancements.
Commercial	Risks related to a loss of, or inability to generate revenue and maximise the value of the business and the asset.	Given the competitive environment in the commercial space, our commercial activities will be quantifiable and will centre around market research supporting the growth of the airport and surrounding lands.
People, culture and relationship management	Risks that relate to talent attraction and retention, and employee capability and capacity to meet operational requirements.	The attraction and retention of talent, as well as the productivity, engagement, capability and development of our workforce is essential for us to achieve strategic outcomes. We are driven by our values and committed to developing a high-performance culture.
Stakeholder and reputation	Risks related to meeting and managing community and stakeholder expectations, and continuing to build the good will of the organisation.	We consider community and stakeholder support to be fundamental to successfully delivering our mandate to develop a thriving airport precinct that benefits the region. Our reputation is a function of how we meet stakeholder expectations and is critical to our ability to deliver on all objectives and to the future success of the airport.
Physical security	Risks related to physical security management and business resilience.	We are committed to delivering a secure operating environment for our employees, contractors and passengers. In recognising the nature of security threats, our tolerance of security risk is determined by achieving a level of risk as low as is reasonably practicable in our given operating environment.
Cybersecurity	Risks relating to exposure to harm or loss resulting from breaches of, or attacks on, information systems.	We recognise the need for a mature cybersecurity capability to mitigate cyber risk and respond to potential and emerging threats. We are committed to continually improving our cybersecurity operations program in order to achieve and maintain the highest levels of policy adherence, cyber defences, employee awareness and technical preventative measures.
Technology	Risks relating to technology not being delivered on time, and the technology delivered not meeting operational and commercial requirements.	Our investment in technology is critical to ensuring our organisation has a competitive advantage, and meets and exceeds the needs of our customers, employees, partners and providers. The investment, implementation and operation of new technology that offer strategic and operational advantage are risk assessed against cost (investment, operations and avoidance), the potential for disruption, cybersecurity, integration and human interface.
Design and delivery	Risks that threaten the delivery of the project within scope, on time and within budget, including interface risks.	We aim to ensure that the project is delivered within the scope specified by the functional specifications, project deed and Airport Plan, as well as within time and budget.
Operations	Risks that threaten continual operations inclusive of both external and internal interfaces.	We seek to continually improve in everything we do and implement and maintain systems and processes to run our business in an efficient, effective, safe, resilient and financially responsible manner. Strong, collaborative relationships with surrounding infrastructure, agencies, industry and market are a primary focus to achieve excellence in design, productivity and commercial outcomes.

In undertaking audit and assurance activity, we adopt a ‘3 lines of defence’ model to assess and test key control frameworks across the organisation.

We aim to treat or control all risks and are committed to establishing and maintaining the highest standard of risk management. Where residual risk ratings are deemed to not be within our risk appetite, we are committed to developing and applying targeted risk management actions.

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Financial report

Statement of comprehensive income

For the year ended 30 June 2022

Continuing operations	Notes	30 June 2022 \$000	30 June 2021 \$000
Income			
Other income		2,967	420
Gain on reversal of provision	E2	2,857	14,161
Total income		5,824	14,581
Expenses			
Site preparation	B2	(123,739)	(247,271)
Project development expenditure	B3	(7,250)	(7,256)
Design and project management		(14,206)	(16,273)
Employee benefits	D2	(29,102)	(24,457)
Professional services		(8,571)	(11,104)
Depreciation and amortisation	B4 & B5	(7,221)	(3,421)
Other		(16,132)	(14,306)
Total expenses		(206,221)	(324,088)
Loss before income tax		(200,397)	(309,507)
Income tax benefit	E3	–	–
Loss for the year		(200,397)	(309,507)
Other comprehensive loss			
Items forming part of other comprehensive loss		–	–
Total other comprehensive loss		–	–
Total comprehensive loss		(200,397)	(309,507)

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

Financial report

Statement of financial position

As at 30 June 2022

	Notes	2022 \$000	2021 \$000
ASSETS			
Current assets			
Cash and cash equivalents	E1	134,317	180,899
Prepayments		6,632	4,109
Trade and other receivables		20,669	6,696
Total current assets		161,618	191,704
Non-current assets			
Property, plant and equipment	B4	809,740	404,536
Intangible assets	B5	1,947	–
Prepayments		31,760	15,972
Total non-current assets		843,447	420,508
Total assets		1,005,065	612,212
LIABILITIES			
Current liabilities			
Trade and other payables		19,632	55,965
Lease liabilities	E4	500	475
Employee benefits provisions	D1	2,752	3,978
Other provisions	E2	–	9,438
Total current liabilities		22,884	69,856
Non-current liabilities			
Employee benefits provisions	D1	709	1,062
Lease liabilities	E4	176	696
Other provisions	E2	2,342	1,350
Total non-current liabilities		3,227	3,108
Total liabilities		26,111	72,964
Net assets		978,954	539,248
EQUITY			
Share capital	C1	2,384,268	1,744,165
Accumulated losses		(1,405,314)	(1,204,917)
Total equity		978,954	539,248

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2022

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
Total equity at 1 July 2021	(1,204,917)	1,744,165	539,248
Loss for the year	(200,397)	–	(200,397)
Total comprehensive loss	(200,397)	–	(200,397)
Transactions with owners of the company:			
Contributions of equity	–	640,103	640,103
Total transactions with owners	–	640,103	640,103
Total equity at 30 June 2022	(1,405,314)	2,384,268	978,954

For the year ended 30 June 2021

	Accumulated losses \$000	Contributed equity \$000	Total equity \$000
Total equity at 1 July 2020	(895,410)	1,099,165	203,755
Loss for the year	(309,507)	–	(309,507)
Total comprehensive loss	(309,507)	–	(309,507)
Transactions with owners of the company:			
Contributions of equity	–	645,000	645,000
Total transactions with owners	–	645,000	645,000
Total equity at 30 June 2021	(1,204,917)	1,744,165	539,248

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Financial report

Statement of cash flows

For the year ended 30 June 2022

	Notes	30 June 2022 \$000	30 June 2021 \$000
Cash flows from operating activities			
Interest received		393	386
Receipts from customers	B2	40,047	–
Payments to suppliers and employees		(340,665)	(279,266)
Net GST received		50,933	41,614
Net cash outflow from operating activities	E1	(249,292)	(237,266)
Cash flows from investing activities			
Proceeds from government contribution		525	–
Proceeds from sale of property, plant and equipment		–	18
Payments for work in progress		(432,741)	(215,155)
Payments for property, plant and equipment	B4	(2,419)	(207)
Payments for intangible assets	B5	(2,228)	–
Net cash outflow from investing activities		(436,863)	(215,344)
Cash flows from financing activities			
Equity injection for ordinary shares by the Commonwealth of Australia	C1	640,103	545,400
Payments for leases		(530)	(547)
Net cash inflow from financing activities		639,573	544,853
Net increase/(decrease) in cash and cash equivalents		(46,582)	92,243
Cash and cash equivalents at the beginning of the financial year		180,899	88,656
Cash and cash equivalents at the end of the financial year	E1	134,317	180,899

The above statement of cash flows should be read in conjunction with the accompanying notes.



Financial report

Notes to the financial statements

A. About this report

Introduction

WSA Co Limited (WSA, the company) is an unlisted public company incorporated and domiciled in Australia. It is a company limited by shares and is wholly owned by the Commonwealth of Australia.

The company is a Government Business Enterprise (GBE), incorporated under the *Corporations Act 2001* (Cth) and operating under the *Public Governance, Performance and Accountability Act 2013* (Cth).

The company was established to develop and operate Western Sydney International (Nancy-Bird Walton) Airport. The planned project completion date is 24 December 2026.

This financial report includes the financial statements and notes to the financial statements for the year ended 30 June 2022. The company is a for-profit entity for the purpose of preparing the financial report.

The financial report was authorised for issue by the Board of Directors on 19 August 2022.

Statement of compliance

This financial report is a general-purpose financial report which has been prepared in accordance with:

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB)
- International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB)
- *Corporations Act 2001* (Cth)
- *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

Basis of preparation

The financial report:

- has been prepared on a historical cost basis
- has been prepared on a going concern basis
- is presented in Australian dollars, the functional currency of the company
- is presented with values rounded to the nearest thousand dollars (\$000), unless otherwise stated, in accordance with *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191*.

There are no other standards that are not yet effective and that would be expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

Significant accounting estimates and judgments

In the process of applying the company's accounting policies, management has made a number of judgments and applied estimates and assumptions to future events. Estimates and judgments that are material, or have the potential to be material to the financial report, are found in the following notes:

Accounting estimate or judgment	Note
Determination of useful lives of property, plant and equipment	B.4
Determination of useful lives of intangible assets	B.5
Airport construction in progress	B.4
Decontamination provision	E.2

These estimates have been consistently applied to all periods presented, unless otherwise stated. The company considers that there has been no material change to the significant accounting estimates and judgements applied as a result of the ongoing impacts of COVID-19.

Capital funding and liquidity

The company has incurred a loss after tax for the year ended 30 June 2022 of \$200.4 million and is currently in a net assets position of \$979.0 million. The company has sufficient funds to meet its existing financial obligations at statement of financial position date.

The company has entered into an Equity Subscription Agreement (ESA) with its shareholder, the Australian Government, which provides access to funding of up to \$5.3 billion to construct the airport's functional specifications. This primarily includes airside civil infrastructure, runway and taxiways, terminal, landside road networks and car parks, which were identified by the government as the minimum requirements to operate a functioning airport.

During the financial year, the ESA was amended to accommodate additional Commonwealth funding to support WSA's development of the aviation fuel farm infrastructure assets, and to meet Airport-Rail Integration Deed (RID) requirements for integration with the NSW Government delivery of Sydney Metro – Western Sydney Airport.

In accordance with the ESA, the shareholder is committed to making equity funding available as needed to ensure that the project can be executed as planned.

Directors believe that the ESA will enable the company to meet its financial obligations as and when they fall due and therefore this financial report has been prepared on a going concern basis.

Impact of COVID-19

Under the NSW Government's Public Health Order to

limit the spread of COVID-19, construction activities at the airport site were paused between 19 July 2021 and 11 August 2021.

During the period, costs resulting from this event were expensed as incurred and recorded to the statement of comprehensive income.

Management continues to review and assess any remaining potential implications for the project. This event has not materially impacted the project's budget and schedule.

B. Building the airport

This section includes information relating to the capital project spend, including significant contractual arrangements, site preparation expenses, the property, plant and equipment the company has already purchased or leased, and the capitalisation of costs incurred in constructing the airport.

B.1 Significant contractual arrangements and commitments

The company has entered into key agreements with the Commonwealth of Australia, including the lease of the Western Sydney International (Nancy-Bird Walton) Airport site and execution of preparatory activities.

In addition, the company has entered into a number of contractual arrangements with third-party contractors to execute the build of the airport.

Airport lease grant

On 17 May 2018, the company became the airport lessee company by entering a lease with the Commonwealth of Australia for 50 years with an additional 49-year option. The lease is administered by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA). The airport lease gives the company the right to use the designated land at Badgerys Creek as the site for the airport.

The terms of the lease require nil cash consideration, although significant obligations in the lease require the company to design and develop the airport to meet functional specifications determined by the Commonwealth of Australia.

On the basis that the cost of the lease to the company was nil on the date of execution of the lease, no land asset has been recorded in the statement of financial position.

Commonwealth Preparatory Activities (CPA)

CPA relate to activities undertaken by the Commonwealth of Australia on behalf of the company. The activities primarily relate to biodiversity offsets, noise amelioration, airspace design, relocation of pre-existing cemeteries and land acquisitions. The company has agreed to a payment schedule of funding to the Commonwealth of Australia for these activities. This payment arrangement ceased during the financial year ended 30 June 2021, therefore no CPA payments were made in the current financial year.

The company adopted the accounting policy to expense CPA payments in the same period equity is issued to the Commonwealth of Australia.

Contracted works and expenditure

Contractual commitments for agreements relating to the construction of the airport as at statement of financial position date include (GST exclusive):

Contracted works	2022 \$000	2021 \$000
Within one year	1,117,824	567,746
Later than one year but not later than 5 years	1,263,357	1,335,197
Later than 5 years	–	21,288
TOTAL	2,381,181	1,924,231

Financial report

B.2 Site preparation activities

For the year ended 30 June 2022

	2022 \$000	2021 \$000
Site preparation	123,739	147,671
CPA	–	99,600
TOTAL	123,739	247,271

Site preparation expenses relate to costs incurred during the pre-development stage of construction. These include costs relating to procurement of contractors and preparatory works such as formation activities to level the site in preparation for the construction of airport infrastructure.

Further information on the company's capitalisation policy is detailed in Note B.4.

During the financial year, WSA acted as an agent between the principal (Sydney Metro) and the contractor in relation to the integration with the NSW Government's delivery of Sydney Metro – Western Sydney Airport. Expenses incurred as part of this arrangement were recognised in the statement of comprehensive income net of receipts. In the statement of cash flows, the receipts are presented as gross cash received from Sydney Metro.

B.3 Project development expenditure

Project development expenditure relates to costs incurred during the development stage of construction. These include capital works relating

to airport infrastructure. Further information on the company's capitalisation policy is detailed in Note B.4.

B.4 Property, plant and equipment

	Right-of-use assets \$000	Property, plant and equipment \$000	Airport construction in progress \$000	Total \$000
At 1 July 2021	1,135	32,468	370,933	404,536
Additions	–	2,419	409,755	412,174
Depreciation	(482)	(6,458)	–	(6,940)
Disposals	(30)	–	–	(30)
Closing net book value as at 30 June 2022	623	28,429	780,688	809,740
At 1 July 2020	186	15,795	162,787	178,768
Additions	1,447	207	227,542	229,196
Transfers	–	19,396	(19,396)	–
Depreciation	(498)	(2,923)	–	(3,421)
Disposal	–	(7)	–	(7)
Closing net book value as at 30 June 2021	1,135	32,468	370,933	404,536

Property, plant and equipment comprises owned assets (plant and equipment and the costs capitalised in the construction of the airport) as well as leased assets that the company has the right to use.

The right-of-use assets are for the lease of office space at 45–47 Scott Street, Liverpool, where the day-to-day operations and management of the company take place.

Recognition and measurement

Property, plant and equipment

Property, plant and equipment are initially recorded at cost and subsequently measured as the cost of the asset less accumulated depreciation and impairment.

Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in the statement of comprehensive income.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$5,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are cumulatively greater than \$5,000).

Financial report

Airport construction in progress

The costs incurred in building the airport that are capital in nature are recognised at cost. Upon completion of the airport and when the airport is ready for use, the airport will be subsequently measured at cost less accumulated depreciation and impairment.

In order to determine if a cost is capital in nature, the company determines if the cost is in relation to the pre-development stage of construction or the development stage.

Costs that relate to the pre-development stage, including the costs relating to procurement of contractors, preparatory works or are operating in nature are expensed as incurred. Research costs are expensed as incurred.

Development stage costs incurred in building the airport are capitalised to the extent that future economic benefits are expected to flow to the company. Where management considers that the projected costs will exceed the anticipated future economic benefits, these costs will be expensed. Development stage costs include the carrying out of capital works, development of technology infrastructure, project management, installation, design and engineering.

As the airport is still under construction and not yet ready for use, no depreciation is charged on the assets recognised.

Depreciation

Depreciable plant and equipment assets are written off to their estimated residual values over their estimated useful lives, using the straight-line method of depreciation.

The expected useful lives are summarised below:

Asset class	Useful life
Right-of-use assets	Lease term
Property, plant and equipment	3 to 10 years

Current financial year

During the period, airport construction accelerated following the award and commencement of major construction contracts, including the terminal and airside and landside packages.

The development stage includes the following key activities:

- design and construction commencement of the terminal structure, runways and taxiways.
- commencement of design for landside infrastructure.

The costs directly attributable to future assets such as trunk drainage and site preparation for future key structures (for example, terminal, runway, taxiways and landside infrastructure), continued to be incurred throughout the year.

Pre-development costs are primarily recognised as site preparation expenses (refer to Note B.2) in the statement of comprehensive income, including earthworks, and ramp up and CPA undertaken on behalf of the company.

Impairment

All assets were assessed for impairment at 30 June 2022 and there were no indications of impairment identified by management.

Where indications of impairment exist and if the asset's recoverable amount is less than its carrying amount, the asset's recoverable amount would be estimated and an impairment adjustment made.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its current replacement cost (CRC) of the assets. CRC is an estimate of what it would cost to acquire or construct a substitute airport, on a like-for-like basis, to the stage of current completion. In determining the CRC, the company considers the cost incurred to date by the project to date.

B.5 Intangible assets

	Software licences \$000	Total \$000
At 1 July 2021	–	–
Purchases	2,228	2,228
Amortisation	(281)	(281)
Closing net book value as at 30 June 2022	1,947	1,947

This is the first year the company has acquired intangible assets, therefore no comparatives are provided.

Recognition and measurement

An intangible asset is an identifiable non-monetary asset without physical substance, controlled by the entity and expected to provide future economic benefits to the entity. Intangible assets are recognised initially at cost. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred. The subsequent measurement of intangible assets is at cost less accumulated amortisation and any accumulated impairment losses.

Software licences

Computer application software that is not an integral part of any related hardware is classified as an intangible asset. Software that is an integral part of related hardware is incorporated within the relevant class of physical assets, such as computer equipment or system assets under property, plant and equipment.

Following the initial recognition of development expenditure, the asset is carried at cost less any accumulated amortisation. Any expenditure capitalised is amortised over the period of expected benefits from the related project. The carrying value of an intangible asset arising from development expenditure is tested for impairment annually when the asset is not yet available for use, or more frequently when an indication of impairment arises during the reporting period.

Amortisation

Intangible assets with definite lives are amortised on a straight-line basis over their estimated useful lives. Amortisation of intangible assets does not commence until the assets are installed and ready for use, as intended by the company.

The expected useful lives are summarised below:

Asset class	Useful life
Software licences	2.5 to 5 years

Financial report

Key estimates and judgments

Determination of useful lives of property, plant and equipment and intangible assets

The estimations of useful lives and residual values of assets are reviewed at each reporting date. If they need to be modified, the depreciation expense is accounted for prospectively from the date of reassessment until the end of the revised useful life (for both the current and future periods).

Such revisions are generally required when there are changes in economic circumstances, business plans,

expected level of usage and future technological developments impacting specific assets or groups of assets.

Capitalisation of development stage costs

Costs incurred in the development of the airport are capitalised to the extent future economic benefits are expected to flow to the company. Future benefits are judgemental and based on discounted future cash flows.

C. Capital management

This section provides information relating to the company’s capital structure and its exposure to financial risks, how they affect the company’s financial position and performance and how the risks are managed.

C.1 Share capital

(a) Capital management

The company’s objectives when managing capital are to safeguard the ability of the company to continue as a going concern while maximising the return to the Commonwealth of Australia and maintaining an optimal capital structure.

The capital structure of the company consists of cash disclosed in Note E.1 and contributed equity.

(b) Movements in share capital

	Number of shares	\$000
Opening balance as at 1 July 2021	1,744,165,000	1,744,165
Shares issued	640,103,000	640,103
Closing balance as at 30 June 2022	2,384,268,000	2,384,268

On 5 October 2017, the Commonwealth of Australia and the company entered into an ESA, whereby the Commonwealth of Australia will provide funding up to \$5.3 billion to the company.

During the financial year, the ESA was amended to accommodate additional Commonwealth funding to support WSA’s development of the aviation fuel

farm infrastructure assets, and to meet Airport-Rail Integration Deed requirements for integration with the NSW Government delivery of Sydney Metro – Western Sydney Airport.

As at 30 June 2022, total equity of \$2,384.3 million had been provided.

	\$000
Total equity at 1 July 2021	1,744,165
Cash-settled equity contributions	640,103
Total equity at 30 June 2022	2,384,268

(c) Dividends declared

No dividends were declared or paid during the financial year.

Recognition and measurement

Issued and paid-up capital is recognised at the fair value of the consideration received by the company. Transactions with the Commonwealth of Australia as owner, that are designated as equity injections for the financial period, are recognised directly in contributed equity and do not form part of comprehensive income in that financial period.

Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the company in proportion to the number and amounts paid on the shares held. Ordinary shares have no par value and the company does not have a limited amount of authorised capital.

Financial report

C.2 Financial risk management

The company’s risk management policy is to identify, assess and manage risks that are likely to adversely affect the company’s financial performance, continued growth and ability to continue as a going concern. The company takes an approach to minimise risk in a cost-effective way.

The company’s financial instruments comprise of cash and trade and other payables.

The risks arising from the company’s financial instruments and the company’s assessment of the impact of the risk are summarised below.

Risk	Potential impact
Interest rate risk	<p>The company is exposed to interest rate risk due to changes in market interest rates associated with interest-bearing cash and cash equivalents.</p> <p>Given the nature and quantum of interest-bearing instruments, any possible movements in interest rates would have an immaterial impact on profit or loss.</p>
Liquidity risk	<p>Liquidity risk refers to the risk of encountering difficulties in meeting obligations associated with financial liabilities.</p> <p>The company is exposed to liquidity risk through its trade and other payables liabilities. The company manages this exposure by ensuring that sufficient funds are available to meet financial commitments in a timely manner, and planning for unforeseen events that may curtail cash flows and cause pressure on liquidity. This is achieved through the ESA with the Commonwealth of Australia (refer to Note A) by drawing down sufficient funding with a forward-looking 2-month expenditure profile.</p> <p>At year-end, all trade and other payables are classified as current and due for payment in the next 12 months.</p>

The company does not have any material exposure to financial credit risk or other market risks such as foreign currency risks.

D. Our people

This section provides a breakdown of the various programs the company uses to reward and recognise employees, including key management personnel.

D.1 Employee benefits provision

	2022 \$000	2021 \$000
Short-term incentives	744	3,403
Annual leave	2,221	1,367
Long-service leave	496	270
Total	3,461	5,040
<i>Current</i>	<i>2,752</i>	<i>3,978</i>
<i>Non-current</i>	<i>709</i>	<i>1,062</i>

Recognition and measurement

The employee benefits provision represents accrued annual leave and long-service leave entitlements and other incentives recognised in respect of employees’ services up to the end of the reporting period.

These liabilities are measured at the amounts expected to be paid when they are settled and include related on-costs, such as workers compensation insurance, superannuation and payroll tax.

D.2 Employee benefits expense

	2022 \$000	2021 \$000
Wages and salaries	22,838	19,331
Seconded costs	–	299
Director fees	712	726
Superannuation	1,771	1,434
Leave entitlements	2,273	1,366
Payroll tax	1,162	1,008
Other	346	293
Total	29,102	24,457

Financial report

D.3 Key management personnel compensation

For the purposes of this disclosure, the company has defined key management personnel (KMP) as the Board, the Chief Executive Officer and senior executives who report directly to the CEO and who have authority and

responsibility for planning, directing and controlling the activities of the organisation.

KMP compensation included in 'employee benefits expense' in Note D.2 is as follows:

	2022 \$	2021 \$
Short-term employee benefits	6,526,168	5,254,683
Other long-term benefits	258,292	626,736
Post-employment benefits	275,811	220,837
Total	7,060,271	6,102,256

E. Other information

This section provides details on other required disclosures relating to the company to comply with the accounting standards and other pronouncements.

E.1 Notes to statement of cash flows

(a) Cash and cash equivalents

	2022 \$000	2021 \$000
Cash on hand	134,317	180,899
Total	134,317	180,899

Cash and cash equivalents include cash on hand held on call with financial institutions.

(b) Reconciliation of net profit to net cash provided by operating activities

	2022 \$000	2021 \$000
Loss for the period	(200,397)	(309,507)
<i>Adjustments for non-cash items:</i>		
Depreciation and amortisation	7,221	3,421
CPA	–	99,600
Finance costs	64	66
Gain on sale of property, plant and equipment	–	(10)
<i>Change in operating assets and liabilities:</i>		
Trade and other receivables	(14,498)	332
Prepayments	(18,311)	1,536
Other provisions	(8,446)	(45,624)
Trade and other payables	(13,346)	12,491
Employee benefits provisions	(1,579)	429
Net cash used in operating activities	(249,292)	(237,266)

Financial report

E.2 Other provisions

	Decontamination provision \$000	Contractors provision \$000	Total \$000
Carrying amount at 30 June 2020	50,335	6,077	56,412
Additions	–	1,273	1,273
Gain on reversal	(14,161)	–	(14,161)
Amounts used during the year	(32,736)	–	(32,736)
Carrying amount at 30 June 2021	3,438	7,350	10,788
<i>Current provision</i>	3,438	6,000	9,438
<i>Non-current provision</i>	–	1,350	1,350
Additions	–	992	992
Gain on reversal	(2,557)	(300)	(2,857)
Amounts used during the year	(881)	(5,700)	(6,581)
Carrying amount at 30 June 2022	–	2,342	2,342
<i>Current provision</i>	–	–	–
<i>Non-current provision</i>	–	2,342	2,342

The decontamination provision represents costs to be incurred in the removal of contaminated materials, primarily asbestos, and decontamination of the airport site, as well as management and remediation of contaminated materials that have been temporarily stockpiled.

At reporting date, remediation activities have been completed. As a result, an unused amount of \$2.6 million has been reversed to the statement of comprehensive income.

The contractors provision represents contractual obligations that are likely to be incurred.

Recognition and measurement

Provisions are recognised when:

- there is a present legal or constructive obligation to make a future sacrifice of economic benefits, as a result of past transactions or events

- it is probable that a future sacrifice of economic benefits will arise
- a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, considering the risks and uncertainties surrounding the obligation.

Key estimate and judgment

Determination of provisions

The estimations of the expenditure required to settle the present obligation are reviewed at each reporting date using external advice obtained in the course of meeting the company's obligations. If they need to be modified, any adjustment to the provision will be charged to the statement of comprehensive income.

E.3 Income tax expense

(a) Reconciliation of income tax expense

The prima facie income tax expense on profit before income tax reconciles to the income tax expense in the financial statements as follows:

	2022 \$000	2021 \$000
Loss from continuing operations	(200,397)	(309,507)
Tax at the Australian tax rate of 30%	(60,119)	(92,852)
Non-temporary differences	6	1
Current year tax losses not recognised	–	–
Temporary difference not recognised	60,113	92,851
Income tax expense	–	–
<i>Current tax</i>	–	–
<i>Deferred tax</i>	–	–

(b) Tax losses not brought to account

	2022 \$000	2021 \$000
Unused tax losses for which no deferred tax asset has been recognised	448,457	358,487
Potential tax benefit @ 30%	134,537	107,546

Subsequent to lodgement of the company's 2021 tax return, \$361.0 million of tax losses has been brought forward and included in the 2022 balance of unrecognised tax losses.

The cumulative amount of unrecognised tax losses of \$448.5 million may be available to offset against future income tax assessments when the company generates taxable income.

Financial report

(c) Unrecognised temporary differences

The movements in deferred tax balances for the company are shown in the table below:

Deferred tax assets / (liabilities)	2022 \$000	2021 \$000
Tax losses	134,537	107,546
Property, plant and equipment	4,177	2,870
Expenses to be capitalised for tax	262,353	227,535
Other	2,375	5,378
Net deferred tax assets / (liabilities)	403,442	343,329

Effective tax rate

The non-recognition of deferred tax assets for deductible temporary differences and tax losses has led to the company having an Australian accounting effective tax rate (ETR) of 0%. If deferred tax assets had been fully recognised for deductible temporary differences and tax losses, the company's Australian ETR would have been 30%.

The above ETR has been calculated on the basis of income tax expense divided by accounting profit, in accordance with the requirements of the Board of Taxation's Tax Transparency Code.

Recognition and measurement

The income tax expense or benefit for the period is the tax payable or receivable on the current period's taxable income, based on the applicable income tax

rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. The current income tax expense or benefit is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is recognised in other comprehensive income or directly in equity, respectively.

E.4 Leases

The company in its capacity as lessee has the following non-cancellable lease commitments:

- office space at 45–47 Scott Street, Liverpool, where the day-to-day operations and management of the company take place.

During the financial year, the company in its capacity as lessee, extended a non-cancellable lease for the office space at 45–47 Scott Street, Liverpool.

The minimum lease payments under these leases are as follows:

	2022 \$000	2021 \$000
Within 1 year	500	475
Between 1 and 5 years	176	696
More than 5 years	–	–
Total lease commitments	676	1,171

Recognition and measurement

The lease liabilities have been measured at the present value of the remaining lease payments, discounted using the company's incremental borrowing rate at the time of entering into the lease arrangement.

The office leases contain extension options exercisable by the company. Where practicable, the company seeks to include extension options in new leases to provide operational flexibility. The extension options held are

exercisable only by the company and not by the lessors. The company assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

Short-term leases (less than 12 months) and leases of low-value assets are exempt from the lease accounting requirements.

E.5 Remuneration of auditors

Under Section 98 of the PGPA Act, the Auditor-General is responsible for auditing the financial statements of the company.

Australian National Audit Office	2022 \$	2021 \$
Audit of annual financial statements	97,500	90,000
Total amount paid or payable to auditors	97,500	90,000

E.6 Related party disclosures

The entity is a GBE controlled by the Australian Government. Related parties to this entity are directors, DITRDCA, Department of Finance, portfolio ministers and other Australian Government entities.

On 17 May 2018, the company was formally granted a 99-year lease (a 50-year lease with a 49-year option to extend) of the airport site by the Australian Government. As part of the lease grant conditions, the company has taken the responsibility to develop and construct the functional specifications of Western Sydney International Airport. Refer to Note A.

The following transactions occurred with related parties:

	2022 \$000	2021 \$000
Equity injections by the Commonwealth of Australia	640,103	645,000
Receipt of contributions for technical services from DITRDCA	377	588
Purchases of various goods and services from the Commonwealth of Australia	43	53

E.7 Events after the reporting period

No other matter or circumstance has arisen since 30 June 2022 that has significantly affected the company's operations, results or state of affairs, or may do so in future years.

Financial report

Directors' declaration

DIRECTORS' DECLARATION

In the opinion of the Directors of WSA Co Limited:

- (a) The financial statements and notes set out on pages 69 to 89 are in accordance with the *Corporations Act 2001* (Cth), including:
- giving a true and fair view of the company's financial position as at 30 June 2022 and of its performance for the financial year ended on that date, and
 - complying with Accounting Standards and the *Corporations Regulations 2001* (Cth) and other mandatory reporting requirements.
- (b) There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

The directors draw attention to the statement of compliance with International Financial Reporting Standards set out in Note A, page 74.

This declaration is made in accordance with a resolution of the directors.



Mr Paul O'Sullivan
Chair of the Board



Mr Tim Eddy
Chair of the Audit and Risk Committee

Sydney
19 August 2022

Auditor's independence declaration



Mr Paul O'Sullivan
Chair
WSA Co Limited

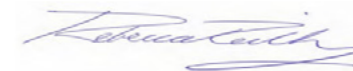
Level 3
45 Scott Street
Liverpool NSW 2170

WSA CO LIMITED FINANCIAL REPORT 2021-22 AUDITOR'S INDEPENDENCE DECLARATION

In relation to my audit of the financial report of the WSA Co Limited for the year ended 30 June 2022, to the best of my knowledge and belief, there have been:

- (i) no contraventions of the auditor independence requirements of the *Corporations Act 2001*; and
- (ii) no contravention of any applicable code of professional conduct.

Australian National Audit Office



Rebecca Reilly
Executive Director



Delegate of the Auditor-General

Canberra
19 August 2022

GPO Box 707, Canberra ACT 2601
36 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Financial report

Independent auditor’s report



INDEPENDENT AUDITOR'S REPORT

To the members of WSA Co Limited

Opinion

In my opinion, the financial report of WSA Co Limited (the Company) for the year ended 30 June 2022 is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the year then ended; and
- (b) complying with Australian Accounting Standards and the Corporations Regulations 2001.

The financial report of the Company, which I have audited, comprises the following as at 30 June 2022 and for the year then ended:

- Statement of comprehensive income;
- Statement of financial position;
- Statement of changes in equity;
- Statement of cash flow;
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information; and
- Directors' Declaration.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the relevant ethical requirements for financial report audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2022 but does not include the financial report and my auditor's report thereon.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Independent auditor’s report

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Directors' responsibility for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objective is to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

Financial report

Independent auditor’s report

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Australian National Audit Office



Rebecca Reilly
Executive Director
Delegate of the Auditor-General
Canberra
22 August 2022





Regulatory report

Overview

Western Sydney Airport (WSA), as an organisation, is subject to various legislative requirements including, but not limited to, the:

- *Corporations Act 2001* (Cth)
- PGPA Act
- PGPA Rule
- *Airports Act 1996* (Cth).

The regulatory report provides information on the company's compliance with the applicable laws and regulations.

Several matters are disclosed in the main body of the annual report. Other matters are disclosed in this regulatory report. The regulatory reporting requirements index on pages 99 to 103 shows where the relevant information can be found in this report.

Ownership and structure

Western Sydney Airport Co Limited is a GBE wholly owned by the Commonwealth of Australia.

Corporate Plan

WSA Co Limited, now known as Western Sydney Airport or WSA, published the Corporate Plan 2022–23 in August 2022.

Australian Government policies

The company's objectives are set by its shareholder ministers in the Statement of Expectations (SOE) issued on 13 September 2017, updated from time to time to reflect policy decisions and supplemented by policy directions and correspondence. The current SOE for the company outlines the Australian Government's clear

objective to deliver an operational airport that will provide greater equality in accessing air services for business and leisure, and to stimulate economic growth in Western Sydney.

The Commonwealth expects that the company will operate in a commercial manner and at

arms-length from the government. The company has flexibility and discretion in its operation and commercial decisions, within the parameters of applicable legislation, subordinate legislation and the policy objectives.

Objective

The company is required by the Commonwealth to develop and operate Western Sydney International Airport.

In delivering Western Sydney International Airport, the company's objectives are:

- improving access to aviation services in Western Sydney by providing a broad range of passenger and cargo services
- resolving the long-term aviation capacity issue in the Sydney basin by maximising the aviation capacity of the site, noting the constraints at Sydney (Kingsford-Smith) Airport

- maximising the value of Western Sydney International Airport as a national asset, including consideration of benefits the airport will bring into and around Western Sydney, New South Wales and Australia
- optimising the benefit of Western Sydney International Airport for employment and investment in Western Sydney by recognising that the airport will be a major catalyst for growth and development in Western Sydney
- effectively integrating with new and existing initiatives in the Western Sydney area by ensuring

that long-term planning considers the airport's economic, social and environmental impacts in Western Sydney

- operating on commercially sound principles regarding the Australian Government's intention to preserve its options with respect to ownership and governance arrangements by applying private sector discipline in the management of the company.

Regulatory report

Parliamentary oversight

Responsible ministers

The responsible ministers during the reporting period were as follows.

Shareholder minister	Period
Senator the Hon Simon Birmingham, the then Minister for Finance	1 July 2021 – 23 May 2022
The Hon Paul Fletcher MP, the then Minister for Communications, Urban Infrastructure, Cities and the Arts	1 July 2021 – 23 May 2022
Senator the Hon Katy Gallagher, Minister for Finance	23 May 2022 – 30 June 2022
The Hon Catherine King MP, Minister for Infrastructure, Transport, Regional Development and Local Government	1 June 2022 – 30 June 2022

Reporting requirements and transparency

As part of regular reporting to the Australian Government and Parliament, the company provides regular reports to its shareholder

ministers in accordance with the government’s requirement for a high degree of transparency of the project. This includes quarterly reports to shareholder ministers and briefings of stakeholders.

Parliamentary and other committees

No ministerial directions or policy orders were received by the company during the 2021–22 financial year.

Other Australian Government obligations

Airports Act 1996 (Cth)

As the airport lessee company for Western Sydney International Airport, the company is subject to the *Airports Act 1996* (Cth) (Airports Act) and regulations.

The Airports Act provides the regulatory framework for the development and operation of the airport site.

DITRDCA has appointed an Airport Environment Officer (AEO) and Airport Building Controller (ABC) for the airport site to exercise statutory powers under the Airports Act and regulations. The AEO and ABC are responsible for day-to-day administration of the environmental and building control standards specified by the Airports Act and regulations.

The department manages the ABC and AEO and has responsibility for enforcing the Airports Act and regulations. Audit and reporting requirements exist to ensure that activity at airports is monitored for compliance with the Airports Act and regulations.

Other matters

Reports

Other than as specified, no reports on the company were given by any of the following:

- the Auditor-General
- a committee of either House, or of both Houses, of the Parliament
- the Commonwealth Ombudsman

- the Office of the Australian Information Commissioner
- the Australian Securities and Investments Commission.

Judicial and administrative decisions

No judicial decisions or decisions of administrative tribunals have been made during the period that have had, or may have, a significant effect on the operations of the company.

Community service obligations

The company was not required to carry out any community service obligations during the reporting period.

Regulatory reporting requirements index

For the year ended 30 June 2022

Public Governance, Performance and Accountability Act 2013 (PGPA Act)

Section	Subject	Location	Page(s)
s 97	Financial report	Financial report	68–89
	Directors’ report	Directors’ report	36–41
	Auditor’s report	Independent auditors’ report	92–94

Corporations Act 2001

Section	Subject	Location	Page(s)
ss 295–296	Financial statements	Financial report	69–72
	Notes to the financial statements	Financial report	74–89
	Directors’ declaration about the statements and notes	Directors’ declaration	90
ss 298–300	Directors’ report	Directors’ report	36–41
ss 301–308	Audit of annual financial report and auditor’s report	Independent auditor’s report	92–94

Regulatory report

Public Governance, Performance and Accountability Rule 2014 and RMG 137

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E	Contents of annual report			
28E(a)	The purposes of the company as included in the company's corporate plan for the reporting period.	Our purpose, vision and values	10–11	Mandatory
28E(aa)	The results of a measurement and assessment of the company's performance during the reporting period, including the results of a measurement and assessment of the company's performance against any performance measures and any targets included in the company's corporate plan for the reporting period.	Remuneration report, Building the infrastructure, Building the business, Building your future	42–53, 12–17, 18–21, 22–27	Mandatory
28E(b)	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers.	Regulatory report	98	Mandatory
28E(c)	Any directions given to the entity by a Minister under the company's constitution, an Act or an instrument during the reporting period.	Regulatory report	96–103	If applicable, mandatory
28E(d)	Any government policy order that applied in relation to the company during the reporting period under section 93 of the Act.	Regulatory report	96–103	If applicable, mandatory
28E(e)	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under the company's constitution, an Act or instrument during the reporting period (b) a government policy order that applied in relation to the company during the reporting period under section 93 of the Act.	Not applicable (in 2021–22)		If applicable, mandatory
28E(f)	Information on each director of the company during the reporting period.	Directors' report	36–41	Mandatory
28E(g)	An outline of the organisational structure of the company (including any subsidiaries of the company).	Our people	28–33	Mandatory
28E(ga)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees (b) statistics on part-time employees (c) statistics on gender (d) statistics on staff location.	Building your future, Our people	22–27, 28–33	Mandatory

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E(h)	An outline of the location (whether or not in Australia) of major activities or facilities of the company.	Building the infrastructure, Building the business, Building your future	12–17, 18–21, 22–27	Mandatory
28E(i)	Information in relation to the main corporate governance practices used by the company during the reporting period.	Corporate governance statement	54–63	Mandatory
28E(j), 28E(k)	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the directors of the company for making a decision to approve the company paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company, and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions.	Not applicable (in 2021–22)		If applicable, mandatory
28E(l)	Any significant activities or changes that affected the operations or structure of the company during the reporting period.	Building the infrastructure, Building the business, Building your future	12–17, 18–21, 22–27	If applicable, mandatory
28E(m)	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the company.	Regulatory report	96–103	If applicable, mandatory
28E(n)	Particulars of any reports on the company given by: (a) the Auditor-General, or (b) a Parliamentary Committee, or (c) the Commonwealth Ombudsman, or (d) the Office of the Australian Information Commissioner, or (e) the Australian Securities and Investments Commission.	Financial report, Regulatory report	68–89, 96–103	If applicable, mandatory

Regulatory report

Public Governance, Performance and Accountability Rule 2014 and RMG 137

PGPA Rule reference	Subject	Location	Page(s)	Requirement
28E(o)	An explanation of information not obtained from a subsidiary of the company and the effect of not having the information on the annual report.	Not applicable (in 2021–22)		If applicable, mandatory
28E(oa)	Information about executive remuneration.	Remuneration report	42–53	Mandatory
28E(ob)	The following information about the audit committee for the company: (a) a direct electronic address of the charter determining the functions of the audit committee (b) the name of each member of the audit committee (c) the qualifications, knowledge, skills or experience of each member of the audit committee (d) information about each member’s attendance at meetings of the audit committee (e) the remuneration of each member of the audit committee.	Directors’ report, Corporate governance statement, Remuneration report	36–41, 54–63, 42–53	Mandatory
28F	Disclosure requirements for GBEs			
28F(1)(a)(i)	An assessment of significant changes in the company’s overall financial structure and financial conditions.	Directors’ report	36–41	If applicable, mandatory
28F(1)(a)(ii)	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial condition.	Directors’ report	36–41	If applicable, mandatory
28F(1)(b)	Information on dividends paid or recommended in relation to the reporting period.	Directors’ report	36–41	If applicable, mandatory
28F(1)(c)	Details of any community service obligations the GBE has including: (a) an outline of actions taken to fulfil those obligations (b) an assessment of the cost of fulfilling those obligations.	Regulatory report	96–103	If applicable, mandatory
28F(2)	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the GBE.	Not applicable (in 2021–22)		If applicable, mandatory

Commonwealth GBE Governance and Oversight Guidelines 2018 (RMG 126)

Paragraph	Subject	Location	Page(s)
2.2	The implementation of an effective governance framework.	Corporate governance statement	54–63
3.16(c)	Performance against financial and non-financial expectations outlined in the corporate plan relating to that financial year.	Building the infrastructure, Building the business, Building your future, Financial overview	12–17, 18–21, 22–27, 34–35
3.17	Key governance practices – the information can be modelled against ASX Corporate Governance Principles and Recommendations and may include, but is not limited to: a) board committees of the company and their main responsibilities b) education and performance review processes for directors c) ethics and risk management processes.	Corporate governance statement	54–63
3.18	Financial statements and subsidiaries presented in annual reports are audited, or reported on, by the Auditor-General under the circumstances outlined in the <i>Auditor-General Act 1997</i> .	Independent auditors report	92–94
3.19	Note that the Auditor-General is able to conduct a performance audit of an entity GBE or a company GBE, or any of its subsidiaries, in circumstances outlined in the <i>Auditor-General Act 1997</i> .	Corporate governance statement [Safeguard Integrity in Corporate Reporting]	54–63
3.20	Include in the annual report the minimum standards outlined in the Voluntary Tax Transparency Code developed by the Board of Taxation to promote more transparency in tax reporting by medium and large businesses.	Notes to the financial statements [Income tax expense]	74–89
3.21	Report all relevant information relating to the remuneration packages of all individuals who constitute the executive management on a disaggregated basis. As a minimum, this is to include the CEO and their direct reports.	Remuneration report	42–53
3.23	Present remuneration information using the Remuneration Disclosure template provided in the Guidelines.	Remuneration report	42–53

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Glossary and abbreviations



Glossary	
Airport Plan	The Western Sydney Airport Plan (2016), which outlines the approach to the airport's design and development
City Deal	The Western Sydney City Deal: The City Deal is a 20-year agreement between the 3 levels of government to deliver a once-in-a-generation transformation of Sydney's outer west – creating the 'Western Parkland City'
The Commonwealth	The Commonwealth of Australia
delivery partner	The organisation contracted by WSA to support project delivery aspects (Bechtel Corporation)
Experience Centre	The Western Sydney International Experience Centre
GBE Guidelines	Resource Management Guide No. 126: Commonwealth Government Business Enterprises – Governance and Oversight Guidelines (January 2018) published by the Department of Finance (Cth)
Project Manager (Definition)	The organisation contracted by the company to undertake a project management role with a focus on the design development of the airport (Bechtel Corporation)
Statement of Expectations	Statement of Expectations for WSA Co Limited issued by Senator the Hon. Mathias Cormann and the Hon. Paul Fletcher MP on 13 September 2017
Western Sydney International Airport	Western Sydney International (Nancy-Bird Walton) Airport

Glossary and abbreviations





Abbreviations	
AASB	Australian Accounting Standards Board
ABC	Airport Building Controller
ABCN	Australian Business and Community Network
AEO	Airport Environment Officer
ANAO	Australian National Audit Office
ASIC	Australian Securities and Investments Commission
ASX	Australian Securities Exchange
CEMP	Construction Environmental Management Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
COO	Chief Operating Officer
CPA	Commonwealth Preparatory Activities
Cth	Commonwealth
DITRDCA	Department of Infrastructure, Transport, Regional Development, Communications and the Arts
DRC	depreciable replacement cost
EGM	Executive General Manager
ELT	Executive Leadership Team
EOI	expression of interest
ESA	Equity Subscription Agreement
ETR	effective tax rate
FAR	fixed annual remuneration
GBE	Government Business Enterprise
GST	goods and services tax
IASB	International Accounting Standards Board
IFRS	International Financial Reporting Standards
KMP	key management personnel
KPI	key performance indicator
MoU	memorandum of understanding
NSW	New South Wales
PEO	Principal Executive Officer
PMD	project management definition
PRNC	People, Remuneration and Nomination Committee
RAP	Reconciliation Action Plan
RMG	Resource Management Guidelines
ROI	registration of interest
RTO	registered training organisation
SOE	Statement of Expectations
SSI	Settlement Services International
STEM	science, technology, engineering and mathematics
STI	short-term incentive
TRIFR	total recordable injury frequency rate
WSA	Western Sydney Airport





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