



# Western Sydney Airport

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**Western  
Sydney  
Airport**



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## 1. Version and Authorisation

<b>File Name</b>	<b>Document Name</b>	<b>Revision</b>
WSA00-WSA-00000-SS-PLN-000001	Sustainability Plan	02

### Revision History

<b>Revision</b>	<b>Date</b>	<b>Description</b>	<b>Author</b>	<b>Reviewer</b>
A	15/11/2018	First draft for approval	WSA Co	S Concha
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### Plan Authorisation

<b>Position</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Executive Sustainability Manager	S Concha		25/03/2019

## 2. Key Terms and Definitions

Term	Definition/Description
ALC	Airport Lessee Company, which is WSA
Airport Plan	The airport plan for the Airport Site as determined by the Infrastructure Minister under section 96B of the Airports Act 1996 in December 2016 as varied from time to time in accordance with that Act
Approver	The Infrastructure Minister or an SES employee (as defined in the Public Service Act 1999 (Commonwealth)) in the Infrastructure Department
ASL	Airport Site Layout
BEPA	Bulk Earthworks (Package 1A)
CAPEX	Capital Expenditure
CEMP	Construction Environmental Management Plan
CPTED	Crime Prevention Through Environmental Design
D&C	Design and Construction
Delivery Partner	Entity engaged by WSA to provide services for design and/or construction of Western Sydney Airport.
EEW	Early Earthworks
EIS	Environmental Impact Statement
'Eligible Building'	"a building, or part of a building, on the Airport Site which is not being constructed by a Commonwealth Body and is of a type of class of building to which the rating scheme described in that section may apply"
EPA	NSW Environmental Protection Authority
GBCA	Green Building Council of Australia
GRI	Global Reporting Initiative
GSAP	Green Star Accredited Professional
IAP2	International Association for Public Participation
IS	Infrastructure Sustainability
ISAP	Infrastructure Sustainability Accredited Professional
ISCA	Infrastructure Sustainability Council of Australia
Learning workers	Referring to apprentices and trainees as part of the workforce.
MAP	Million Annual Passengers
NABERS	National Australian Built Environment Rating System
NCC	National Construction Code
OEH	NSW Office of Environment and Heritage
OEMP	Operational Environmental Management Plan
OPEX	Operational Expenditure
ORAT	Operational Readiness and Airport Transfer



<b>Term</b>	<b>Definition/Description</b>
Package of work	Referring to the four packages of work through which Western Sydney Airport will be designed and constructed, including Early Earthworks Package, Bulk Earthworks and Airside Civils (Package 1), Terminal Building (Package 2) and Landside Facilities (Package 3).
PDCA	Plan Do Check Act
PM Definition	Project Manager (PM) Definition for Western Sydney Airport is initially responsible for the design of Package 2 and Package 3, until this responsibility is handed over to the Delivery Partner at a later stage of design.
Project phases	Planning, design, procurement, construction, and operation.
Proposed Building	The building to be rated by the Green Star Design and As Built rating tool, as designed and modelled by the project team.
RAATM	Requirement Analysis and Allocation Traceability Matrix
RACI	Responsible, Accountable, Consulted, Informed
'rating'	"a reference to a rating is a reference to the rating obtained by using the most recent version of the relevant rating tool for that rating which is available on the date on which an application for the rating is registered".
Reference Building	A term used in Green Star ratings to describe a hypothetical building of the same size, shape, floor area and glazing areas as the Proposed Building, but whose building fabric and building services characteristics are based predominantly on the NCC Section J Deemed-to-Satisfy provisions.
Scope 1 emissions	Emissions released to the atmosphere as a direct result of an activity, or series of activities at a facility/site, such as emissions from a manufacturing process, fuel burning or production of electricity.
Scope 2 emissions	Emissions released to the atmosphere from the indirect consumption of an energy commodity, including the use of electricity produced by burning coal in another facility.
Stage 1 Development	Stage 1 of Western Sydney Airport development, constituting the developments specifically authorised by Part 3 of the Airport plan, including a single runway, a terminal and supporting facilities.
Subcontractor	An entity contracted by WSA's major contractors to provide services for the design and/or construction of Western Sydney Airport.
	An individual with tertiary qualifications and a minimum of 5 years demonstrated experience relevant to the task in question.



<b>Term</b>	<b>Definition/Description</b>
Supplier	An entity that provides goods or services to WSA to aid in the design and/or construction of Western Sydney Airport.
Sustainability Plan	Western Sydney Airport Sustainability Plan, being this document.
Sustainability rating credit	Credits that can be achieved under a variety of different sustainability rating schemes including ISCA, Green Star and NABERS. These credits are achieved through fulfilling specific sustainability criteria during design, construction and operation of Western Sydney Airport.
The project	The development and operation of Western Sydney Airport, also referred to as 'Western Sydney Airport' or 'Airport'
Workforce	Referring to the workforce as direct (WSA employees) and indirect (contractors and subcontractors) representatives.
WSA	Western Sydney Airport Co Limited
WSA EMS	WSA Executive Manager Sustainability - Aviation

## 3. Introduction

### 3.1 Project Overview

Western Sydney Airport is an important infrastructure development that aims to deliver economic opportunities and access to Western Sydney and beyond. The greenfield development will provide additional aviation capacity to meet growing demand in the Sydney basin and improve access to flights, as well as employment for people in Western Sydney. Operations will commence in late 2026, and further development will be staged to meet future aviation demand.

Stage 1 Development of the Airport began in the second half of 2018. It involves construction of a single 3.7-kilometre runway and facilities to support up to 10 million annual passengers (MAP). During Stage 1 Development, site preparation will take place, including early earthworks, bulk earthworks and trunk drainage to prepare the Airport Site. Thereafter, aviation infrastructure, aviation support precincts and network infrastructure, including utilities and ground transport facilities, will be developed prior to operations commencing.

WSA is the Airport Lessee Company (ALC), having been granted the Airport Lease from the Commonwealth. WSA is responsible for design, construction and operation of the Western Sydney Airport. The phasing of the works as described in the Construction Plan is as follows:

- **Early Earthworks Package:** including decontamination, early bulk earthworks and drainage, and enabling road works.
- **Visitor Centre and Site Accommodation:** construction of a Visitor Centre to engage with the community and provide an identity for the airport early in the planning process. Also including construction of site accommodation on the same site, to provide office facilities for WSA staff and consultants for the duration of the airport design and construction period.
- **Bulk Earthworks and Drainage P1-A and P1-B:** further decontamination, earthworks and drainage across the whole site of the Stage 1 Development.
- **Runway Pavement and Airside Civil P1-C:** development of airside infrastructure such as runway, taxi ways and other airside civil works.
- **Passenger Terminal Complex P2:** development of terminal building, terminal precinct, airside facilities and technology, specialty works and services.
- **Landside Civil and Buildings P3:** development of landside buildings, car parking, ground transport and utilities.

The Airport will be progressively developed for future Stages, including provision of a second parallel runway, to reach its long-term design capacity of 82 MAP. This is forecast to occur circa 2063. The Sustainability Plan will be updated for future Stages, however this version of the Plan only covers Stage 1.



### **3.2 Purpose and Scope of the Sustainability Plan**

The Western Sydney Airport Sustainability Plan (Sustainability Plan) is required by the Airport Plan for Western Sydney Airport. The Sustainability Plan addresses multiple requirements in condition 29 (Sustainability) of the Airport Plan. This condition requires the Sustainability Plan to be developed to take into account and comply with specified parts of the EIS.

The purpose of the Sustainability Plan is to provide an overall framework and objectives for incorporating sustainability into the development of Western Sydney Airport. It spans the design, procurement, construction and operation phases of Stage 1 Development.

The Sustainability Plan addresses the minimum benchmark for compliance for Stage 1 Development, and will be updated annually to reflect increasing sustainability ambitions beyond minimum requirements, as the design develops.

The development of Western Sydney Airport is split into multiple packages of work, and this Plan is regarded as an overarching document with project-wide application, across all project phases. Sub-plans, work method statements and procedures, including sustainability plans developed for each specific package of work, must conform to the requirements of this Plan.

The Early Earth Works contract was awarded prior to final approval of the Sustainability Plan. Subsequently the sub-plans, work method statements and procedures for this package have referred to the draft Sustainability Plan. Specific sustainability requirements for this package are included formally within the contract and these are consistent with the Sustainability Plan. The Early Earth Works contractor will update plans and procedures and reference the final approved Sustainability Plan as required.

The Sustainability Plan will be reviewed annually and may need to be varied over time to address emerging sustainability issues or changes in requirements that arise as the project moves into later stages. Condition 41 requires a review after 5 years and Table 28-38 requires that an update of the plan be undertaken prior to operations commencing.

The Sustainability Plan includes requirements for the Airport asset only, not for the operation of aircraft. Western Sydney Airport will aim to collaborate with stakeholders such as airlines to influence outcomes in areas outside of the Airport's operational control, and to demonstrate leadership in the aviation industry.

In line with the base requirements, the Sustainability Plan includes the following elements:

- The framework for developing and implementing sustainable practices, integrated into the design, procurement, construction and operation of the Stage 1 Development.
- The governance structure for sustainability, including responsibility for the Sustainability Plan.
- A description of the consultation activities with stakeholders to form this Plan.
- Sustainability targets and management measures for achieving those targets, with specific description of:

- Construction and operational targets for sustainability aspects;
  - Processes to manage complaints;
  - Processes for stakeholder engagement; and
  - Consideration and management of emerging environmental issues.
- A high-level pathway for achieving sustainability ratings, including:
    - Infrastructure Sustainability (IS) ratings (Design, As Built and Operations), administered by the Infrastructure Sustainability Council of Australia (ISCA).
    - Green Star ratings (Design & As Built and Interiors), administered by the Green Building Council of Australia (GBCA).
    - National Australian Built Environment Rating System (NABERS) assessment (Energy and Water schemes), administered by the NSW Office of Environment and Heritage (OEH).
  - Sustainability controls and the process for monitoring, reporting and auditing to assess effectiveness.

### 3.3 Project Drivers

Western Sydney Airport has regulatory and corporate drivers that influence how it will be developed. The drivers and objectives listed below have been considered during the development of the Sustainability Plan and Sustainability Policy.

#### 3.3.1 Corporate Objectives

WSA has the following corporate objectives for the delivery of the Western Sydney Airport:

- **improving access to aviation services in Western Sydney** by providing a broad range of freight and passenger 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 Airport as a national asset** including consideration of benefits the Airport will bring within and around Western Sydney, NSW and Australia;
- **optimising the benefit of Western Sydney Airport on 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 long-term planning considers the Airport's economic, social and environmental impact in Western Sydney; and
- **operating on commercially sound principles having regard to 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 WSA.

These corporate objectives are publicly available online on WSA's website<sup>1</sup>. In particular, the considerations to long term planning provide context to sustainability considerations, highlighting WSA's intention to be socially and environmentally responsible in the development of this significant asset.

### **3.3.2 Procurement Approach**

In addition, WSA has a publicly announced procurement approach, which includes:

- assigning risks to parties that are best capable of managing the risks;
- packaging the works to commence bulk earthworks as soon as practicable;
- defining interfaces between the various works packages clearly;
- undertaking enabling activities to facilitate the main airport works packages;
- ensuring the works are fully integrated prior to operational readiness testing providing opportunities for innovation and sustainable outcomes within each package and consistent with the Environmental Impact Statement (EIS) and Airport Plan; and
- incorporating mechanisms for achieving appropriate urban design, amenity outcomes, sustainability objectives and seamless integration with other transport modes.

### **3.3.3 Airport Plan**

The Airport Plan sets out the vision for development and operation of Western Sydney Airport at Badgerys Creek, and provides authorisation for the construction and operation of Stage 1 Development.

Within the sustainability context, the foreword of the Airport Plan outlines the intentions for this Sustainability Plan, and its importance as a condition of the EIS for Western Sydney Airport.

There is an expectation on WSA to innovate, and keep pace with advances in sustainability initiatives for the life of the Airport. The Sustainability Plan will be updated periodically to incorporate increasing sustainability aspirations.

WSA is required to comply with the Airport Plan including its objectives, specific developments and conditions. The table in Appendix A Sustainability Requirements in Part 3 of the Airport Plan identifies the high-level sustainability requirements as prescribed by the Airport Plan, and where those requirements are addressed in this Sustainability Plan.

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<sup>1</sup> WSA: <http://www.wsaco.com.au/about/corporate-objectives>, accessed June 2018

### **3.3.4 Environmental Impact Statement (EIS)**

The EIS for Western Sydney Airport provides detailed consideration of the environmental, social and economic impacts of the proposed Airport and is presented in four volumes. Two key tables in Section 28.8 of the EIS present sustainability requirements which are addressed by the Sustainability Plan.

EIS Table 28-37 must be considered in the Sustainability Plan. The table in Appendix B Requirements of EIS Table 28-37 outlines the topics of Table 28-37 and where these are addressed in the Plan.

Appendix C Specifics of EIS Table 28-38 describes the specific sustainability requirements in full and where they are addressed in this plan.

### **3.3.5 External Sustainability Drivers**

A number of external sustainability drivers exist, which also influence WSA's decisions on sustainability for Western Sydney Airport. These include:

- increasing frequency and rigour of application of the IS and Green Star ratings to infrastructure projects, particularly in NSW;
- the Modern Slavery Act in NSW and Commonwealth Modern Slavery Bill 2018 and the implications for workforce and supply chain management;
- broad national commitments, including greenhouse gas emission targets aligned to the Paris Agreement;
- desire to positively contribute towards global sustainability initiatives, such as the UN Sustainable Development Goals, to be seen as a pro-active corporate citizen;
- external stakeholder expectation for the Airport to demonstrate leadership;
- investor valuation of sustainable assets, as demonstrated by sustainability rating systems, such as Global Real Estate Sustainability Benchmark (GRESB);

### 3.4 Consultation to Develop the Sustainability Plan

In order to develop the Sustainability Plan, and in accordance with the requirements of the EIS, WSA consulted with the following NSW Government agencies as specified by the NSW Department of Premier and Cabinet: OEH and EPA.

WSA also engaged with the relevant organisations for the sustainability rating systems: ISCA, GBCA and OEH (NABERS).

WSA engaged ISCA for initial planning support services for the delivery of the IS ratings, which informed the requirements, conditions and approaches for these ratings, stipulated in this Sustainability Plan.

WSA sought feedback from GBCA and OEH (NABERS) on eligibility of building types for Green Star and NABERS.

A letter acknowledging receipt of the review comments and how the comments (if applicable) were addressed was prepared and issued from WSA to EPA, OEH (NABERS), and GBCA.

Consultation also occurred with WSA staff that will be responsible for delivering the targets within this Plan.

A summary of the stakeholder and government authority consultation completed to date which has informed the preparation of the Sustainability Plan is presented in Table 1.

**Table 1 Sustainability Plan consultation summary**

Government authority / stakeholder	Date	Summary
EPA	Jan 2019	<ul style="list-style-type: none"> <li>Nil response</li> </ul>
GBCA	August 2018	<ul style="list-style-type: none"> <li>Agreed eligible buildings as described in Section 5.4 of this Plan</li> </ul>
ISCA	August 2018	<ul style="list-style-type: none"> <li>Agreed eligible buildings as described in Section 5.4 of this Plan</li> </ul>
OEH	August 2018 Jan 2018	<ul style="list-style-type: none"> <li>NABERS agreed eligible buildings as described in Section 5.4 of this Plan</li> <li>OEH recommends that buildings achieve signed NABERS commitment agreements to ensure buildings are designed and built to achieve the required rating</li> <li>OEH notes that Australian Building Codes Board has introduced a NABERS verification method requiring a minimum NABERS Energy Base Building rating of</li> </ul>

Government authority / stakeholder	Date	Summary
		<p>5.5 Stars for office buildings from May 2020</p> <ul style="list-style-type: none"> <li>• OEH suggests that WSA consider a minimum target of 5.5 star for commercial buildings (base building and interior)</li> <li>• OEH suggests that WSA consider a minimum target of 5 star for Hotels and Shopping Centres</li> <li>• OEH suggests that all additional specific targets for energy, water, waste, carbon emissions and materials (section 5.5) could be higher, and a net zero carbon airport would be preferable.</li> </ul>

### 3.4.1 Actions arising from Consultation

Noting that the Commonwealth requirements regarding NABERS ratings are minimum requirements, WSA will address OEH comments by including the requirement for signed NABERS commitment agreements. Options to achieve higher ratings and net zero carbon will be investigated in business case analyses as design progresses.

To target increased sustainability ratings may require additional funding and a business case to be approved by the Board.

### 3.5 Interface with Other Documents

The Sustainability Plan will be issued to all Contractors and Consultants so that all relevant parties are informed of the Conditions for the Airport development.

The Sustainability Plan is interconnected with a suite of other documents that assist with the implementation of sustainable outcomes.

The Sustainability Plan should be read in conjunction with the following documents:

- Compliance documents:
  - EIS for Western Sydney Airport;
  - Airport Plan;
  - Airport Site Layout.
- WSA sustainability documents:
  - WSA Corporate Plan;
  - Australian Industry Participation Plan;
  - implementation Plans (scorecards) and weighting assessments for program-wide IS rating;
  - Equal Opportunity, Diversity and Inclusion Policy;

- Airport construction environmental management plans (CEMP) and Construction Plan;
- standard operating procedures, including operational environmental management plans (OEMP) to be developed prior to ORAT.
- Package-specific documentation:
  - contract documentation;
  - design documentation and site plans;
  - sustainability plans;
  - implementation Plans (scorecards) and weighting assessments for package specific IS, Green Star and NABERS ratings;
  - construction environmental management plans (CEMP);
  - construction plan.
- Stakeholder strategies and consultation:
  - airline engagement;
  - business park strategy / business development and tenancy;
  - community and stakeholder engagement plan.

Table 2 Relationship of Project Management Plans to Sustainability Plan provides an outline of other plans that are required by the EIS and/or Airport Plan and shows how they align to sustainability themes. The plans will contribute to sustainable outcomes for Western Sydney Airport, as well as being important pieces of evidence for the achievement of sustainability ratings.

The interface of plans shown in Table 2 Relationship of Project Management Plans to Sustainability Plan, will be managed by the WSA Executive Manager Sustainability - Aviation (WSA EMS). Further details of the responsibilities of this role are outlined in Section Roles and Responsibilities.

Whilst the OEMP documents are referenced in Table 2 for completeness, they are not required to be drafted until just prior to airport operation commences.



**Table 2 Relationship of Project Management Plans to Sustainability Plan**

Document	Sustainability Theme									
	Management & Governance	Using Resources	Indoor Environment Quality	Transport	Emissions, Pollution & Waste	Biodiversity	People & Place	Innovation	Workforce	Economic
Aboriginal Cultural Heritage CEMP							X			
Air Quality CEMP & OEMP					X					
Air Traffic Management Plan										X
Asbestos Management Plan					X					
Biodiversity Offset Delivery Plan						X				
Biodiversity, Land and Safety OEMP						X				
Bushfire Management Plan					X	X				
Community and Stakeholder Engagement Plan(s)							X		X	
Construction Plan	X	X			X	X	X		X	
Equal Opportunity Policy										X
European and Other Heritage CEMP							X			
Ground Transport OEMP				X						
Land Use Plan in the Airport Plan	X	X		X	X	X				
Noise and Vibration CEMP					X					
Noise Management OEMP			X		X					
Noise Management Plan (ground based noise)			X		X		X			
Procurement Policy	X									X
Remediation Action Plan					X					
Soil and Water CEMP & OEMP		X			X					
Traffic and Access CEMP				X			X			
Visual and Landscape CEMP							X			
Waste and Resources CEMP and OEMP		X			X					



### **3.5.1 Guidelines and Standards**

There is no statutory basis for the sustainability requirements for the Western Sydney Airport. The benchmark for sustainable outcomes is Green Star, IS and NABERS rating schemes. These rating schemes are internationally respected, require documented evidence, and independent verification to achieve the ratings.

The Sustainability Plan includes targets to support the regulatory requirements for environmental, social, procurement and workforce aspects.

### **3.5.2 Sustainability Rating Manuals and Guidelines**

Western Sydney Airport is required to achieve a number of sustainability ratings, as described in Section 5 Sustainability Metrics & Application. The governing body for each sustainability rating provides technical manuals or guidelines which break down the components of each credit and assist in compiling the necessary information to verify sustainability performance, as follows:

- ISCA, for the IS rating scheme:
  - IS Technical Manual – Design & As Built v1.2
  - IS Technical Manual – Operations v1.2
  - Supporting guidance including the IS Ecological Assessment and IS Materials Calculator
- GBCA, for the Green Star rating scheme:
  - Green Star – Design & As Built Submission Guidelines
  - Green Star – Interiors Submission Guidelines
  - Supporting guidance including calculation guides and best practice guidelines
- NSW OEH, for the NABERS assessment:
  - NABERS Energy and Water Rules for relevant building types (offices, data centres, shopping centres, hotels)
  - Supporting guidance including handbooks, case studies and reports.

### **3.5.3 Applicable Standards**

A number of Australian and international standards are either recommended or mandated to be used by Green Star and IS rating schemes. These must be strictly adhered to for credit compliance. Adoption of Australian or international standards will promote consistency with other infrastructure projects and accepted performance benchmarks.

### **3.6 Document Review**

The Plan is required to be submitted for approval by the Approver within six months of the grant of the airport lease, then updated and revised prior to the commencement of airport operations.

The Sustainability Plan can only be varied with the approval of the Approver.

The Sustainability Plan is a live document requiring regular review and adjustment to effectively identify opportunities, mitigate risks, and promote monitoring and evaluation of sustainability performance. WSA will review the Plan annually throughout planning, design, construction to reflect changes in design, construction or project scope (including temporary and permanent works, future Stages and increasing aspirational targets).

After commencement of airport operations the Plan will be reviewed and updated every 5 years (as a minimum).

### **3.7 Non-Conformance and Feedback Process**

Non-conformances with the ratings and specific targets identified in the Sustainability Plan will trigger a review by the Sustainability Steering Committee. This committee will undertake investigations to determine the root cause of the non-conformance, and propose revised process/procedures or an alternative compliance to resolve the non-conformance.

Once approved by the committee the revised process/procedure or alternative solution will be implemented and communicated to all involved parties.

Internal (WSA, consultants and contractors) and external (other stakeholders) feedback will be discussed at each steering committee meeting to inform and improve the approach to sustainability.

Amendments to targets, process or procedure will be decided on by the Sustainability Steering Committee.

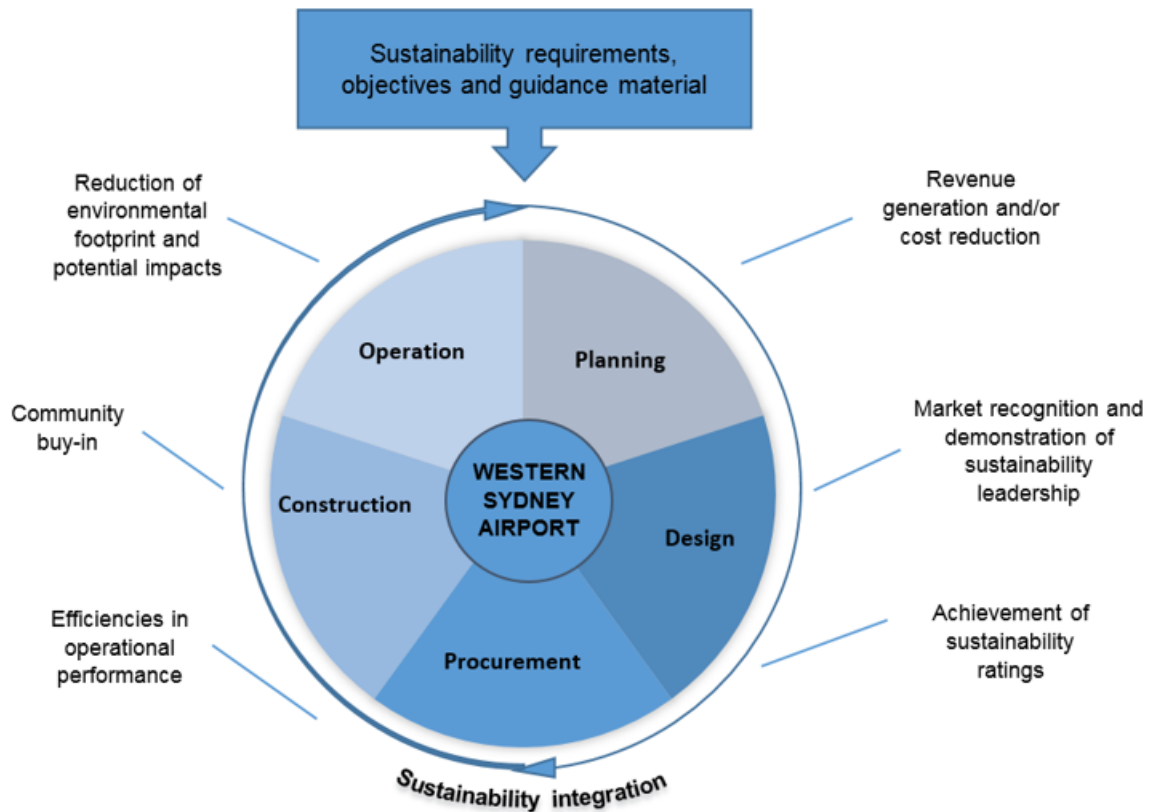
Non-conformances and corrective actions taken will be included in the reporting described in this Sustainability Plan.

## 4. Integrated Sustainability

WSA aims to design, construct and operate the Western Sydney Airport in accordance with leading practice principles of sustainability. A consistent approach to sustainability, across packages of work and throughout various phases of the project, will be necessary for project-wide success.

The adoption of an integrated approach that considers risks and opportunities, invites input from diverse disciplines and backgrounds, and embeds sustainability into practices will realise multiple positive outcomes, as shown in Figure 1.

**Figure 1 Integrated sustainability approach**



## **4.1 Developing Sustainable Ideas and Initiatives**

WSA is establishing processes for capturing future ideas to further improve sustainability, grouping them into categories of related ideas, and assessing them against a consistent set of value indicators. The set of value indicators, or principles, will be agreed through a workshop process with the design team, and will include consideration of the project purpose, vision, stakeholder expectations, cost and program.

Successful ideas will become “initiatives”, which are proposed to be incorporated into the design of the Airport. This feasibility assessment will demonstrate all ideas that are considered for the Airport, how they are assessed, whether they are progressed or not, and why they were not progressed (if that is the case). A trial for this process is underway, assessing ideas that may influence the bulk earthworks package. Examples of the criteria for assessment include (but are not limited to):

- resource efficiency;
- carbon footprint;
- future fit (resilient, adaptable, flexible);
- revenue stream/investment value;
- cost;
- maturity of technology.

Ideas that are successfully assessed to be feasible, viable, cost effective and beneficial will become “Initiatives”. Initiatives will be further developed through option analysis and refining during concept and detailed design. The design requirements will be integrated and embedded into the Airport during definition phase to optimise cost effectiveness and sustainable outcomes.

During the delivery phase, sustainable design and construction will be specified and incentivised by including appropriate requirements in contract documentation.

WSA will engage with industry to promote pioneering thinking, innovation and collaborative problem solving. Processes will be set up to create equitable opportunity for learning and research institutions to work with WSA on innovation. Examples of sustainability issues that we will seek to collaborate on are: waste recycling, low carbon building materials, energy efficient technology, social benefit measurement and so on.

In 2019 an education and research forum will be established. In collaboration with this forum, WSA will develop the process for these institutions to work with WSA on innovation. It is envisaged that the process will be developed during 2020.

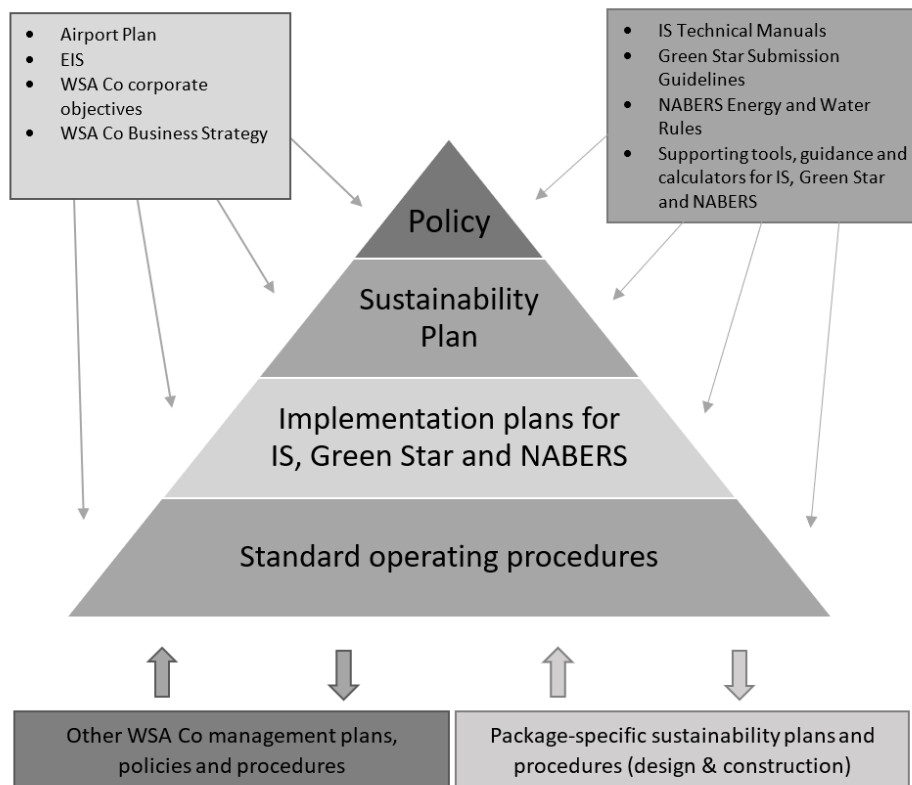
## 4.2 Sustainability Framework

Western Sydney Airport is a complex and market leading project that must consider sustainability throughout design, procurement, construction and operation.

A sustainability framework for the Western Sydney Airport will provide clear guidance on the management and implementation of sustainability measures, ranging from high level policy objectives to standard operating procedures. This will enable consistency and compliance with requirements across all levels of documentation and phases of the Airport's development.

The sustainability framework for Western Sydney Airport is demonstrated in **Figure 2** below.

**Figure 2 Sustainability Framework**



### 4.2.1 Sustainability Policy

The Sustainability Policy sets out WSA's commitment to create a safe, healthy, thriving and sustainable Airport for Western Sydney.

WSA is a purpose-led business and sustainability is an enabling mindset to guide the Airport to make a positive impact over its lifetime.

The sustainability policy governs corporate behavior, as well as the design, construction and operation of Airport facilities, associated precincts and third party developments within the Airport site.

The policy is a high-level document that works in conjunction with the Sustainability Plan. The Sustainability Plan identifies commitments, objectives and targets, relating to the policy.

Our sustainability vision is to design, build and operate a thriving, safe, sustainable, leading Airport. The Airport will provide net positive benefits to society, the environment and the economy.

The Airport will conserve natural resources, make a positive difference in the community and enhance the health and wellbeing of employees and visitors.

The drivers of Sustainability include:

#### **Improvements for Future Generations**

The Airport will bring employment, services, facilities and socio-economic benefit to Western Sydney. It will use resources wisely, so that future generations have the same or better access to those environmental resources.

#### **Cost Reduction**

The Airport will minimise its use of water, electricity and other materials/consumables to be resource efficient. Doing more with less saves money.

WSA is responsible for designing, building and operating the Airport, so resource-efficient design is the lowest cost way to minimise ongoing operational costs.

#### **Improved Asset Value**

Sustainability can be a proxy for quality, which increases the value of the asset.

The Airport will consider and minimise climate change risks, use innovative technology and flexible design to be future-ready, and respond to sustainability rating systems/benchmarks to demonstrate leadership.

These actions will result in improved asset value, and will make the Airport an attractive proposition for potential investors.

#### **Planning for the Future**

The Airport is an asset that will provide value for a very long time. A sustainable Airport will be able to adapt to changes in the climate, market, technology and customer expectations. Sustainability will help the Airport to be flexible and resilient.

#### **Meeting Stakeholder Expectations**

Our stakeholders expect WSA to design, build and operate a sustainable airport. Stakeholders range from the Commonwealth Government to future users and local residents.

These are the actions that WSA will take to integrate social, environmental and economic sustainability throughout everything we do:

- Design and build sustainable airport facilities and buildings that **demonstrates leadership** in sustainability and provide **net positive benefits** for society, environment and the economy.
- Measure, monitor and report on environmental and sustainability performance, **mitigate negative impacts** and continually aim to achieve more **challenging targets**.
- Include **sustainable principles** in the **procurement** process, by including social, human rights, environmental and economic requirements in procurement documentation.
- Assess products/materials for sustainability benefits, and avoid products/materials that are toxic to the environment and humans.
- Preference will be given to use suppliers and businesses that share WSA's **values**, especially on **diversity, human rights, sustainability and leadership**.

- Support and promote the social, physical and psychological **health and wellbeing** of our people, visitors and community.
- Provide systems for feedback, ideas, or issues resolution on sustainability, and training to support the **sustainability mindset**.
- **Collaborate**, share our experience and knowledge with others.
- **Contribute** to sustainability objectives at local, state, national and global levels.
- Allocate adequate **resources** to implement, review and update this Policy.

#### **4.2.2 Strategies, Initiatives and Timing for Sustainability**

Set out below, WSA has outlined strategies for sustainability implementation.

##### **Climate Change**

A site wide climate change risk assessment will be applied to all packages of work in line with AS 5334:2013 Climate change adaptation for settlements and infrastructure – A risk-based approach and AS 31000:2009 Risk Management – Principles and guidelines. The Initial Climate Risk and Adaptation Report identified 59 potential climate change impacts and assessed risk across different climate projection scenarios. Further modelling may be required to assist in identifying the appropriate risks and adaptation measures. To successfully integrate climate change adaptation into design, construction and operation, WSA shall:

- Consider and estimate costs for proposed adaptation measures;
- Include targeted climate change requirements in all design and construction contracts;
- Use the risk assessments to inform design decisions, including:
  - Perform updated climate change risk assessments for the components of the airport being designed;
  - Set appropriate design parameters; and
  - Ensure design documentation addresses relevant climate change risks;
- Improve and validate risk assessment throughout project.

Additional Specific Targets for climate change adaptation have been developed and outlined in Section 5.5 of this Plan. The target is to identify and implement appropriate measures for all (100%) extreme and high rated climate change risks, so that no extreme residual risks exist after treatment. This target will also be applied for future developments during operation.

##### **Resource Management and Emissions**

Design for the Airport will be based on the foundational principles of circular economy and passive sustainable design. These principles are based on designing out waste and optimising the in-built efficiency of the building's structure, materials and services. These design principles will guide the approach to greenhouse gas emissions and resource management for the Airport design. Additional Specific Targets (Section 5.5) have been developed by WSA to address these areas such as:

- Aiming for a 15% reduction of overall electricity consumption;
- 33% of water used to be from non-potable sources;
- 10% reduction in greenhouse gas emissions compared to a base case footprint (according to the IS methodology);

- Mandatory optimisation of recycled content in concrete and steel construction products.

Contractors will develop a base case of resource consumption for each package based on business as usual practices. From this base case footprint feasible opportunities can be identified and implemented to reduce resource consumption across the infrastructure lifecycle. Furthermore, WSA will ensure contractors record and report greenhouse gas emissions and energy consumption under the National Greenhouse and Energy Reporting Scheme (NGERS), if eligible.

During construction, resource use will be minimised by many different initiatives. The following list illustrates some examples:

- Using recycled glass in asphalt to reduce raw material consumption and carbon footprint
- Slip form construction method for runway/taxiways to reduce potable water consumption
- Biodegradable polymer binders for compaction and dust control to reduce potable water consumption
- Using tunnel waste as high quality capping material, reducing reliance on virgin aggregate and reducing carbon footprint

These targets will form the minimum requirements for construction that occurs during the operational phase of the Airport. Further operational targets will be developed during ORAT, to take into account changes in environmental and sustainability practices between now and 2025.

### **Workforce Development**

WSA is committed to developing the current and future skills of the workforce. Our workforce skills development approach will increase the capability and capacity needed to meet future infrastructure, construction and operational requirements associated with the airport. Our strategy will support training, competency and transferable skill development for individuals and industry. Our workforce development strategy will aim to improve project performance, leadership, workplace health and safety, individual competency and transferable skills in specified occupational areas. WSA will work in partnership with our contractors, state and federal government agencies and education providers to deliver a suite of workplace initiatives targeting skills and employment in Western Sydney. These will include:

- Establishment of a Skills Taskforce to inform, advise and support the delivery of the Western Sydney Airport Workforce Initiatives (2019);
- Launch of a Skills Exchange in partnership with TAFE NSW to provide on-site workforce learning for the construction workforce (2019);
- Creation of pre-employment programs targeted to diverse and disadvantaged workers;
- Development of a WSA intern program targeting emerging sectors in design and construction (establishment program to be determined by Q4 2019);
- Establishment of a higher education forum to examine future worker capability requirements and facilitate pathways from education to employment (establishment program to be determined by Q4 2019); and



- Collaboration with indigenous partners to establish skills pathways to employment at WSA (2019).

### **Heritage Management**

WSA have engaged an indigenous consultancy company to assist in the identification and assessment of heritage items and/or areas within the project boundary. Ongoing support and collaboration will be required to ensure best practice outcomes addressing Her-1 and Her-2 IS Rating credits.

WSA have also established the Aboriginal Stakeholder Forum (ASF) which includes representatives who have indicated a connection to the land upon which the Airport is to be built. The forum includes provision for stakeholders to be involved in issues including site survey, salvage, archaeological investigations, artefact storage, commemorative activities and smoking ceremonies in accordance with the Aboriginal Cultural Heritage Management CEMP. The initial survey and salvage plan and associated sub plans were developed in consultation with stakeholders at forums.

The Aboriginal Cultural Heritage Management CEMP will be revised for the operational phase to ensure a seamless approach and to incorporate interpretive use of artefacts for education and celebration of indigenous heritage within the Airport and/or Visitor Centre.

### **Community Engagement**

WSA provides a 24-hour information line along with email or written contact options, which will be the main point of enquiry for any complaints or queries. Additionally, the Airports' first building, the Visitor Centre (scheduled to open in 2019) will provide an "in person" point of contact for the public. The Visitor Centre will also provide the public and surrounding community with sustainability education on topics such as sustainability ratings and sustainability initiatives. Further sustainability education opportunities will be pursued in surrounding primary schools by organising education and awareness activities.

WSA have formed a Stakeholder Planning Forum (SPF) to ensure regular and strategic engagement between WSA, the Australian and NSW governments, local governments and utility providers that will be directly affected by or have a role in the development of Western Sydney Airport. The SPF provides a forum for WSA and the parties involved either directly or indirectly as part of the project's construction, to exchange construction-related information and updates including planning, design, delivery schedules, progress and strategic objectives.

Department of Infrastructure, Regional Development and Cities (Western Sydney Unit) formed the Forum On Western Sydney Airport (FOWSA). The FOWSA links the community, the Government and WSA during planning and construction of Western Sydney Airport and provides a consultative forum for the exchange of information and ideas. FOWSA members have a responsibility to inform their communities about planning and progress of the airport project and share information on a range of issues relating to the broader airport development. In turn, members will raise community concerns to be discussed at FOWSA meetings. The Forum will be consultative and advisory only. It is not a formal decision-making, dispute resolution, or approvals body and has no formal power to direct any of its members.

Community engagement will continue in the Airport's operational phase via the Visitor Centre, the 24-hour information line and other strategies that will be determined during ORAT by WSA's Community Engagement team.

### **Biodiversity**

The Biodiversity Offset Delivery Plan (BODP) was prepared as a condition of the Airport Plan and approved by the Department of the Environment and Energy. It was developed in consultation with a Biodiversity Experts Group which included representatives from the NSW Office of Environment and Heritage (OEH), NSW Government Local Land Services, local councils in the vicinity of the project, Local Aboriginal Land Councils, other Western Sydney Aboriginal stakeholder groups, a university and conservation groups. The Department of Infrastructure, Regional Development and Cities is responsible for implementation and management of the BODP. Crucial components of the BODP include:

- Restoration and management of at least 900 hectares of native vegetation, including Cumberland Plain Woodland, at the Defence Establishment Orchard Hills;
- Acquisition of suitable parcels of land to be managed by local conservation groups;
- A contribution to the Greening Australia Cumberland Seed Hub program to develop a reliable source of native seed;
- Purchase of BioBanking credits through the NSW Biodiversity Offsets Scheme; and
- A range of other compensatory measures.

The Airport Plan specifies the development of a biodiversity CEMP by WSA that must be submitted to an approver for approval. This plan takes into consideration the BODP, WSA EIS and Environment Protection and Biodiversity Conservation Act 1999 to outline strategy for offsets and addressing ecology credits for IS Rating scheme.

Additional to the BODP, the Project site features a 117.1 hectare environmental conservation zone located around Badgery's Creek along the southern perimeter of the airport site, around Oaky Creek along the north-western perimeter of the airport site and along the south-western part of the airport site. 56.8 hectares of the environmental conservation zone is native vegetation which will maintain riparian corridors and would assist in maintaining vegetated fauna movement corridors and habitat stepping stones around the airport. The 60.3 hectares of land that does not currently contain native vegetation will be revegetated with natives to improve its function as a corridor.

During operation, WSA will continue to maintain and protect the environmental conservation zone.

## **5. Sustainability Metrics and Application**

As outlined in Section 3.2, the principal documents which mandate sustainability requirements for the Airport are the Airport Plan and EIS.

This section provides an overview of WSA's high-level sustainability commitments, constituting "sustainability" as an overarching discipline and the sustainability ratings which will be attained for the Western Sydney Airport.

The sustainability ratings may change to ratings higher than those specified where approved. Should this occur, the plan will be varied in accordance with the review process.

To target increased sustainability ratings may require additional funding and a business case to be approved by the Board.

In addition to sustainability ratings, other environmental, economic and social targets relating to sustainability must be achieved. These are described in Section 5.5.

### **5.1 Timing of Rating Achievement**

WSA is required to achieve Green Star, ISCA and NABERS ratings subsequent to Operational Readiness of the Airport.

Green Star ratings will be achieved within 12 months of Operational Readiness.

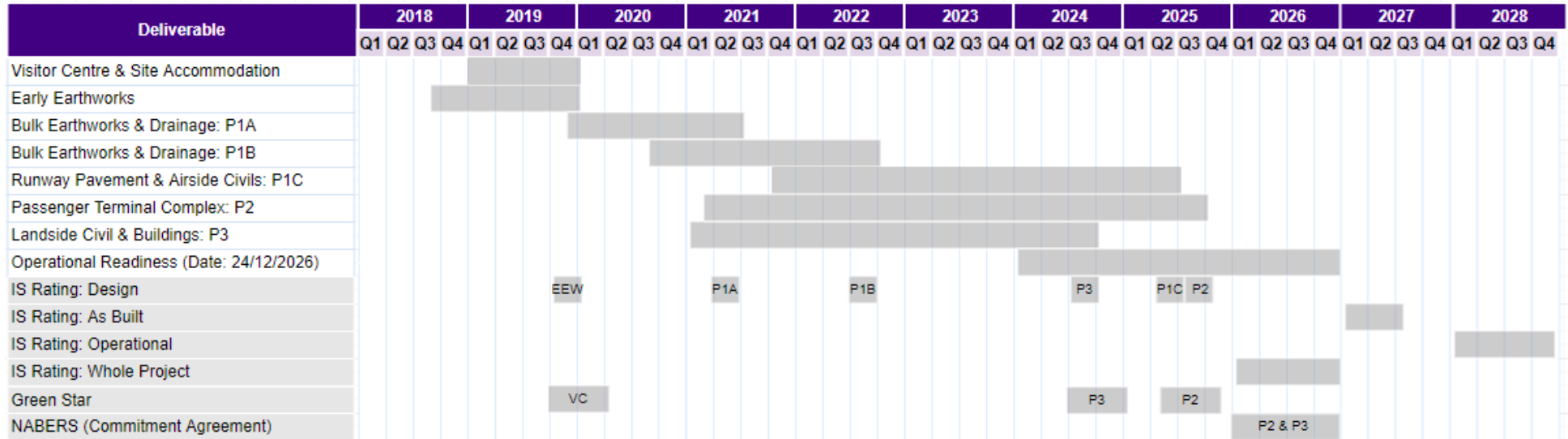
NABERS ratings will be achieved within 18 months of Operational Readiness.

ISCA program-wide As Built rating will be achieved within 6 months and Operation rating will be achieved within 24 months of Operational Readiness.

Package specific ratings will be required to be achieved and handed over to WSA prior to completion of the contract.

Refer to Figure 3 for an indicative timeline for submission and achievement of the abovementioned ratings.

**Figure 3 Indicative timing of packages and sustainability rating submissions**



## **5.2 Infrastructure Sustainability Rating**

The IS Rating Scheme (IS) is Australia's only comprehensive rating system for evaluating sustainability across the planning, design, construction and operational phases of infrastructure programs, projects, networks and assets. IS evaluates the sustainability performance of the quadruple bottom line (Governance, Economic, Environmental and Social) of infrastructure development.

There are three rating levels of IS ratings; Commended (25 to <50 points), Excellent (50 to <75 points) and Leading (75+ points). The Project will achieve an 'Excellent' IS As Built Rating, obtaining at least 65 points overall.

Points are awarded for achieving the requirements described within each credit. In order to gain the best value outcomes for the Airport, we will allow the market to decide the credit pathway, with the exception of the mandatory credits listed in Table 3 Minimum IS Credit Requirements, which will be included in the contract for each package of works and will be achieved by the end of each package. These credits are mandatory because of their alignment with WSA values and objectives, or due to the value they will add to the Airport.

Western Sydney Airport must also achieve an 'Excellent' IS Operation Rating within 24 months after the Date of Operational Readiness, to demonstrate that the Airport is being operated in accordance with the sustainable design and construction.

**Table 3 Minimum IS Credit Requirements**

IS credit	Name	Minimum level
Overall	Infrastructure Sustainability As Built rating	≥ 65 points (Excellent)
MAN-1	Sustainability leadership and commitment	3
PRO-1	Commitment to sustainable procurement	3
CLI-1	Climate change risk assessment	2
CLI-2	Adaptation options	2
ENE-1	Energy and carbon monitoring and reduction	1
WAT-1	Water use monitoring and reduction	1
WAT-2	Replace potable water	1
MAT-1	Materials footprint measurement and reduction	1
WAS-2	Diversion from landfill	2
HEA-1	Community health and well-being	1
URB-1	Urban design	2
URB-2	Implementation	2
INN-1	Innovation	3

### 5.3 Green Star and NABERS

Green Star assesses the sustainable design, construction and operation of buildings, fitouts and communities. Green Star can help save money, create healthy places for people and minimise environmental footprint. It is Australia's own holistic sustainable rating system, created to suit our property market.

NABERS (National Australian Built Environment Rating System) can be used to measure a building's operational energy efficiency, carbon emissions, water consumption and waste produced, and compare these to similar buildings. NABERS can help save money, set efficiency targets, benchmark performance and strive for improvement. It is also an Australian system, designed for the Australian market.

NABERS and Green Star are applied to buildings which are deemed 'eligible'. For the purposes of both Green Star and NABERS ratings, an 'Eligible Building' is "a building, or part of a building, on the Airport Site which is not being constructed by a Commonwealth Body and is of a type of class of building to which the rating scheme described in that section may apply".



Green Star includes the potential for credits to be 'scoped out' where not applicable, therefore ratings are assigned based on a percentage of points achieved out of the total points available. These ratings are assigned on a scale from Zero Star to Six Star. Minimum targeted Green Star ratings are outlined in Table 4 Targeted Green Star Requirements.

**Table 4 Targeted Green Star Requirements**

<b>Green Star component</b>	<b>Applicable area</b>	<b>Minimum Targeted rating</b>
Design Review and As Built Rating	Eligible Buildings only;	4 Star (Australian Best Practice)
Interiors	Eligible Buildings only, where fitout or interior work is substantial enough to be assessed and certified;	4 Star (Australian Best Practice)

NABERS ratings vary from 0 stars (Very poor performance) through to 6 stars (market leading performance). Minimum targeted NABERS ratings are shown in Table 5 Targeted NABERS Requirements.

**Table 5 Targeted NABERS Requirements**

<b>NABERS rating component</b>	<b>Applicable area</b>	<b>Minimum Targeted rating</b>
Energy Rating	Base building of each eligible building under an appropriate NABERS Energy scheme;	4.5 Star (Good)
Water Rating	Base building of each eligible building under an appropriate NABERS Water scheme;	4 Star (Good)



## 5.4 Rating Application to Airport Buildings

Rating systems will be applied in the following way across Airport buildings. Eligibility of building types has been discussed and confirmed with ISCA, Green Star and NSW OEH. The table below illustrates an example of the types of eligible buildings that each of the rating systems are able to certify (if these building types are developed on the Airport).

<b>Airport Area</b>	<b>ISCA Design, As Built, Operations</b>	<b>NABERS Energy and Water</b>	<b>Green Star Interiors</b>	<b>Green Star Design and As Built</b>
<b>Whole Airport Site</b>	•			
<b>Terminal Building</b>	•		•	•
<b>Airside Buildings</b>	•	•	•	•
<b>Business Park – Infrastructure</b>	•			
<b>Business Park – Commercial</b>		•	•	•
<b>Business Park – Industrial</b>			•	•
<b>Business Park – Hotel</b>		•	•	•
<b>Business Park – Shopping Centre</b>		•	•	•
<b>Business Park – Data Centre</b>		•	•	•

## 5.5 Additional Specific Targets

The following targets have been set for key aspects of sustainability in the Airport design and construction, as required by EIS Table 28-38. These must be achieved by the end of Operational Readiness And Testing (ORAT). They will be achieved at the program (Airport project) level, which will be determined by aggregating the results from each package of works.

Operational targets will be set prior to ORAT.

Some targets provide a pathway to the mandatory scores for the IS rating (minimum 65 points), and these must follow compliance requirements including base case development in accordance with ISCA protocol.

WSA aspires to achieve sustainability performance beyond the minimum targeted requirements, which will require the following targets to be met or exceeded. Further aspirational targets will be developed by Q4 2019.

The approach to achieving an IS Rating for Western Sydney Airport, includes how performance pathways will be determined for each package to optimise the final weighted average score across the project.

The additional specific targets tabled below will be incorporated into the project by including these into the relevant package specific documentation and implementation plans. Compliance will be audited, monitored and reported on in the same way as described for other sustainability requirements in this Plan. Achievement of these targets will be determined at the program (Airport project) level by aggregating the results from each package of works.

**Table 6 Additional Specific Targets for Stage 1 Development**

Relevant Target (From EIS 28-38)	Objective	Minimum Targeted Requirements
Climate Change Adaptation	100% of extreme and high rated climate change risks are identified, assessed and appropriate measures implemented, with no extreme residual risks after treatment	100%
	Adaptation options to treat a percentage of all medium priority climate change risks are identified, assessed and appropriate measures implemented	25-50%
Reduced Electricity Use	Design and construct for reduction in electricity use compared to a base case (ISCA protocol)	15%
Reduced Fuel Non-Aviation Fuel Use	Reduce non-aviation fuel use by designing for electric air-side vehicles	N/A
Reduced Water Consumption	Reduction in total water use compared to a base case footprint (ISCA protocol)	5%
	Water use from non-potable sources, from reclaimed or recycled waste water or harvested water	33%



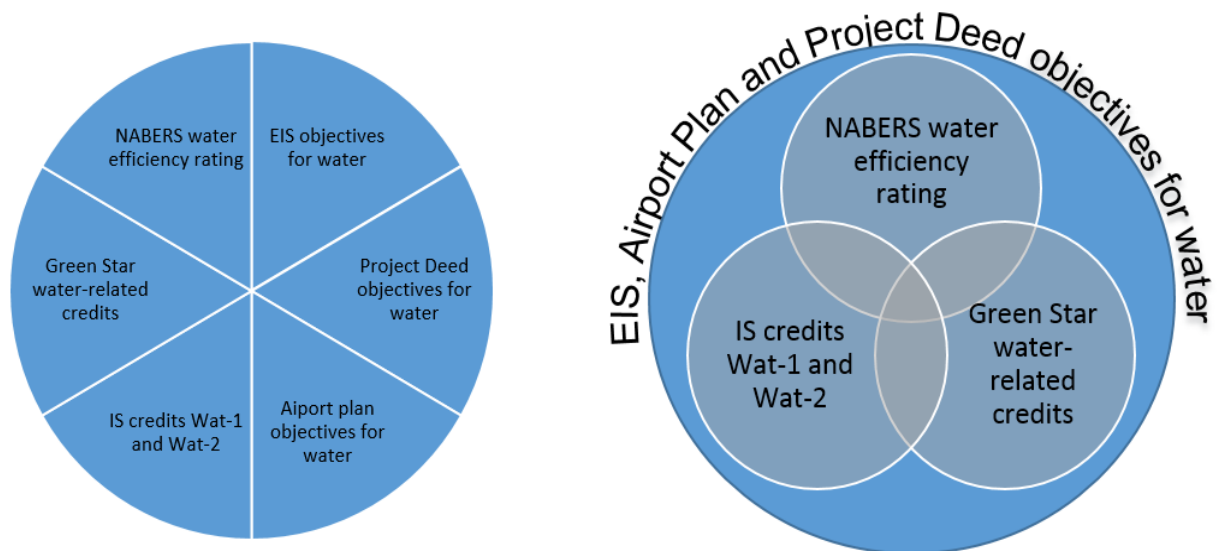
Environmental Labelling	Material or products have an ISCA approved environmental label	At least 1 product/material	
Recycled Content in Construction Materials	Mandatory optimisation of recycled content in concrete and steel construction products	Not Specified	
Reduced Emissions	Reduction in greenhouse gas emissions compared to a base case footprint including scope 1, scope 2 and land clearing emissions	10%	
Quantity of Waste to be Recycled	Percentage of spoil waste diverted from landfill for recycling or reuse	80%	
	Percentage of surplus VENM or ENM spoil to be reused on or off site	100%	
	Percentage of inert or non-hazardous waste diverted from landfill for recycling or reuse	80%	
	Percentage of office waste diverted from landfill for recycling or reuse	70%	
Biodiversity & Landscaping	Plantings to be Australian Natives	70%	
	Plantings to be indigenous native plants to preserve Cumberland Plains identity in the Western Sydney region	50%	
Workforce Diversity	Representation of workforce through learning workers by 2025 (including trainees, apprenticeships and workers training to upgrade their qualifications and skills)	20%	
	Percentage of the workforce locally employed during construction	30%	
	Percentage of overall workforce diversity. Broken down into:	- Indigenous workforce (during construction)	10%
		- Women in non-traditional roles, socially and economically disadvantaged people and people with a disability	2.4%
		- Women in non-traditional roles, socially and economically disadvantaged people and people with a disability	7.6%
Percentage of contracts awarded to indigenous businesses	3%		
People	Number of priority community health and wellbeing issues to be identified and measures implemented to positively contribute to these issues	Minimum of 1	
Innovation	Sustainability innovations implemented	Minimum of 3	

## 5.6 Interface Between Sustainability Ratings

Sustainability must be managed with an awareness of the intersection of all ratings and objectives which are being targeted across the project. The integrated approach to managing sustainability also refers to how sustainability aspects are managed with respect to ratings; it is important to understand which credits overlap across the various rating systems, as described in Figure 4.

WSA will work with OEH, GBCA and ISCA to maximise efficiencies across the rating tools.

For example, an energy-efficient asset may be created to achieve IS requirements, which vary slightly from those in Green Star. NABERS is then used to verify energy efficient performance. An integrated approach will gain all target ratings in the lowest cost and most effective way.



**Figure 4 Example of Water Management Independently (left figure) and Integrated (right figure)**

## **5.7 Aspirational Sustainability Objectives and Targets**

The achievement of sustainable outcomes across Western Sydney Airport will be the result of integrated and combined efforts to apply good management principles and innovative thinking to all aspects of the project. Such is the breadth of sustainability – to address economic, social and environmental project considerations.

As design progresses, feasibility studies are performed and positive business cases are approved, the Sustainability Plan will be updated to include aspirational objectives and targets for the Stage 1 Development of Western Sydney Airport.

The aspects that relate to sustainability would include:

- procurement;
- climate change;
- energy and carbon;
- water;
- materials;
- waste;
- pollution control;
- indoor environment quality;
- land use;
- biodiversity;
- urban and landscape design;
- community health, wellbeing and safety;
- heritage;
- stakeholder participation;
- workforce development;
- sustainability transport;
- innovation.

These aspects closely align with the categories of the sustainability ratings which WSA is required achieve during design, construction and operation of the Airport. WSA will aim to identify targets that support both the ambitious position of WSA in achieving sustainable outcomes as well as the achievement of these ratings. Ambitious project wide targets will be set by Q4 2019.

## 6. Governance

### 6.1 WSA as the Airport Lessee Company

WSA is the Airport Lessee Company (ALC) for Western Sydney Airport and as such is responsible for responsibilities and obligations designated to the ALC in the EIS or Airport Plan.

The Board of Directors of WSA has established a Design & Construction Committee as a committee of the Board to oversee the core design, construction and delivery projects associated with the development of Western Sydney Airport (the Project).

Regular reports about implementation, compliance and performance for sustainability issues covered by the Sustainability Plan will be provided to the D&C Committee.

The Sustainability Plan will be reviewed by the Design & Construction Committee annually.

### 6.2 Service Delivery Partners

#### 6.2.1 Design and Construction

WSA will work with service delivery partners to design and construct the Stage 1 Development of Western Sydney Airport. Each partner has a scope within design and construction delivery, described in Table 7 Description of Service Delivery Partners, which informs their areas of input into the sustainability framework. Figure 5 describes the relationship of these partners to WSA.

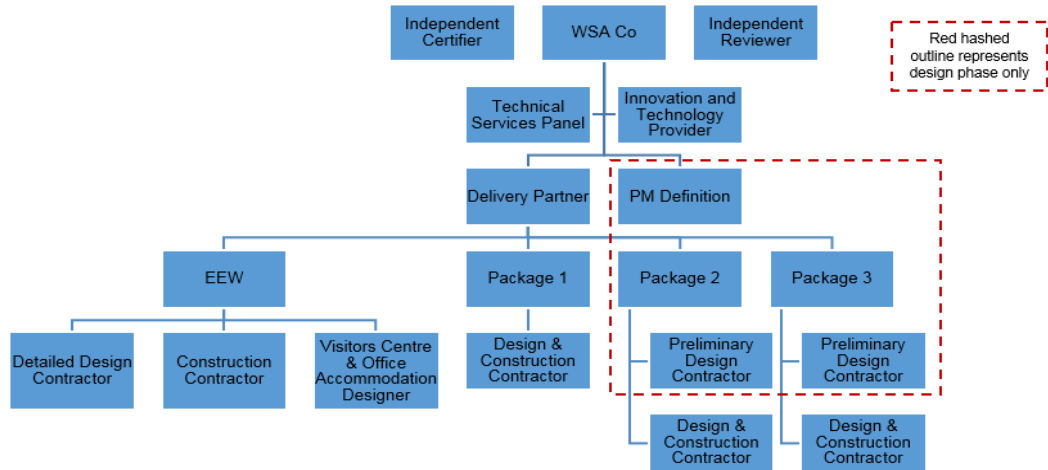
**Table 7 Description of Service Delivery Partners**

Service delivery partner	Scope within design and construction
Technical Services Panel	Provide consulting advice through definition and construction phases including baggage handling, airport planning, quantity surveying, engineering, etc
Delivery Partner	Project Management of the delivery of the project.
Project Manager Definition	Project Management of the Definition Phase of the project.
Design and construction contractors	Design and construction of the works.

The Project Manager Definition for Western Sydney Airport will lead the preliminary design of Package 2 and Package 3. Documents for tender will be handed over to the Delivery Partner.

The Delivery Partner is responsible for managing the delivery of all packages, including early earth works through to package 3.

**Figure 5 Western Sydney Airport Service Delivery Structure (Design and Construction)**



### **6.2.2 Operation**

This section of the Sustainability Plan will be developed prior to ORAT.

## **6.3 Roles and Responsibilities**

To promote an effective and integrated approach to sustainability, roles across each representative organisation will contribute to sustainability management. Table 8 divides key responsibilities for implementing and monitoring the Sustainability Plan according to a RACI matrix which identifies:

- Responsible (R) – those who complete the tasks.
- Accountable (A) – those who must take ownership and sign off/approve the task being complete.
- Consulted (C) – those who are asked to provide input and opinion regarding key decisions while the task is being completed.
- Informed (I) – those who are updated on decisions and actions (typically one-way communication).





**Table 8 RACI Matrix for Sustainability Plan**

<b>Role</b>	<b>Responsible</b>	<b>Accountable*</b>	<b>Consulted</b>	<b>Informed</b>
WSA Executive Manager Sustainability - Aviation	X	X		
General Manager Airport Planning		X	X	
Executive General Manager Infrastructure		X	X	
Other members of WSA Executive (Chief Financial Officer, Chief People & Culture Office, General Counsel & Co. Sec, Chief Information Office, EGM Corporate Affairs)			X^	
WSA CEO		X		
WSA Board Design and Construction Committee			X	X
WSA Board		X		X
WSA sustainability team members	X			
WSA Design Manager	X			
WSA Construction Manager			X	
WSA Environment Manager			X	
WSA Procurement Manager			X	
WSA Stakeholder and Community Manager			X	
WSA General Manager Capability			X	
Delivery Partner - Sustainability Manager	X			
PM Definition – Sustainability Manager	X			
Design contractors – Sustainability Lead	X			
Construction contractors – Sustainability Lead	X			
Technical Services Panel	X		X^	
Innovation and Technology Provider			X^	
Independent Reviewer				X



Independent Certifier				X
Third Parties	X			

\* Each role is accountable to a different level in the organisation. The WSA EMS is accountable to the General Manager Airport Planning, who is accountable to the CEO. The CEO is accountable to the Board and external stakeholders.

^Consultation with members of the Executive, the Technical Services Panel and Innovation and Technology Provider would be on an ad hoc basis and dependent on the subject matter requiring consultation.

Table 9 outlines the roles and responsibilities of those addressing or having input to the sustainability performance of Western Sydney Airport. Responsibilities will be documented in position descriptions, including any responsibilities stemming from direct or derived contractual sustainability requirements.

**Table 9 Sustainability Roles and Responsibilities**

Role	Responsibility
WSA Executive Manager Sustainability - Aviation	<ul style="list-style-type: none"> <li>• Provide sustainability advice and leadership to the project team.</li> <li>• Advocate a strong sustainability culture throughout WSA during all phases of the project.</li> <li>• Oversee implementation of the WSA Sustainability Plan and associated systems across the project and packages of work, ensuring conformance to the Plan.</li> <li>• Update the Sustainability Plan and other WSA sustainability documentation within the sustainability framework as required.</li> <li>• Promote and drive solutions for WSA's project-wide objectives, including carbon targets, innovation, revenue and cost management and customer experience.</li> <li>• Undertake option analysis and develop business cases as required for specific sustainability initiatives.</li> <li>• Work with authorities (including ratings agencies) and regulatory agencies to ensure compliance of regulatory requirements and obtain required Authority approvals.</li> <li>• Oversee the implementation of the IS Rating Scheme framework across the entire project, including coordination with relevant stakeholders in charge of preparing various package submissions.</li> <li>• Oversee the implementation of the Green Star Rating Scheme and NABERS assessment across all relevant Eligible Buildings where the ratings apply, including coordination with stakeholders in charge of preparing submissions including those responsible for third party developments.</li> <li>• Review design progressively to ensure all regulatory and ratings requirements are being met, including contribution to Safety in Design assessment.</li> </ul>



Role	Responsibility
	<ul style="list-style-type: none"> <li>• Ensure regular monitoring, reviewing and reporting against sustainability targets is conducted as described in the Sustainability Plan, holding package leads to account on their package-specific sustainability targets.</li> <li>• Implement project-wide audits and takes corrective action when required.</li> <li>• Report on the performance of the project against the sustainability requirements to senior management and external stakeholders, including assisting the General Manager Airport Planning with preparation of Board papers.</li> <li>• Liaise with the Stakeholder and Community Manager and provide all information required to be made publicly available in advance of significant developments, where public consultation is required.</li> <li>• Manage WSA sustainability team members.</li> <li>• Liaise with other WSA and project parties responsible for interfacing plans and procedures to ensure consistency in sustainability approach and promotion of knowledge sharing.</li> <li>• Liaise with external parties about sustainability opportunities and challenges, where required and coinciding with contractual or regulatory requirements.</li> </ul>
General Manager Airport Planning	<ul style="list-style-type: none"> <li>• Provide support, leadership and adequate resources to drive a culture of sustainability for the project.</li> <li>• Ensure WSA sustainability requirements and objectives are achieved.</li> <li>• Keep WSA Leadership and Board informed on sustainability progress and performance.</li> <li>• Identify sustainability ideas and innovation</li> <li>• Establish cross function teams of internal and external resources to identify initiatives and develop the design required to achieve sustainability requirements and objectives</li> </ul>
Executive General Manager Infrastructure	<ul style="list-style-type: none"> <li>• Provide support, leadership and adequate resources to drive a culture of sustainability for the project.</li> <li>• Embed sustainability into the project's strategic planning process.</li> </ul>
WSA Board Design & Construction Committee	<ul style="list-style-type: none"> <li>• Makes recommendations to the Board with respect to design and construction strategy (see Charter)</li> <li>• Receives regular reports on implementation and compliance.</li> <li>• Embed sustainability into the project's strategic planning process.</li> </ul>
WSA CEO & Board	<ul style="list-style-type: none"> <li>• Accountable for project-wide implementation of sustainability to external regulatory bodies.</li> <li>• Ensure sustainability is placed on the agenda and prioritised, just as any other important governance risk or opportunity.</li> <li>• Embed sustainability into the project's strategic planning process.</li> <li>• Place sustainability performance metrics evenly in the incentive compensation schemes.</li> </ul>
WSA sustainability team members	<ul style="list-style-type: none"> <li>• Assist the WSA EMS with the implementation of the IS Rating Scheme and Green Star Rating Scheme across relevant aspects of the project</li> </ul>



Role	Responsibility
	<p>and with relevant project team members, through technical advice and provision of key deliverables.</p> <ul style="list-style-type: none"> <li>Assist in the collation of documentation of sustainability initiatives relevant for the EEW As Built IS Rating submission.</li> <li>Assist the WSA EMS to guide and support project team members in their efforts to manage sustainability performance in accordance with relevant rating schemes, including sharing of documents, ideas, challenges, and lessons learned, as appropriate and relevant.</li> <li>Team members will include at least one IS Accredited Professional (ISAP) and one Green Star Accredited Professional (GSAP).</li> </ul>
<p>Consulted roles within WSA (Design, Construction, Environment, Procurement, Stakeholder and Community managers, General Manager Capability)</p>	<ul style="list-style-type: none"> <li>Provide necessary documentation to the WSA EMS and other sustainability leads for specific packages to contribute to rating scheme submissions.</li> <li>Promote consistent approaches in the management of the respective discipline/area (design, construction, environment, and so on) across all relevant project phases.</li> <li>Act as a conduit of information and guidance between the respective discipline/area and sustainability to raise awareness of sustainability principles within their discipline/ area and embed these principles into relevant initiatives and actions.</li> <li>Develop and implement management plans and processes which reflect the intentions of relevant applicable sustainability ratings.</li> <li>Monitor and report on the performance and implementation of discipline/area processes and adherence to regulatory and/or contractual requirements.</li> <li>Manage and maintain relationships with regulatory authorities, government agencies and customers and other stakeholders to ensure that WSA's management of the discipline/area is sensitive to industry trends, stakeholder, community and regulatory expectations and legislative requirements.</li> </ul>
<p>WSA Stakeholder and Community Manager</p>	<p>In addition to the above:</p> <ul style="list-style-type: none"> <li>Ensure information provided by the WSA EMS required to be made publically available is shared on the WSA website in an appropriate and timely manner.</li> <li>Develop a comprehensive stakeholder engagement strategy incorporating independent review or stakeholder input.</li> <li>Ensure stakeholders are informed about non-negotiable, sustainability related issues.</li> <li>Work directly with the public including deliberative polling or workshops to involve stakeholders in negotiable issues, and directly reflect stakeholder concerns and aspirations in the alternatives developed.</li> <li>Ensure that timely, meaningful and relevant information is provided to the community.</li> </ul>
<p>Delivery Partner - Sustainability Manager</p>	<ul style="list-style-type: none"> <li>Work with WSA EMS to integrate sustainability requirements including rating system targets into all packages of work.</li> <li>Adopt the principles, objectives and requirements of the WSA Sustainability Plan and monitor, review and report the sustainability</li> </ul>



Role	Responsibility
	<p>performance of relevant project stakeholders against those requirements to the WSA EMS.</p> <ul style="list-style-type: none"> <li>• Monitor compliance with sustainability requirements for design and construction contractors of each Package and appropriately manage performance.</li> <li>• Maintain ongoing contact with ISCA, GBCA and other authorities as required to manage the application of sustainability ratings for each package</li> <li>• Report on performance of sustainability to the WSA EMS on a monthly basis.</li> <li>• Identify ideas and innovations and drive sustainability within teams.</li> </ul>
<p>PM Definition – Sustainability Manager</p>	<ul style="list-style-type: none"> <li>• Adopt the principles, objectives and requirements of the WSA Sustainability Plan and monitor, review and report the sustainability performance of relevant project stakeholders against those requirements to the WSA EMS.</li> <li>• Monitor compliance with sustainability requirements for design contractors and appropriately manage performance.</li> <li>• Report on performance of sustainability to the WSA EMS on a monthly basis.</li> <li>• Identify ideas and innovations and drive sustainability within teams.</li> </ul>
<p>Design contractors – Sustainability Lead</p>	<ul style="list-style-type: none"> <li>• Adopt the principles, objectives and requirements of the WSA Sustainability Plan to develop package specific sustainability plans that are consistent with this Plan.</li> <li>• Implement sustainability per the requirements identified in the WSA Sustainability Plan and package-specific sustainability plans, focusing on driving optimal sustainability outcomes.</li> <li>• Monitor design compliance with sustainability requirements and appropriately manage performance.</li> <li>• Report on sustainability performance to the PM Definition on a monthly basis.</li> <li>• Identify ideas and innovations and drive sustainability within teams.</li> <li>• When relevant, take accountability for package specific IS and Green Star ratings.</li> </ul>
<p>Construction contractors – Sustainability Lead</p>	<ul style="list-style-type: none"> <li>• Adopt the principles, objectives and requirements of the WSA Sustainability Plan to develop package specific sustainability plans that are consistent with this Plan.</li> <li>• Develop and implement site-specific environmental procedures and work method statements in accordance with the requirements of this Plan.</li> <li>• Implement sustainability per the requirements identified in the WSA Sustainability Plan and package-specific sustainability plans, focusing on driving optimal sustainability outcomes.</li> <li>• Monitor construction compliance with sustainability requirements and appropriately manage performance.</li> <li>• Report on sustainability performance to the Delivery Partner on a monthly basis.</li> <li>• Identify ideas and innovations and drive sustainability within teams.</li> </ul>



Role	Responsibility
	<ul style="list-style-type: none"><li>• When relevant, take accountability for package specific IS and Green Star ratings.</li></ul>
Third parties (developers and/or tenants)	<ul style="list-style-type: none"><li>• To adhere to the contractual obligations set with WSA which may include sustainability requirements, monitoring/and or reporting on sustainability performance.</li><li>• Accountability for achieving sustainability ratings e.g. Green Star and/or NABERS, subject to contractual arrangements made with WSA.</li></ul>

## **6.4 Sustainability Steering Committee**

Further to the description of individual roles, a Sustainability Steering Committee will be established for Western Sydney Airport. The Committee will play an important role in advising project leadership on matters pertaining to sustainability across the Stage 1 Development.

The Committee will be chaired by the WSA Executive Manager Sustainability and include all roles identified as “Responsible” or “Consulted” in the RACI matrix including the General Manager Airport Planning. The Technical Services Panel and Innovation and Technology Provider may participate on an ad-hoc basis. Members of the Executive may also participate on an ad-hoc basis, or persons to whom the Executive delegate responsibilities, where they are in charge of particular aspects of sustainability, such as workforce diversity, environmental management, or procurement. The Committee will meet monthly to achieve an effective flow of information and knowledge sharing as well as collaboration across the packages of work.

The Sustainability Steering Committee’s objectives will be to:

- monitor and manage the effectiveness of the project-wide approach to sustainability to achieve the intended outcomes and objectives of the project;
- implement WSA’s integrated sustainability approach by acting as the key point of interface between the different project parties;
- identify opportunities for leading practice, and the mechanisms by which they can be delivered;
- ensure that the resources needed for sustainability are available;
- communicate the importance of effective sustainability management and of conforming to the requirements;
- direct and support persons in order to contribute to the effectiveness of sustainability efforts;
- promote continual improvement; and
- support relevant managers to highlight their leadership in their areas of responsibility.

## **6.5 Ratings Agencies**

WSA and its service delivery partners will have ongoing contact with representatives of ratings agencies in charge of administering and certifying sustainability ratings, as described in Section 1.6.1. Frequency and timing of interaction with the ratings agencies will be confirmed with each agency when the project is registered as part of the rating application process. This process is further described in Section 5.

### **6.5.1 Contact with GBCA**

The WSA EMS is accountable for ensuring that the Green Star ratings (Design and As Built, Interiors) are achieved. The Delivery Partner and PM Definition may also be required to assist with this process.

A Green Star Accredited Professional (GSAP) will interface between the GBCA and the rating registrant, and will be nominated as the 'Project Contact' to meet Green Star requirements.

### **6.5.2 Contact with ISCA**

ISCA is engaged to provide planning support services for the IS Rating and recommend how to achieve the rating across the packages of work. Deliverables and decisions made during this planning support phase will be communicated to service delivery partners as required.

The WSA EMS will maintain ongoing contact with ISCA to oversee the application of the IS Rating across the packages of work. Concurrently, the Delivery Partner will maintain ongoing contact with ISCA to manage the application of the IS rating for each package.

The Delivery Partner will meet with the ISCA Case Manager for Western Sydney Airport project on a regular basis, approximately monthly. This frequency may change during the project, subject to the level of activity and deliverables due. Outcomes and decisions from discussions and meetings with ISCA will be communicated to relevant package D&C Contractors. The Delivery Partner will manage this communication.

### **6.5.3 Contact with OEH**

The WSA EMS will oversee the gathering of operational performance data for Eligible Buildings for NABERS Energy and Water ratings.

Where applicable, the WSA EMS may rely on third parties such as developers and tenants to provide operational data, or may set requirements on those third parties to engage with OEH and undertake the NABERS rating independently of WSA for specific Eligible Buildings managed by those third parties.

The WSA EMS will meet with OEH as required.



## **7. Sustainability Management**

Sustainability items will be included in the project-wide requirements register, to capture all contractual and regulatory requirements.

The requirements register will be the master document for identifying and measuring internal sustainability performance, and will assign accountability to each requirement, at project and package level. This was discussed in Section 6 of this Sustainability Plan. The following sections describe the high-level approach to managing sustainability.

### **7.1 Management Objectives**

The key management objectives include:

1. Enhance the effectiveness of environmental management and sustainable design measures during construction and in operation of the Stage 1 Development and assist in avoiding, reducing or mitigating environmental impacts
2. Maximise social and economic benefits of the Stage 1 Development
3. Contribute to the productivity and liveability of communities in Western Sydney
4. Reduce the airport's exposure to long term risks such as climate change

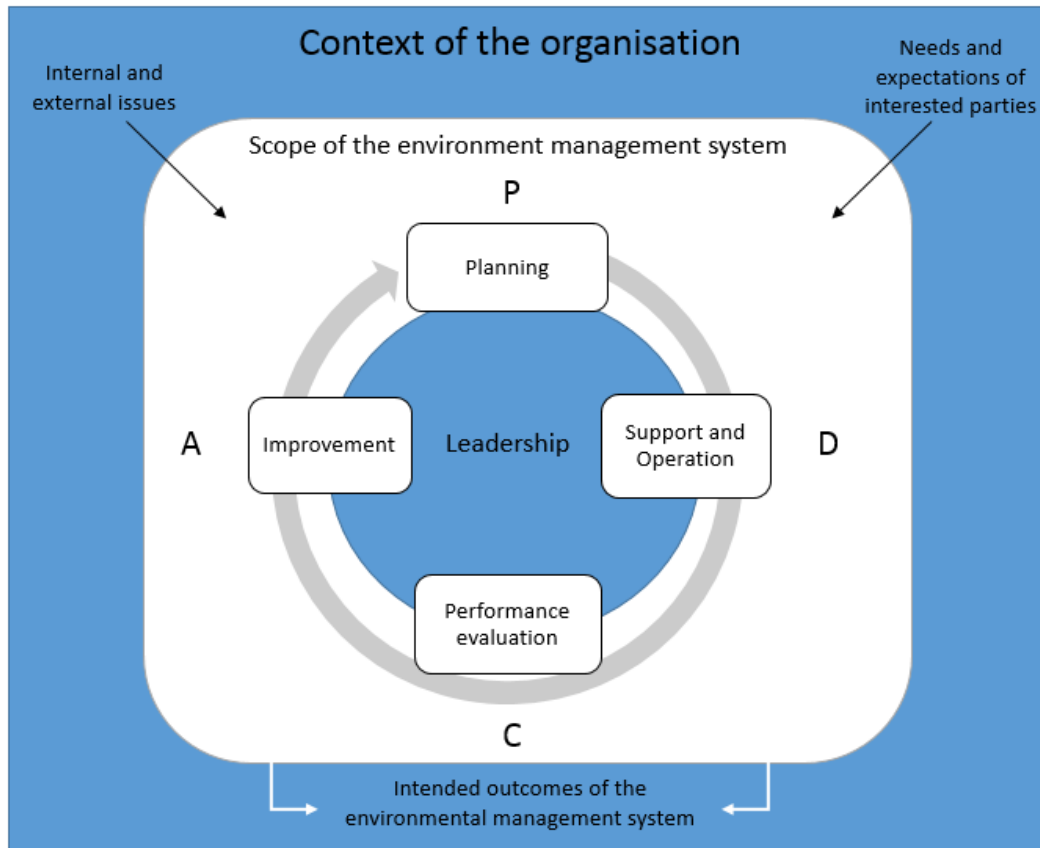
### **7.2 Management System Principles**

In order for the sustainability framework to successfully function for Western Sydney Airport, certain management principles should be followed to recognise and plan for risks, assign responsibility, manage and monitor processes and foster appropriate liaison between relevant parties.

There is currently no Australian standard for sustainability management systems, but system principles can be adopted from other standards guiding environmental, safety or quality management. The cycle of planning, implementation, monitoring and review, known as the Plan-Do-Check-Act (PDCA) concept (Figure 6), allows iterative performance improvement from lessons learned and adoption of new innovations.

This management method ensures that frequent monitoring and review is undertaken to identify and address potential issues before significant complications arise. This aligns with the Airport Plan requirements to regularly review and update the Sustainability Plan and adopt new sustainability innovations as they are developed, at subsequent iterations of the performance evaluation and improvement stages.

**Figure 6 Relationship between PDCA and the ISO 14001:2015 Standard framework (adopted from Figure 1 ISO 14001)**



Adopting the PDCA concept within the sustainability framework will provide consistency across the project and maximise sustainability performance. The WSA EMS will ensure the framework's alignment to this concept.

The following elements will be developed and implemented through the framework documentation:

- definition of the system scope and context;
- identification of material sustainability aspects for the project/development;
- definition of policy commitments and sustainability targets;
- assignment of roles and responsibilities to operate the system;
- implementation of support functions for communication, documentation and competence;
- measurement of progress;
- implementation of audits and reviews to evaluate performance;
- engagement with stakeholders through transparent reporting and dialogue; and
- opportunity for continual improvement and implementation of corrective actions.

The IS and Green Star guidelines reward best practice governance and the integration of a robust management system.

### **7.3 Implementation of Sustainability in Phases of the Stage 1 Development**

Sustainability must be considered within each of the phases of the Stage 1 Development, as well as transferring knowledge and information between the phases of work.

Workshops will be held at appropriate milestones for the Stage 1 Development to promote knowledge transfer. The proposed workshops are described within Section 5 of this Sustainability Plan, though ultimately will be determined in conjunction with relevant stakeholders, including those responsible for specific packages of work.

#### **7.3.1 Planning**

During the planning phase, sustainability has been considered and implemented through the following actions:

- definition of roles and assignment of responsibilities pertaining to sustainability for all phases of the Stage 1 Development;
- development of this Sustainability Plan including sustainability framework and management system principles;
- setting of sustainability objectives and commitments;
- allocation of high level sustainability requirements across the project and to specific packages of work;
- engagement of ISCA for planning support services for IS Rating across the project;
- preliminary discussions with the GBCA regarding Green Star Rating application to project;
- preliminary discussions with OEHL regarding NABERS rating application to project.

### **7.3.2 Design**

As design and construction is developed for packages of work, the timeframe for implementing sustainability will be staged (refer Section 5.5). The following actions will be implemented during the design phase of each relevant package of work, or as a project-wide response, as appropriate:

- investigate and document sustainability opportunities and risks, including options studies;
- develop sustainability requirements register for all project phases, and monitor progress for design-based requirements;
- document design alignment to sustainability objectives, project-wide and in each package of work;
- referral to D&C Committee;
- regular engagement to monitor progress, provide opportunities for feedback and share learning across packages;
- monitor and report on sustainability performance, including emerging issues and aspects measured by Green Star and IS Design ratings;
- identify community priority issues across the project;
- review and update sustainability risks and opportunities.

### **7.3.3 Procurement**

Sustainability will be embedded into the procurement process, for major contractors, sub-contractors, material suppliers and the workforce. Actions that will be undertaken include:

- include sustainable procurement objectives during design and construction and align with ISO 20400:2017 Sustainable Procurement in operation;
- identify roles and responsibilities, including sub-contractor and workforce procurement and management.
- include sustainability aspects within procurement selection criteria;
- monitor progress of procurement requirements;
- document procurement alignment to sustainability objectives;
- specify subcontractor's obligations to provide information and records regarding sustainability, including for materials supplied;
- review and update sustainability risks and opportunities;
- build awareness of sustainable procurement practices within the industry;

#### **7.3.4 Construction**

The following actions will be implemented during construction within each relevant package of work, or as a project-wide response, as appropriate:

- integrate sustainability management principles in construction methodology for each package of work;
- monitor progress of construction sustainability related requirements;
- document construction alignment to sustainability objectives, project-wide and in each package of work;
- regularly engage to monitor progress, provide opportunities for feedback and mutually share learning across packages;
- monitor and report on sustainability performance, including emerging issues and aspects measured by Green Star and IS As Built ratings.
- evaluate effectiveness of controls;
- interface with external stakeholders to address priority issues, measure satisfaction and manage complaints;
- review and update sustainability risks and opportunities.

#### **7.3.5 Operation**

During operations, WSA will monitor ongoing performance and take account of developments and innovations in the area of sustainability. Actions associated with sustainability during operations include:

- review the Sustainability Plan and the sustainability framework, including processes, roles and responsibilities and performance criteria applicable during operation;
- incorporate sustainability principles into operations and maintenance plans;
- monitor progress of operational sustainability requirements;
- monitor and report on sustainability performance, including aspects measured by NABERS and IS Operations ratings;
- evaluate effectiveness of controls;
- referral to D&C Committee;
- interface with external stakeholders to address priority issues, measure satisfaction and manage complaints;
- adopt continual improvement through regular interaction between airport operation teams, providing opportunities for mutual learning and feedback;
- investigate sustainability opportunities and innovations for Western Sydney Airport;
- review and update sustainability risks and opportunities.

#### **7.3.6 Performance Criteria**

Performance criteria are established as part of the EIS. The timing and parties responsible for each criterion are outlined in Table 10 below.

**Table 10 EIS Performance Criteria**

<b>EIS performance criteria</b>	<b>Party accountable for this criterion</b>	<b>Parties required to comply with this criterion</b>	<b>Timing</b>
Compliance with the approved Sustainability Plan	WSA EMS	WSA and all its service delivery partners, including subcontractors, workforce and suppliers	All phases of the project
Establishment and demonstrated achievement of sustainability targets as outlined in the EIS Table 28-38	WSA EMS, PM Definition & Delivery Partner	Design & Construction Contractors – all packages WSA	Design Construction After Operational Readiness
Achievement of the relevant sustainability ratings outlined in the EIS Table 28-38.	WSA EMS (project-wide) & Delivery Partner (package-specific)	WSA and all its service delivery partners, including subcontractors, workforce and suppliers  WSA	End of Detailed Design and Construction practical completion  After Operational Readiness

## 7.4 Communication

Communication is integral to maximising sustainability performance and establishing a culture of continual improvement. There will be various audiences to communicate with both internally within WSA and externally.

Table 11 provides a high level summary of the proposed communication methods across the project phases. These communication methods will be agreed between the WSA EMS and relevant parties and an outline of confirmed meetings and discussions will be included in the sustainability plans as appropriate to each package of works.

**Table 11 Project Communication Methods Relevant to Sustainability**

<b>Communication method</b>	<b>Audience</b>	<b>Purpose</b>	<b>Project phase</b>	<b>Frequency</b>
Sustainability steering committee meeting	WSA EMS and committee members (refer Section 3.4)	To review sustainability performance, translate requirements into tangible outcomes	Design and construction	Monthly



Communication method	Audience	Purpose	Project phase	Frequency
		and promote knowledge sharing		
Design Coordination Meetings	Design Team	To review progress, identify problems, and set action plans for resolution	Design	Fortnightly
Sustainability workshops	WSA and its service providers	To engage relevant parties in discussion of a particular sustainability aspect, and satisfy the requirements of certain credits within the mandated sustainability ratings	Design, construction and operation	In line with appropriate milestones of each project phase
Sustainability internal forums	WSA, developers and tenants, airport operators	To review sustainability performance, discuss new developments and innovations and promote knowledge sharing	Operation	Quarterly
Performance reporting	Department of Infrastructure, Regional Development and Cities	To provide a report of ongoing sustainability performance, notably through the delivery of this Sustainability Plan and reporting against sustainability targets	Design, construction and operation	Monthly
Performance reporting	WSA Board Design & Construction Committee	To provide a report of ongoing sustainability performance, notably through the delivery of this Sustainability Plan and reporting against sustainability targets	Design, construction and operation	Quarterly Reporting
Compliance reporting	WSA Board Design & Construction Committee	To report compliance with Table 28-38 of the EIS and the Sustainability Plan over each 12 month construction period as required by the Airport Plan condition 39.	Construction	Quarterly Reporting
Compliance reporting	Public (published on website)	To report compliance with Table 28-38 of the EIS and the Sustainability Plan over each 12 month	Construction	Annually, available online for 12 months within 3 months of



Communication method	Audience	Purpose	Project phase	Frequency
		construction period as required by the Airport Plan condition 39.		the end of the reporting period
Sustainability external outreach	External stakeholders and community groups	To provide an avenue for discussion of community priority issues, including negotiable issues, and to receive feedback	Design, construction and operation	In line with appropriate milestones of each project phase, and at least once during design and annually during construction
Complaints and enquiries	External stakeholders and community groups	To provide an avenue for receiving complaints and enquiries, in accordance with the Community and Stakeholder Engagement Plan	Construction and operation	Available throughout the relevant project phase(s)
Publicly available information	Public	To communicate information about the Western Sydney Airport and WSA that may be interesting or pertinent for public knowledge, as well as to satisfy the requirements of certain credits within the mandated sustainability ratings	All project phases	Available throughout all project phases

## 7.5 Knowledge Sharing

Knowledge sharing is a process through which individuals responsible for delivery of sustainability outcomes learn from one another in order to increase their own capacity to meet or exceed the project sustainability requirements.

This process aligns with one of the credits of the IS Rating (Man-6 Knowledge sharing) and will capture lessons learned to share internally and beyond the project. It is also aligned with a Green Star credit 7.2.2 (Knowledge of Sustainable Practices), which requires the project to provide training to site workers on project specific sustainable practices and initiatives.

Knowledge sharing will occur during all phases of the project. It will include achievements, good news stories, and examples of any identified practices that had negative consequences.



Knowledge sharing will be achieved through:

- formal and informal internal discussions sharing knowledge between packages of work;
- knowledge transfer beyond the Western Sydney Airport to other projects;
- acquiring knowledge from other airport and infrastructure projects for use in the Western Sydney Airport;
- knowledge transfer to the public realm, for example through forums, papers or presentations.

## **7.6 Competence and Awareness**

Different levels of sustainability competence will be required, depending on project role.

All WSA staff will undergo sustainability training as part of on-boarding and will participate in regular training on broad sustainability topics that are relevant to the WSA business. This will include social, environmental, and commercial aspects, as well as governance.

A “training needs” analysis will be developed by Contractors as part of sustainable workforce planning. This will outline minimum sustainability competency requirements, and highlight opportunities for capability improvement.

The “training needs” analysis will consider sustainability competency requirements across all phases of the project and will be updated when the Airport enters a new phase of development, or where there are significant changes.

“Suitably Qualified Experts” may be required to perform specific sustainability tasks such as implementation, monitoring and reporting. The WSA EMS and will ensure that Suitably Qualified Experts are engaged as required to sustainability requirements.

### **7.6.1 Accredited Professionals (IS, Green Star, NABERS)**

In addition to specific competencies required within WSA, accredited professionals will be engaged to help deliver the IS, Green Star and NABERS ratings. Western Sydney Airport will engage the services of the following accredited professionals during relevant phases of the project:

- IS - engaged for duration of project to assist in delivery of the IS Design, As-Built and Operation ratings;
- GS - engaged during design and construction to assist in delivery of the Green Star Design & As Built and Interiors ratings for specific Eligible Buildings;
- NABERS - engaged during operation to assess the base building performance of Eligible Buildings against the Energy and Water schemes for the relevant rating types.

Records of suitable education, training and/or experience will be obtained and verification of competencies will be conducted in line with project requirements. This process will be managed by WSA General Manager Capability.

### **7.6.2 Sustainability Onboarding**

Sustainability will form part of workforce onboarding to promote an awareness of project-wide sustainability requirements and each individual's contribution to sustainable performance.

The induction process will require all project employees, contractors and suppliers to participate in orientation training, which will be tailored to the specific work they will be undertaking. WSA is responsible for training of WSA employees, each package head contractor will be responsible for training of their own employees, contractors and suppliers. Sustainability topics to be included in onboarding will include:

- an overview of sustainability requirements, including how they pertain to this Sustainability Plan;
- identifying significant sustainability issues and how these might relate to workforce activities;
- implications of non-compliance with sustainability requirements;
- introduction to external sustainability resources.

## **7.7 Records**

Accurate records will be maintained to demonstrate compliance with Sustainability Plan, specific resource consumption targets, IS, Green Star and NABERS ratings.

## **7.8 Monitoring**

Sustainability performance will be monitored throughout all project phases.

WSA EMS will ensure monitoring is undertaken by Suitably Qualified Experts, in accordance with industry best practice, base sustainability requirements, ISCA and Green Star rating tools. Results of monitoring will be recorded.

Aspects to be monitored during design, construction and operation may include;

- implementation and evidence gathering for relevant sustainability ratings;
- site sustainability inspections;
- resource consumption including electricity, fuels, water, materials, and emissions;
- waste and recycling;
- stakeholder engagement and community feedback;
- workforce management;
- biodiversity and heritage management;
- emerging issues.

For example, the IS Rating specific credits that require monitoring include: receiving water quality, noise, vibration, air quality, light pollution, conservation of onsite resources, waste management, community health and well-being, community and user safety,

organisation structure, roles and responsibilities, water use, water saving opportunities and replacing potable water.

## **7.9 Reporting**

Progress of sustainability performance will be reported on a regular basis throughout all phases of the project, in compliance with base sustainability requirements and to satisfy the Green Star and IS ratings.

Internal sustainability reports will be produced quarterly, while communication with the public will occur via an annual sustainability report that will be published on WSA's website.

Internal quarterly reports will include the following information:

- sustainability performance against targets;
- progress towards sustainability ratings relevant to the phase of the project;
- resource consumption figures, including electricity, non-aviation fuel, water, waste and materials;
- emerging sustainability issues;
- progress on workforce sustainability including performance against targets;
- summary of consultation efforts achieved in the reporting period, both with regulatory agencies and community stakeholders;
- identification of risk areas to avoid non-conformances and manage actions to ensure base requirements are achieved;
- progress on improvement actions identified and/or closed out from previous inspections and audits.

The annual Sustainability Report will be made available on the WSA website and the WSA EMS will be responsible for ensuring any queries on this report are addressed.

The annual report will also be provided to the Secretary of the Department of Infrastructure, Regional Development and Cities, in accordance with the base sustainability requirements, containing information about monitoring results and details of performance, including progress against sustainability targets and achievement of sustainability ratings.

Information in the annual Sustainability Report may be assured externally.

## **7.10 Auditing and Review**

Auditing is an essential component of the PDCA management principle as it produces tangible data to inform the review or 'check' component. Audits and reviews apply to all phases of the project and will be performed by head contractors for each package.

The project will include internal and external audits of sustainability management practices and reporting as required. Audits will include compliance with sustainability requirements including ISCA, Green Star and NABERS rating credits/documentation,

inspection commitments and outcomes, non-conformances and corrective actions, lessons learned and communicated.

Audits of the sustainability management system and record of performance will be conducted internally, as well as engaging an independent reviewer. Results will be shared internally via quarterly sustainability reports.

Audits will be tracked on the project audit register.

Several IS rating credits require auditing to be performed, and compliance will be in accordance with these credits for each package of works.

The Sustainability Plan will be reviewed annually.

## Appendix A Sustainability Requirements in Part 3 of the Airport Plan

Section/clause	Description	Location addressed in this plan
2.1.3	The Airport will be designed to meet the sustainability requirements as outlined in the EIS. As the Airport develops beyond Stage 1, it will maintain similar or better levels of sustainability and is also expected to take account of developments and innovations in the area of sustainability.	Throughout the Plan
2.1.3	In addition, under the Act, the ALC will be required to produce a master plan every five years, which will include a detailed environment strategy.	N/A
Condition 29 (1)	The ALC must not design, carry out or operate any development described in Part 3 of the Airport Plan inconsistently with:  (a) Table 28–38 in Chapter 28 of the EIS; or  (b) a Sustainability Plan prepared and approved in accordance with this condition.	Addressed through the development of this Sustainability Plan.  For the Early Earthworks Package of works, addressed through design documentation (where this Package was designed prior to the formation of this Plan).
(2)	Within six months of the grant of an Airport Lease, the ALC must:  (a) prepare; and  (b) submit to an Approver for approval;  a Sustainability Plan in relation to the design, carrying out and operation of the developments described in Part 3 of the Airport Plan.	
(3)	The criteria for approval of the Sustainability Plan are that an Approver is satisfied that:  (a) in preparing the Sustainability Plan, the ALC has taken into account Table 28–37 in Chapter 28 of the EIS; and  (b) the Sustainability Plan complies with Table 28–38 in Chapter 28 of the EIS, and is otherwise appropriate.	
(4)	This condition ceases to have effect once there is a master plan for the Airport.	
Condition 35	Consultation on the Plans	Section 3.4
Condition 37-42	Informing others  Maintaining records Reporting Audits Variation of approved plan Publication of approved plan	Section 3.5, 7.3, 7.4  Section 7.7 Section 7.9 Section 7.10 Section 3.6 Section 7.9



Section/clause	Description	Location addressed in this plan
Condition 39 (1)	<p>Unless otherwise agreed in writing by an Approver, the Site Occupier must prepare a report addressing its compliance with each condition set out in section 3.10.2 and condition 29 (Sustainability), including implementation of any Approved Plan, in respect of:</p> <p>(a) the 12-month period commencing with the commencement of Main Construction Works; and</p> <p>(b) each subsequent 12-month period until the end of the Construction Period; and</p> <p>(c) any period between the commencement of Main Construction Works and the end of the Construction Period that is not covered by paragraph (a) or (b).</p>	Section 7.4 Section 7.57
(2)	<p>Unless otherwise agreed in writing by an Approver, the Site Occupier must publish each report prepared under subcondition (1) on its website within three months of the end of the period in respect of which the report was prepared. Documentary evidence providing proof of the date of publication must be provided to the Infrastructure Department at the same time as each report is published (with a copy to be provided to the Environment Department). Each report must remain on the Site Occupier's website for a minimum of 12 months (beginning on the date of publication).</p>	Section 7.4 Section 7.5

## Appendix B Requirements of EIS Table 28-37

Description	Location addressed in this plan
Management Objectives	Section 7.1 Management Objectives
Statutory basis	Section 3.5.1 Guidelines and standards
Relevant guidelines	Section 3.5.1 Guidelines and standards
Performance criteria	Section 7.3.6 Performance criteria
Implementation framework	Section 4.2 Sustainability framework Section 5 Sustainability Metrics & Application Section 6.3 Roles and responsibilities Section 7.2 Management system principles Section 7.3 Implementation of sustainability in phases of the Stage 1 Development Section 7.4 Communication Section 7.5 Knowledge sharing Section 7.6 Competence and awareness Section 7.8 Monitoring
Monitoring	Section 7.8 Monitoring



Description	Location addressed in this plan
	Section 7.10 Auditing and review
Reporting	Section 7.9 Reporting
Responsibility	Section 3.4 Consultation to develop the Sustainability Plan Section 6 Governance Section 6.3 Roles and responsibilities

## Appendix C Specifics of EIS Table 28-38

Topic	Description in full	Location Addressed in this plan
Sustainability Plan – overall content	The sustainability management team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, minimum skill levels for each role, and interfaces with the overall project organisation structure	Section 6
	A sustainability policy statement and strategies outlining the overall approach for adaptation to climate change, mitigation of greenhouse gas emissions, resource management, workforce development, community engagement and biodiversity and heritage management	Section 4.2.1 Section 4.2.2
	Sustainability initiatives to be undertaken during construction and operation of the proposed airport, including milestones for the achievement of those initiatives	Section 4.2.2 Section 5.1 Section 5.5 Section 7.3
	Processes and methodologies for embedding sustainability into the design, procurement, construction and operation of the proposed airport	Section 7.2 Section 7.3
	What the required As Built and Operation ratings from ISCA are and how they will be achieved, including the processes and methodologies to be used	Section 5
	Details of consultation activities with stakeholders and the local community	Section 3.4 Section 4.2.2
	The Sustainability Plan will be submitted to the Infrastructure Minister for approval within six months of the grant of the airport lease and will be updated and revised prior to the commencement of airport operations	Section 3.6





<p>Sustainability targets</p>	<p>Sustainability targets will be identified and established for the construction and operation of the Stage 1 development. These targets will be included in the sustainability plan, will be specific and measurable (expressed in standard units of measurement and percentages, where applicable) and will include targets for:</p> <ul style="list-style-type: none"> <li>• Reduced electricity use;</li> <li>• Reduced fuel non-aviation fuel use;</li> <li>• Quantity of waste to be recycled;</li> <li>• Quantity of waste to be reused;</li> <li>• Reduced potable water consumption;</li> <li>• Reduced non-potable water consumption;</li> <li>• Waste water recycled or reclaimed;</li> <li>• Water harvested for reuse;</li> <li>• Embodied energy and water use in building and construction materials;</li> <li>• Recycled content in building and construction materials;</li> <li>• Biodiversity enhancement; and</li> <li>• The workforce, including:             <ul style="list-style-type: none"> <li>○ Number of apprentices and trainees</li> <li>○ Proportion of workforce from Western Sydney; and</li> <li>○ Workforce diversity.</li> </ul> </li> </ul>	<p>Section 5.5</p>
<p>Sustainability ratings</p>	<p>The proposed airport will be required to achieve:</p> <ul style="list-style-type: none"> <li>• Infrastructure Sustainability (IS) ratings, to be obtained from the Infrastructure Sustainability Council of Australia (ISCA) covering Certified IS AS Built and IS Operation ratings and;</li> </ul> <p>Ratings under the following schemes for eligible buildings constructed as part of the Stage 1 development:</p> <ul style="list-style-type: none"> <li>• Green Star Design, As Built and Interiors ratings and</li> <li>• NABERS Energy and Water scheme ratings for base buildings.</li> </ul>	<p>Section 5</p>
<p>Local employment</p>	<p>To maximise local employment and business opportunities throughout construction and operation, the following measures will be implemented:</p> <ul style="list-style-type: none"> <li>• An Australian Industry Participation Plan will be developed and will include consideration of local industry participation; and</li> <li>• An equal opportunity policy, including training and suitable employment opportunities for Indigenous people and people with disadvantages.</li> </ul>	<p>Section 3.5, Section 4.2.2 Section 5.5</p>