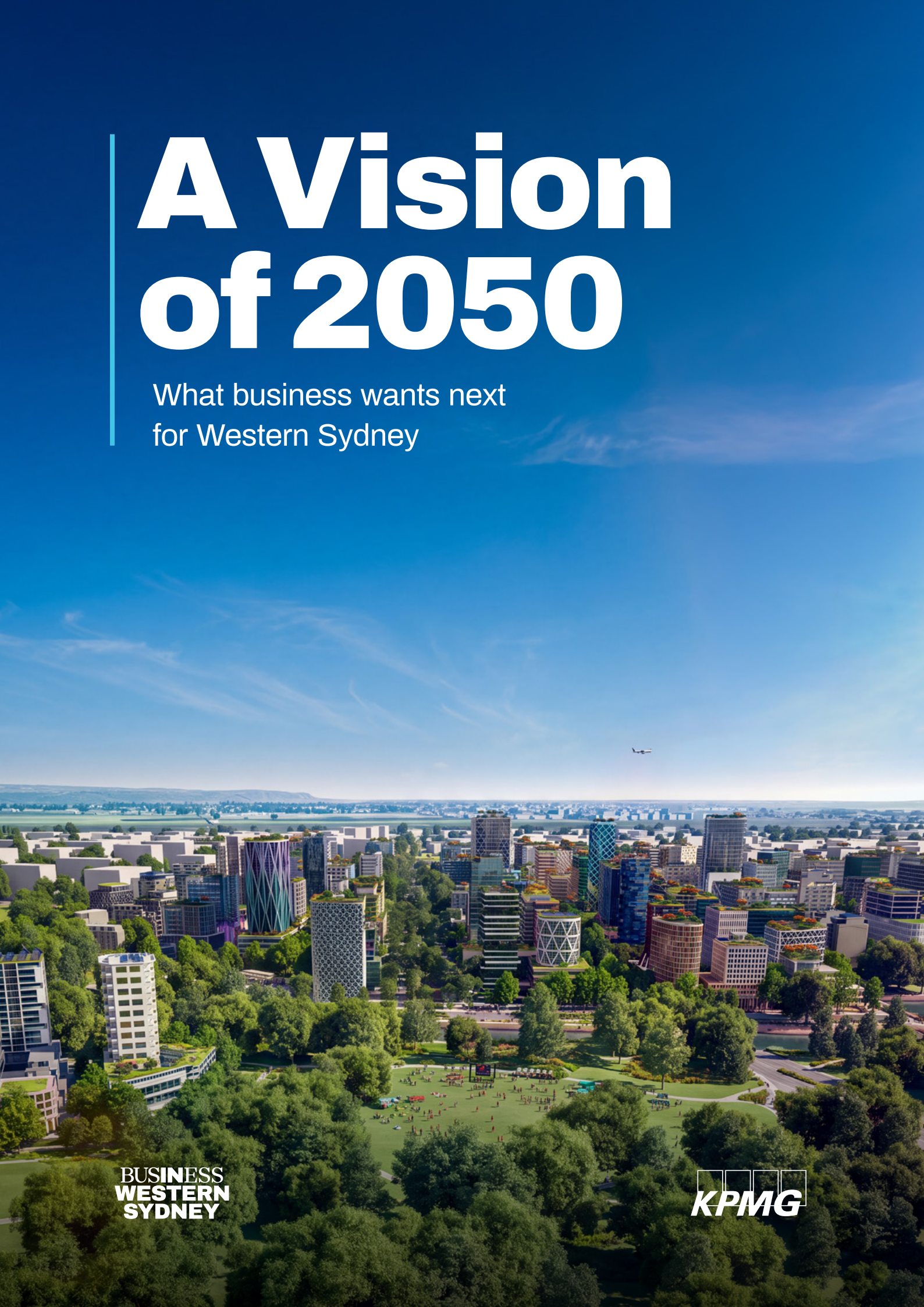
A Vision of 2050

What business wants next for Western Sydney



BUSINESS WESTERN SYDNEY

KPMG

FOREWORD

David Borger

For decades, Western Sydney was the part of Sydney that people left each morning to find work and opportunity elsewhere. That story is beginning to change.

The opening of Western Sydney International Airport, the completion of Southwest Metro to Bankstown and the arrival of Powerhouse Parramatta mark a new chapter. But these milestones are the beginning, not the end.

The decisions we make now will determine whether Western Sydney realises its extraordinary economic potential by 2050.

Business Western Sydney has partnered with KPMG to survey around 300 businesses about their ambitions, confidence and priorities for the region's future.

The message is clear. Businesses believe in Western Sydney, but want the transport, housing, schools, hospitals and skilled workforce needed to support its growth.

KPMG's economic modelling adds weight to that message. In an illustrative scenario where population growth falls short of projections and congestion costs rise, Western Sydney's cumulative economic output over the next 15 years would be almost $14 billion lower in present-value terms.

That's a powerful reminder of the opportunity at stake.

We have a remarkable chance to turn public investment into private enterprise, high-value jobs closer to home.

This report sets out what business wants next for Western Sydney, and why the choices we make today will shape our region for generations.



David Borger

Executive Director, Business Western Sydney

Helen Hamilton-James

KPMG Australia has been proud to work with Business Western Sydney, surveying diverse businesses operating across Western Sydney to understand their vision of the region's future.

Western Sydney is undergoing a period of significant economic change. Population growth, major infrastructure investment and the evolution of its industries are reshaping its role in the NSW and national economies.

This aligns with our survey results and what we hear from our clients daily - that businesses have a strong belief in Western Sydney's long-term potential.

Importantly, they are backing that confidence with investment plans now.

Businesses are also clear in the survey about what is needed to unlock this potential. They have set out a practical agenda. New rail and metro, an environment that attracts business investment, more housing and social infrastructure; and a stronger pipeline of future-ready skills to be developed within the region.

Western Sydney has the economic fundamentals, scale and business confidence to succeed. Appropriately sequenced and coordinated public investment can create the conditions to attract private capital, generate employment and drive further growth.

We agree with Business Western Sydney: it is a compelling and ambitious vision for 2050, and one that builds on Western Sydney's strengths and enormous potential.



Helen Hamilton-James

Lead Partner, Greater Western Sydney, KPMG

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Executive Summary

Western Sydney is entering a new economic era.

The opening of Western Sydney International Airport, Southwest Metro to Bankstown and Powerhouse Parramatta marks an extraordinary period of investment in the region's future.

These milestones are the beginning, not the end. Public investment in infrastructure can give businesses the confidence to commit private capital, expand operations and create jobs. New opportunities attract people, while a growing population creates new markets and supports further investment.

This is the opportunity now emerging around Bradfield and the Aerotropolis: new industries, high-value jobs closer to home and a stronger economic centre for Sydney.

What our survey shows

Western Sydney businesses are confident in that future. But they are equally clear about what needs to happen next. New rail and Metro connections, co-ordinated planning for business and population growth, and a stronger skills pipeline will be essential to sustain the momentum.

The $14 Billion Economic Opportunity

Preliminary KPMG modelling compares projected population growth with an illustrative scenario of lower growth and slightly higher congestion costs, premised on the level of infrastructure built. Western Sydney's cumulative Gross Regional Product over 15 years could be almost $14 billion higher under the projected population growth scenario, measured in present-value terms. The modelling illustrates the economic significance of population and workforce growth. It is not a forecast or an estimate of the cost of delaying infrastructure projects.

Business confidence in Western Sydney is rising

50% **Report turnover growth in past year**

67% **Plan further Western Sydney investment in next 1-2 years**

70% **Believe Western Sydney will be a great place to do business in 2050**

Key Risks

- **Inadequate transport infrastructure**
- **Inadequate coordination between government and industry**
- **Government red tape**
- **Energy costs**
- **Planning and development delays**

Key Priorities

1 EXPANDING RAIL AND METRO CONNECTIONS

91% of businesses say new rail and Metro lines are critical to Western Sydney's economic success.

New connections can bring jobs, homes and services closer together while encouraging housing development and business investment. Beyond Metro West and the Airport Metro, opportunities include connections between St Marys and Tallawong, Bradfield and Leppington, and through Oran Park and Narellan to Campbelltown. These proposals are at different stages of development. The task is to plan and preserve future corridors and build a connected network over time.

2 BETTER PLANNING FOR GROWTH

91% of businesses say population growth must be matched by greater infrastructure investment.

Western Sydney's population is projected to grow from 2.6 million in 2026 to 3.2 million by 2041. Supporting this growth requires more than new housing. It means creating well-connected communities and ensuring essential services keep pace with development.

3 INVESTING IN TOMORROW'S WORKFORCE

66% of businesses believe Western Sydney can lead in advanced manufacturing, health innovation and emerging industries by 2050.

Yet just 7% strongly believe its education and training system is ready. Closing that gap requires more TAFE capacity, apprenticeships, industry partnerships and flexible training pathways that connect residents with the jobs being created.

Maximising Western Sydney International Airport

88% of businesses recognise the airport's importance to the region's economic future, while **79%** expect significant economic benefits **within its first decade.** But success requires more than an airport. **93% prioritise supporting road, rail and Metro connections,** while just **20%** believe enough is being done to promote Western Sydney as a **tourism and business events destination.**

About This Survey

Business Western Sydney and KPMG Australia surveyed 286 businesses between 4 August and 11 September 2026, examining their confidence, investment plans and perceptions of the risks and opportunities shaping Western Sydney's economic future.

Segment	N=
Total	286
Headquartered in Western Sydney	206
Operating in Western Sydney, Headquartered elsewhere	80
Small (turnover less than $10m)	123
Medium (turnover $10 - $500m)	56
Large (Turnover $500m+)	28
Not applicable / Unsure	79
Privately owned company	120
Not for Profit/Charity	66
Sole trader	35
Government body / council	26
Listed / Unlisted public company	19
Partnership / cooperative	15
Other	5



The next quarter century

WESTERN SYDNEY INTERNATIONAL AIRPORT IS OPEN. NOW COMES THE OPPORTUNITY TO BUILD THE ECONOMY AROUND IT.

Western Sydney's economic moment has arrived

In October 2026, the first passengers passed through Western Sydney International Airport. An idea that once required considerable political courage became a reality, thanks to the sustained ambition and investment of successive governments.

But the airport is only the beginning. The next quarter century presents an extraordinary opportunity: transforming Western Sydney into a place where businesses choose to invest and people choose to live because there are good jobs closer to home.

The world's great cities understand that airports can attract investment, open new markets and support new centres of economic activity. Sydney's second international airport should not simply redistribute flights from Kingsford Smith. It should help expand the economy of our global city.

Bradfield, Liverpool and the Aerotropolis offer the opportunity to do exactly that. Advanced manufacturing, logistics, health technology, digital industries and agribusiness can take advantage of international connections, industrial land and a growing workforce.

Airlines need confidence that passenger and freight markets will develop. Businesses need skilled workers, reliable utilities and efficient transport connections. Families need affordable homes, schools, healthcare and opportunities for rewarding employment.

These priorities are closely connected. Together, they can create a virtuous cycle: **investment attracts people and businesses, while a growing population creates new markets and opportunities.**



The link between population growth and economic opportunity

Western Sydney's population is projected to increase from around 2.6 million in 2026 to 3.2 million by 2041, adding around 600,000 residents in just 15 years. This growth will expand the region's workforce, customer base and economic potential.

But population growth and housing alone will not deliver prosperity. This means building well-connected communities, expanding industry and employment, and ensuring essential services keep pace with development.

Western Sydney has accommodated much of Sydney's population growth. The opportunity now is to attract the businesses and investment that will create more jobs closer to home, allowing the region to capture a greater share of the prosperity growth can bring.

The real measure of success in 2050 will be whether Western Sydney becomes an economic powerhouse in its own right. **Realising this vision will require sustained, coordinated investment in the region's future.**

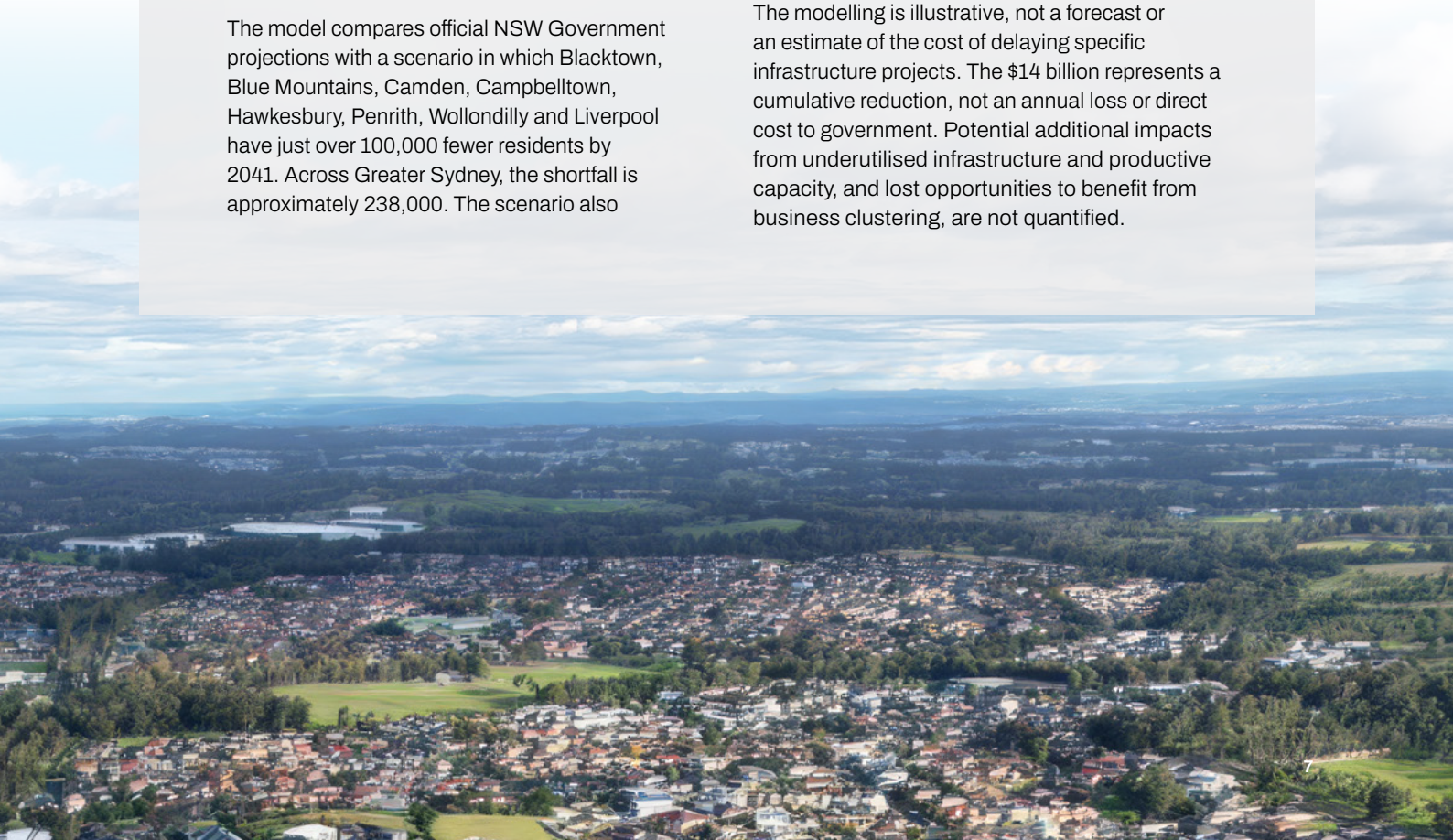
Our approach

To explore what might happen if Western Sydney's population growth falls short of projections, KPMG used its regional economic model, KPMG-SD, to test a hypothetical lower-growth scenario.This analysis complements our survey, which captures the ambitions and investment priorities of Western Sydney businesses.

The model compares official NSW Government projections with a scenario in which Blacktown, Blue Mountains, Camden, Campbelltown, Hawkesbury, Penrith, Wollondilly and Liverpool have just over 100,000 fewer residents by 2041. Across Greater Sydney, the shortfall is approximately 238,000. The scenario also assumes a 1% increase in avoidable congestion costs.

Under these assumptions, Western Sydney's cumulative Gross Regional Product over 15 years would be almost $14 billion lower in present-value terms.

The modelling is illustrative, not a forecast or an estimate of the cost of delaying specific infrastructure projects. The $14 billion represents a cumulative reduction, not an annual loss or direct cost to government. Potential additional impacts from underutilised infrastructure and productive capacity, and lost opportunities to benefit from business clustering, are not quantified.



Analysing the opportunity

IF POPULATION GROWTH FALLS SHORT, MODELLING SUGGESTS WESTERN SYDNEY COULD MISS OUT ON ALMOST $14 BILLION IN ECONOMIC ACTIVITY OVER 15 YEARS.

Confidence drives investment

Western Sydney's transformation depends on attracting and retaining the people, businesses and investment needed to sustain a growing regional economy.

Infrastructure investment and business confidence are closely connected. Companies considering where to establish operations, expand production or employ more people are influenced not only by what exists today, but by what governments are planning to deliver tomorrow.

Families make similar decisions when choosing where to live. Uncertainty about future infrastructure and services may lead people and businesses to look elsewhere, affecting the region's economic growth.

KPMG's economic modelling illustrates what could be at stake. Under a hypothetical scenario in which population growth falls below official projections and congestion costs increase, Western Sydney's cumulative Gross Regional Product over the next 15 years could be almost $14 billion lower in present-value terms than if projected population growth were achieved and baseline congestion costs maintained.

This is not a prediction, nor an estimate of the cost of delaying any particular infrastructure project. Rather, it illustrates how sensitive Western Sydney's economy is to population and workforce growth.

A smaller workforce can constrain businesses looking to expand. Lower consumer demand can weaken returns on investment. Businesses that have committed capital on the expectation of future growth may find their facilities underutilised.

Over time, these effects will hold back growth in high value-adding business activities and in high-paying employment opportunities. In turn, this will impact household incomes, government revenue and the development of new industries and supply chains.



Ensuring infrastructure and population grow together

Consider Western Sydney International Airport. Its long-term economic contribution will depend not only on passenger numbers and freight volumes, but on the businesses, industries and services that develop around it. Without the workforce and infrastructure to support that growth, the region risks missing opportunities to attract complementary investment.

KPMG's modelling also illustrates the wider economic implications, with lower cumulative economic output across Greater Sydney and NSW under the same hypothetical lower growth scenario.

Governments face difficult choices. Budgets are stretched, construction costs are high and competing demands on public investment are growing. This makes the careful planning and sequencing of infrastructure investment all the more important.

Clear infrastructure commitments, coordinated planning and credible delivery timetables can give businesses greater confidence to invest. Public investment can help attract private capital, creating employment, supporting new industries and building a stronger regional economy.

The opportunity now is to ensure Western Sydney's infrastructure, population and economy grow together, creating lasting prosperity for the region and contributing to the future success of NSW and Australia.

Population growth scenarios

Projected population vs lower growth scenario



The economic centre of gravity is shifting

JENNIFER WESTACOTT AC ON WESTERN SYDNEY'S TRANSFORMATION AND THE DECISIONS THAT MUST COME NEXT.



Jennifer Westacott believes Western Sydney is approaching a decisive economic shift: from a region that supports the rest of Sydney to one capable of driving growth in its own right.

"Western Sydney has often been seen as an economy that hangs off the rest of the economy," she says. "Now, I think you're going to see Western Sydney driving a lot of national economic and state-based economic activity."

"The easiest thing to do at Bradfield would have been just to do a townhouse development. Well, we didn't.

JENNIFER WESTACOTT AC

“The big one for me is high-speed rail. It’s one of those ideas people dismiss, just as they used to dismiss the Western Sydney airport.”

For Westacott, who is the Chair of the Bradfield Development Authority and Chancellor of Western Sydney University, the opening of Western Sydney International Airport and development of Bradfield are evidence of what sustained public investment can achieve. She points to a rapidly expanding pipeline of private investment around the Aerotropolis, including data centres, logistics and advanced manufacturing.

But the ambition is not simply to build more warehouses or houses. At Bradfield, the decision was made to pursue a new city built around innovation and advanced industry, rather than conventional residential development. That includes opportunities in aerospace, defence, semiconductors and medical technology.

The real prize, she argues, is better-paid, highly skilled work closer to where people live. Jobs of that kind can begin to narrow longstanding income disparities and give residents a stronger sense of opportunity and belonging.

Connectivity must reflect the changing shape of the economy. Westacott argues that Sydney cannot keep planning every major journey around the CBD. She supports stronger north–south links, connections to South West Sydney and a high-speed rail network serving the airport and Parramatta.

She also warns that infrastructure must be accompanied by schools, healthcare, culture and other services as the population grows.

Westacott advocates a new coordination agreement, akin to a City Deal, together with an infrastructure compact that better aligns national funding with Western Sydney’s share of population growth. Clear commitments and credible delivery timetables would give businesses the confidence to invest.

She identifies another potential constraint: attitude. Maintaining the ambition and momentum behind Western Sydney’s transformation will be essential, alongside governments and industry working towards a common vision rather than competing priorities.

The lesson of the airport, in her view, is that ambition backed by persistence can change what seems possible. Bradfield should be approached with the same determination.

“The job is nowhere near done.”



Business confidence in Western Sydney is rising

WESTERN SYDNEY BUSINESSES ARE GROWING, INVESTING AND LOOKING TOWARDS 2050 WITH OPTIMISM.

Western Sydney is already an economic powerhouse. With almost 1.3 million workers, the region accounts for around 9% of Australia's workforce and supports a business community that is expanding across industries and markets.

The underlying economic indicators are encouraging. Between 2024 and 2025, the number of Western Sydney businesses grew faster than the national average across most turnover categories, reflecting the increasing scale and maturity of the regional economy.[1]

Our survey suggests this momentum is continuing, despite a challenging economic environment. **Half of businesses surveyed reported increased turnover over the previous 12 months, while two-thirds are planning further investment in Western Sydney over the next one to two years.**

This is an important vote of confidence. Businesses are not simply expressing optimism about the region's long-term prospects. They are committing to new equipment, facilities and jobs today.

Looking further ahead, 70% believe Western Sydney will be a great place to do business in 2050.

But continued success will depend on strengthening three foundations of economic growth: productivity, population and workforce participation.

Productivity improvements through innovation, infrastructure and new technology will help businesses become more competitive. Population growth will expand the workforce and consumer market, while greater workforce participation will ensure more residents can contribute to and benefit from the region's prosperity.

Government also has an important role in making it easier for businesses to invest and expand. Planning certainty, efficient approvals and a more coordinated approach to infrastructure can help translate business confidence into lasting economic activity.

Western Sydney has the businesses, people and ambition to become one of Australia's leading economic centres.

The challenge now is to sustain that momentum and ensure the conditions are right for businesses to keep investing, innovating and creating jobs.

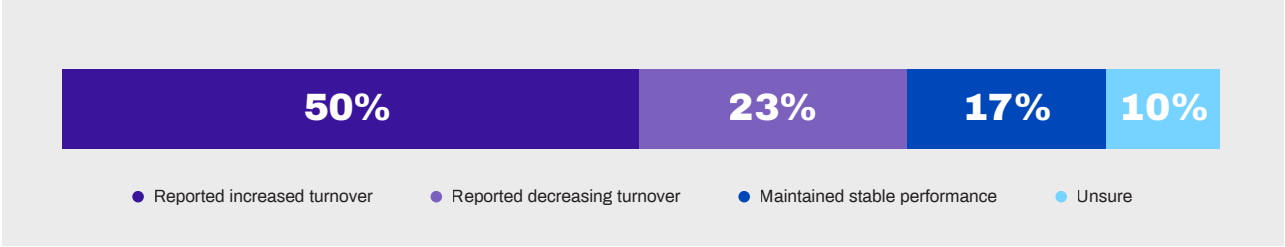
83%
Agree

Governments will need to streamline regulations and make it easier to invest and do business if Western Sydney is to reach its economic potential by 2050

[1] *KPMG Australia Enterprising Cities, 2026 Report*

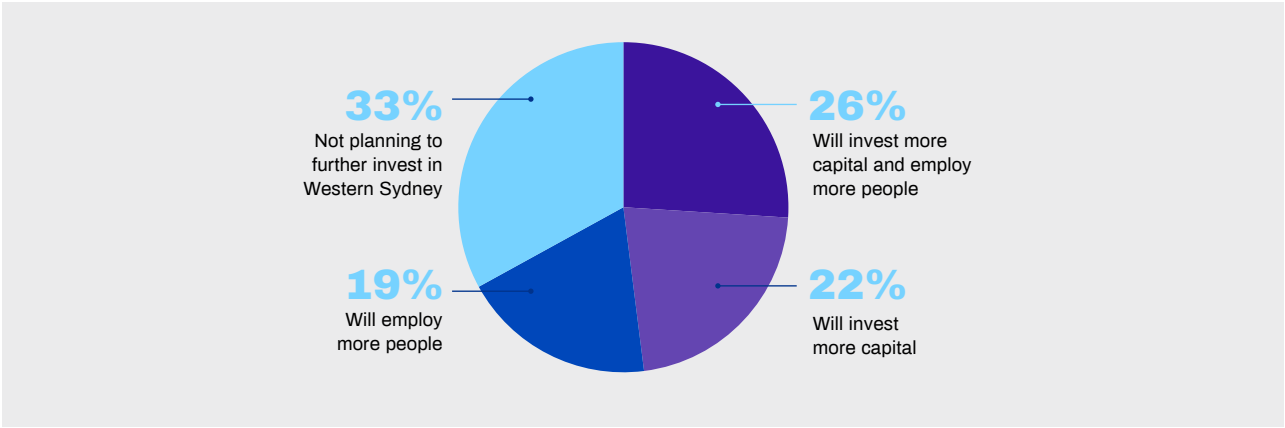
Businesses report a strong year of growth

50% increased their turnover over the past 12 months.



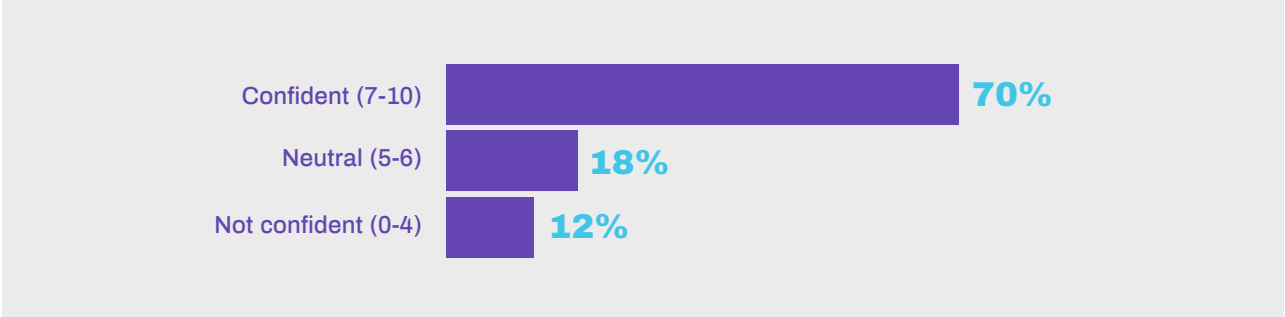
Confidence is translating into investment

67% plan to invest more in Western Sydney over the next one to two years.



Businesses are optimistic about 2050

70% believe Western Sydney will be a great place to do business.



Key opportunities and challenges

The investment agenda

Businesses are looking beyond individual infrastructure projects to the foundations of a successful regional economy. New rail and Metro lines lead their priorities for government investment, alongside delivering housing and strengthening essential services.

TOP 5 PRIORITIES

Where businesses want NSW Government investment over the next decade



86%

New rail and Metro lines



70%

New schools, hospitals and clinics



81%

Business investment attraction



69%

Local skills, training and workforce development



75%

Housing supply and affordability



69%

New roads

What could hold Western Sydney back?

Western Sydney has the potential to become Australia's leading growth region. But businesses say this will depend on addressing the barriers that make it harder for them to invest, expand and create jobs.

TOP 5 RISKS

The five biggest risks to Western Sydney reaching its economic potential by 2050

75%
Inadequate transport infrastructure

67%
Energy costs

71%
Inadequate coordination across government and industry

66%
Planning and development delays

68%
Government red tape



PRIORITY 1

Transport and connectivity

EXPANDING RAIL AND METRO IN WESTERN SYDNEY

Businesses overwhelmingly see new rail and Metro connections as key to Western Sydney's economic future.

With the opening of the Southwest Metro in October 2026, the city's rapid-transit network now stretches from Tallawong through the Sydney CBD to Sydenham and Bankstown, bringing communities closer together and changing how people move around Sydney.

But the real magic of Metro is what happens beyond the railway. New commuting patterns, housing opportunities, business investment and town centres become possible when people can move easily between jobs, homes, shops and services.

Western Sydney's business community understands this. **Our survey finds that 91% of respondents agree new rail and Metro lines will be critical to the region's economic success by 2050.** Inadequate transport infrastructure is also identified as the greatest risk to achieving that potential.

The challenge is to keep building the network. Sydney Metro West will transform connections between Parramatta and the CBD. The Western Sydney Airport Metro, due to open in 2027, will establish a new north–south spine from Bradfield to St Marys. Completing the northern connection from St Marys to Tallawong would begin linking these corridors into a broader orbital network.

In South West Sydney, Business Western Sydney and the South West Sydney Alliance are advocating connections from Leppington to Bradfield, a Macarthur Metro extending from Bradfield through Oran Park and Narellan to Campbelltown, and electrification towards Wilton.

There is a strong case for Liverpool and Fairfield to have much better connections to this expanding network. The longer-term vision of high-speed rail linking Newcastle, the Central Coast, Sydney, Parramatta, Western Sydney International Airport, Canberra and Melbourne could transform the region's connections even further.

These projects are at different stages of planning and business-case development. The challenge is to preserve future corridors, establish investment priorities and build the network in stages – before population growth makes the task more difficult and expensive.

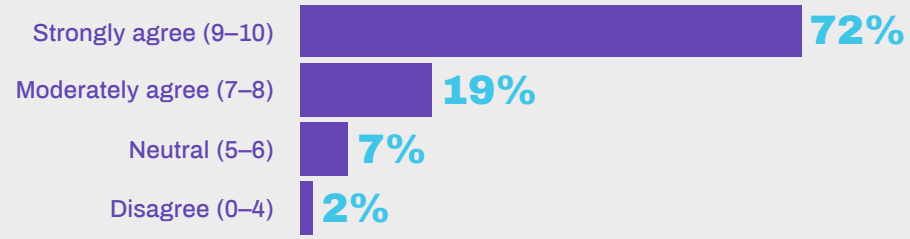
Every new connection makes Sydney a little smaller, brings opportunity closer and helps build a more productive, globally competitive city.



91% say new rail and Metro are critical to economic success

More than seven in 10 businesses express strong agreement.

Q | New rail and Metro lines will be a critical part of Western Sydney's economic success by 2050.



Transport infrastructure tops the list of risks to growth

75%

of businesses

identify **inadequate transport infrastructure** as a risk to Western Sydney's economic future

Rail and Metro rank first among businesses' investment priorities

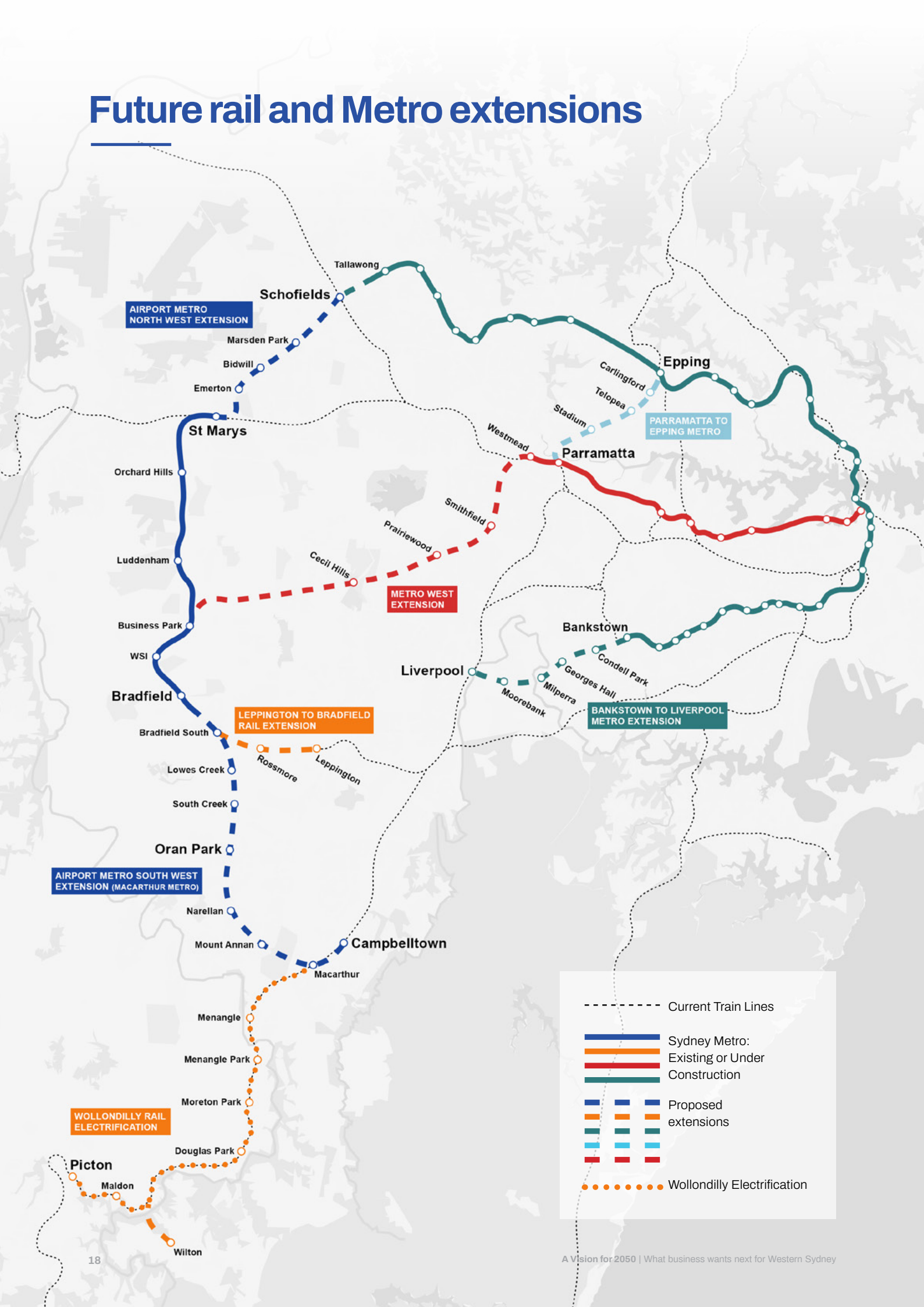
86%

of businesses

say building **new rail and Metro lines** should be a high priority for government investment



Future rail and Metro extensions



CASE STUDY

Supermarkets that anchor new neighbourhoods



JESSICA THOMAS

Senior Development Manager, Woolworths

For Jessica Thomas, Woolworths' investment in Western Sydney is not simply about opening supermarkets. It's about helping new neighbourhoods become places where people can shop, work and connect.

"Western Sydney is central to Woolworths' long-term growth," Thomas says. "Our investment in neighbourhood shopping centres and supply chain infrastructure supports customers today while building capacity for the communities of tomorrow."

At Melonba, a new $40 million shopping centre is creating 150 jobs. At Leppington Village, Woolworths welcomed 100 local recruits and 50 transferring employees, anchoring a centre with more than 30 specialty stores, restaurants, cafés and services.

The company is completing another $40 million centre at Austral South, preparing to build at Nirimba Fields and proposing a new town centre at Menangle Park.

"These investments can be catalysts for growth, giving other businesses confidence to invest and helping emerging neighbourhoods become thriving communities," Thomas says.

The investment extends beyond retail. Woolworths' new $900 million Sydney Chilled and Fresh Distribution Centre at Eastern Creek will create 800 ongoing jobs. Its location at the junction of the M4 and M7 motorways is expected to reduce truck movements on Western Sydney roads by 47,000 trips annually.

Looking towards 2050, Thomas believes coordinated planning is essential.

"Neighbourhood centres should be embedded in master plans from the outset, with roads, utilities and transport delivered in time to support them."

The ambition is to create local careers, stronger businesses and communities where people can meet more of their everyday needs close to home.



PRIORITY 2

Better planning for growth

NEW SUBURBS MUST NOT BECOME SERVICE DESERTS

Western Sydney's population is projected to increase from 2.6 million in 2026 to 3.2 million by 2041, adding more than 600,000 residents in just 15 years.[2]

That growth brings enormous economic opportunity. But new homes alone do not make successful communities.

Families need hospitals, schools, childcare, parks, transport and local employment. Delivering these facilities after new suburbs have been established potentially leaves residents facing years of long commutes, overcrowded services and infrastructure backlogs.

Businesses fully recognise the challenge. **91% of respondents agree Western Sydney cannot sustain current rates of population growth without greater infrastructure investment.**

The pressures are particularly acute in the region's growth corridors. Camden and Wollondilly are projected to almost double in population by 2046. School demand is shifting rapidly towards North West and South West Sydney, requiring new facilities and more flexible planning for government and non-government schools.[3]

Healthcare faces a similar challenge. Further hospital investment, integrated health hubs, virtual care and hospital-in-the-home services will all be needed as demand increases, particularly as aged care and NDIS face sustainability pressures.

Business Western Sydney is advocating coordinated health infrastructure planning. This includes a future South West Sydney hospital site either around Wilton or the Oran Park–Bradfield corridor, matching the planned Rouse Hill Hospital in North West Sydney.

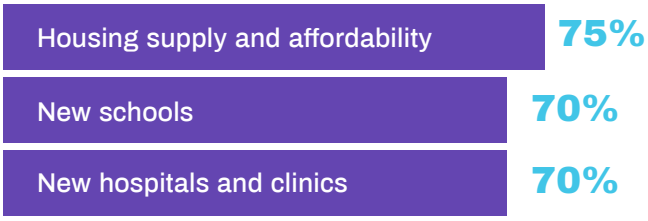
Housing, transport, schools, healthcare and employment should be planned together, with governments, councils and industry working from a shared understanding of where growth is occurring.

Western Sydney is building the communities that will accommodate much of Sydney's future. Those communities deserve the infrastructure and services of a great global city.

[2] KPMG analysis of NSW DPE Population Projections

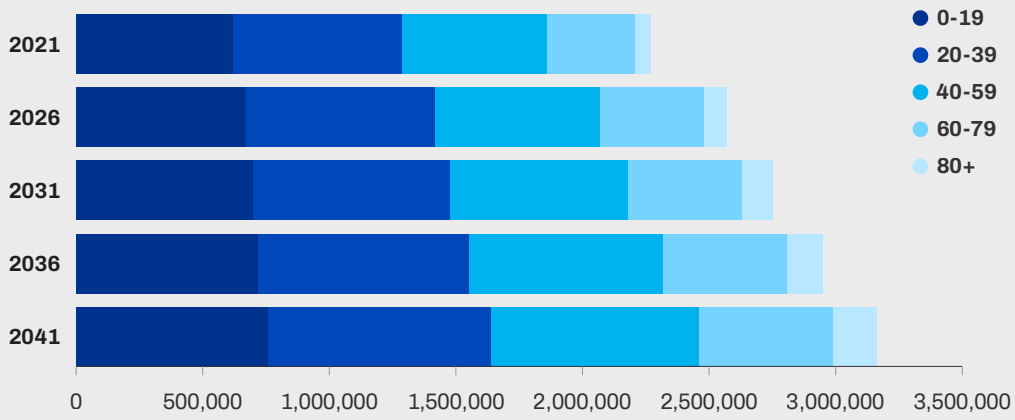
[3] Centre for Western Sydney, published in What Western Sydney Can Be, Business Western Sydney, 2026

Businesses want investment in the essentials



Western Sydney is adding another 600,000 residents

Western Sydney population projections by age group.

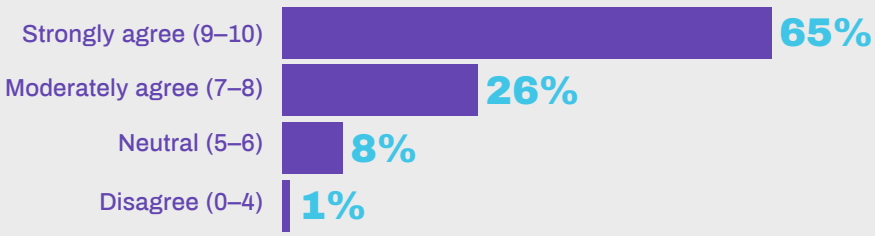


Source: KPMG analysis of NSW DPE Population Projections

91% say population growth will need more infrastructure

Businesses say essential services need to keep pace with population growth.

Q Western Sydney's population cannot continue growing at current levels without greater infrastructure investment if the region is to remain sustainable by 2050.



PRIORITY 3

Investing in skills

PREPARING TODAY'S WORKERS FOR TOMORROW'S JOBS

The future of Western Sydney is in advanced industries, but business needs confidence Western Sydney's skills pipeline is ready.

Western Sydney's economy is changing. Long known as a manufacturing powerhouse, the region is becoming an increasingly important centre for healthcare, advanced manufacturing, aviation, logistics, technology and professional services.

The opportunity is enormous. Western Sydney is projected to add nearly half a million jobs by 2050, with demand for highly skilled workers growing alongside continued demand for trades, technicians and essential service workers.

Our survey reflects this ambition. A strong 72% of respondents agree Western Sydney will be recognised as Australia's third major economic centre by 2050, alongside the Sydney CBD and Melbourne. Two-thirds (66%) believe the region can become a leading centre for advanced manufacturing, health innovation and emerging industries.

Yet confidence in the skills pipeline is far more tentative. **Only 42% give today's education and training system a high rating for preparing workers for 2050, with just 7% expressing strong agreement that it is up to the task.**

This gap is concerning. Western Sydney has a strong vocational education tradition. Around 28% of residents hold vocational qualifications, compared with 20% in Eastern Sydney. But training infrastructure has not kept pace with population growth.[4]

Business Western Sydney has advocated new TAFE Centres of Excellence in Liverpool and Campbelltown, focused on healthcare and housing construction, alongside expanded training in emerging growth areas.

The challenge extends beyond new facilities. 71% of businesses surveyed say that inadequate coordination across government and industry is a risk to reaching the region's economic potential.

It is essential then that infrastructure that supports apprenticeships, traineeships and flexible vocational pathways is met with stronger partnerships between schools, universities and industry. This will help workers adapt to artificial intelligence, automation and changing employment needs.

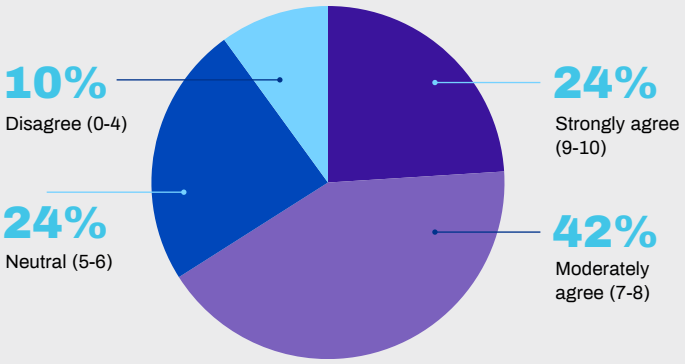


[4] *Centre for Western Sydney, published in What Western Sydney Can Be, Business Western Sydney, 2026*

Businesses believe Western Sydney can lead the future

66% see the region as a leader in advanced industries by 2050.

Q Western Sydney in 2050 will be a leading centre for advanced manufacturing, health innovation and emerging industries.



But just 7% strongly believe the skills pipeline is ready

Business confidence in the education and training system currently falls short.

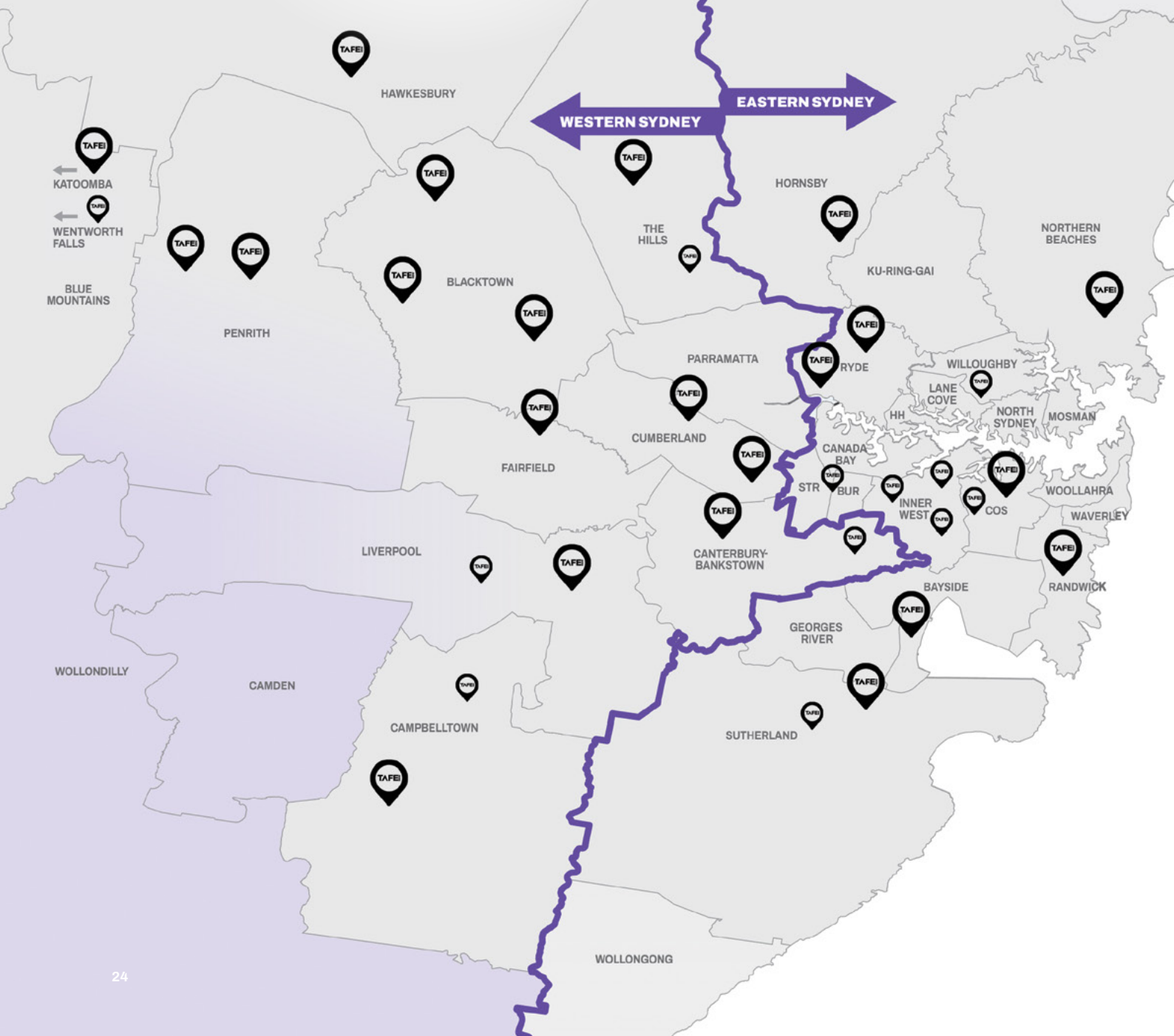
Q Western Sydney's education and training system is well positioned to prepare workers with the skills needed for the region's economy in 2050.



The skills gap is also geographical

Training facilities need to keep pace with population growth

As the population of regions like Camden and Wollondilly continues to outpace Greater Sydney, geographic gaps in education infrastructure become more apparent. As more skilled workers graduate to these outer regions, the opportunity increases for industry to link in with vocational institutions. This will help drive high-skilled jobs for the growth corridors of Western Sydney.



Pioneering Western Sydney's next health breakthroughs



SIMONE PROFT

CEO, Ingham Institute for Applied Medical Research

Founded in South West Sydney in 2008, the Ingham Institute for Applied Medical Research was built around a simple conviction: local communities deserve research that responds to their needs.

The region is growing rapidly and faces significant health challenges, including diabetes, obesity and cardiovascular disease. Its diverse communities, including Aboriginal, Pacific Islander, Vietnamese, Middle Eastern and many others, also make it an important place for medical training and clinical research that reflects the people it serves.

"Our region's diversity, growth and health challenges create an opportunity to develop solutions locally that can improve lives nationally and globally," says CEO Simone Proft.

Working with South Western Sydney Local Health District, UNSW Sydney and Western Sydney University, the Institute connects research with clinical care. Its Perich Centre for Robotics & Health Technology in Liverpool advances robotics, AI and digital health, while the Australian Centre for Cancer Equity tackles barriers to treatment and clinical trials.

The Institute's Macarthur Centre, on the Campbelltown Hospital campus, brings research closer to growing communities.

For Proft, turning discoveries into everyday care requires investment in people as much as in facilities: time for clinicians to undertake research, pathways for local students and opportunities for emerging researchers.

She believes partnerships among health services, universities, industry, philanthropy and government can bring innovations to patients sooner. Involving diverse communities in research also helps ensure new treatments are accessible, relevant and trusted.

By 2050, Proft believes Western Sydney can be internationally recognised for health innovation that "creates skilled jobs, attracts investment and ensures our communities share in the benefits".



Maximising Western Sydney International Airport

A NEW GATEWAY. A NEW ECONOMIC FUTURE.

For decades, Western Sydney was the part of Sydney that people left each morning to find work and opportunity elsewhere. The opening of Western Sydney International Airport in October 2026 represents a chance to change that story.

When Business Western Sydney established the Western Sydney Airport Alliance in 2011, an airport at Badgerys Creek was still political poison. Today, after years of planning, construction and investment by successive governments, Sydney has two international gateways. It is a remarkable bipartisan achievement and potentially a turning point for Australia's third-largest economy.

The world's great global cities have multiple airports. London has Heathrow and Gatwick. New York has JFK, LaGuardia and Newark. The opportunity for Sydney is not simply to redistribute passengers, but to expand into new markets, attract investment and create a new economic centre.

The airlines are already coming. Air New Zealand, Singapore Airlines, Qatar Airways, Vietjet and Fiji Airways have committed to international services, alongside Qantas and Jetstar. New connections will bring businesses, visitors and markets around the world within easier reach of Western Sydney.

But the airport's significance extends well beyond aviation.

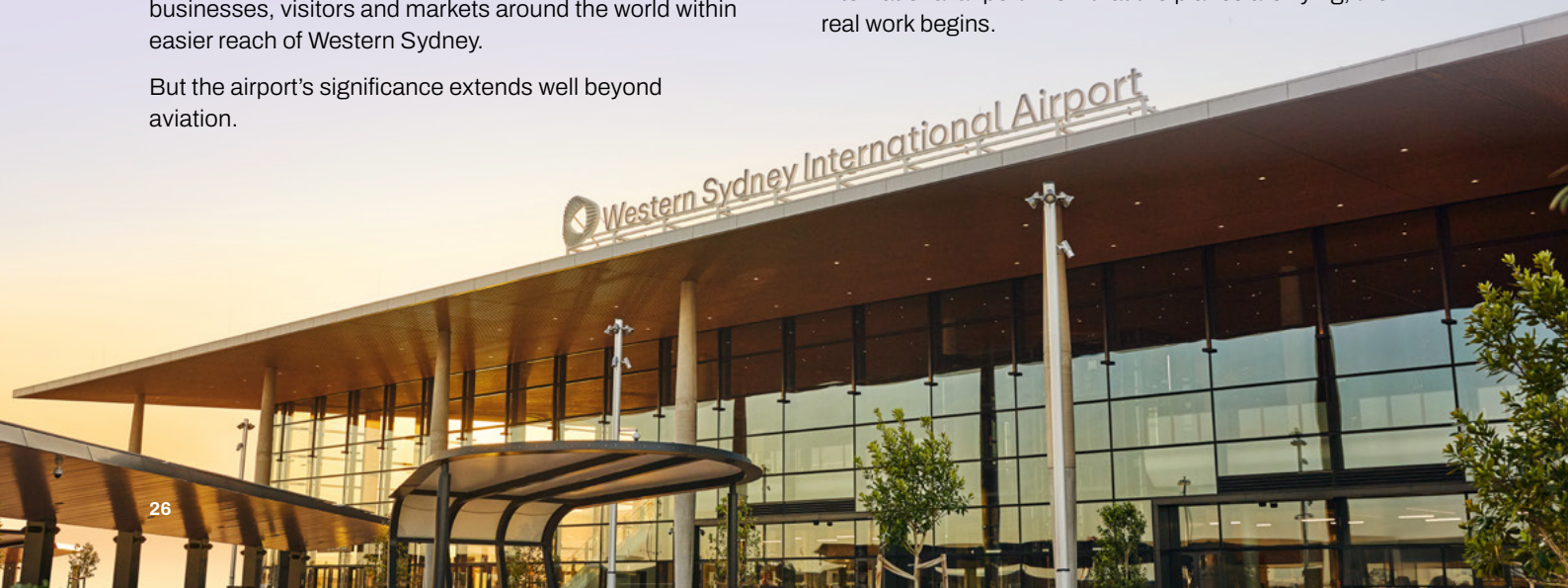
A 24-hour international gateway can open doors for exporters, strengthen freight and logistics, attract advanced manufacturing and investment, and create opportunities for residents to work closer to home. The emerging Aerotropolis and Bradfield city offer the chance to build an entirely new economic ecosystem around the airport.

The business community understands the scale of the opportunity. **Our survey finds that 88% of respondents consider the airport important to Western Sydney's economic success by 2050, while 79% expect significant economic benefits within its first decade.**

Yet an airport alone cannot deliver this transformation. An overwhelming 93% of respondents identify supporting road, rail and Metro connections as a priority for the airport's economic success.

The challenge now is to connect the airport to the region's businesses, workers and communities – and ensure that new investment translates into local jobs and lasting prosperity.

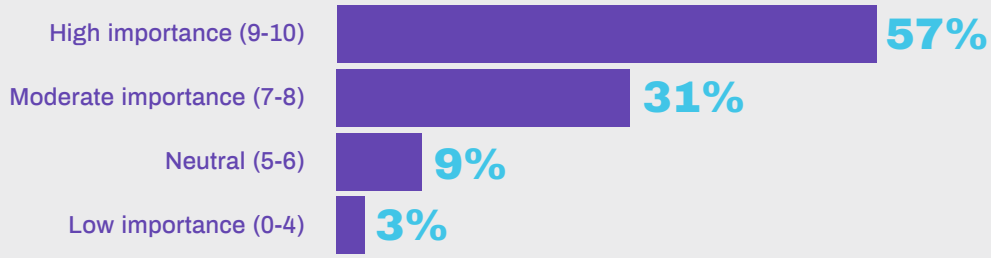
Western Sydney has spent decades arguing for its own international airport. Now that the planes are flying, the real work begins.



The business community is backing Western Sydney International

88% recognise its long-term economic importance.

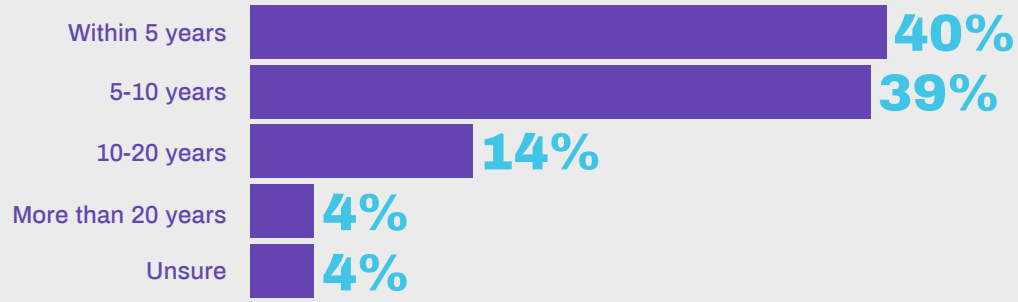
Q How important will Western Sydney International Airport be to the Western Sydney region's economic success by 2050?



79% of businesses expect the economic payoff within a decade

Four in 10 expect significant benefits within just five years.

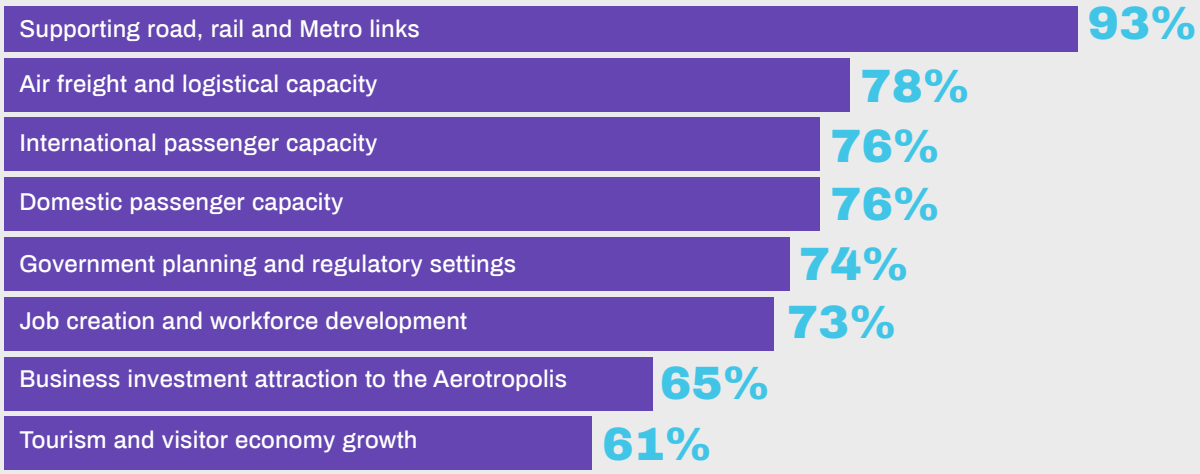
Q From its opening in 2026, when do you expect the airport's economic impact on the region to become significant?



The airport needs transport

93% identify road, rail and Metro connections as a priority for its economic success.

Q How much of a priority are each of the following factors in determining the economic success of Western Sydney International Airport by 2050?



Is Western Sydney doing enough to attract visitors?

Businesses want more region-specific tourism and events promotion.

Q Do you believe enough is being done to promote Western Sydney as a tourism and business events destination?



A destination worth discovering

Businesses want stronger promotion of Western Sydney's tourism and cultural assets

Despite the popular opening of Powerhouse Parramatta, Western Sydney's potential as a business events and tourism destination is not being matched by its market profile. Just 20% of businesses believe enough is being done to promote the region. This highlights a clear opportunity to strengthen its destination proposition – internationally, interstate and within NSW.

Qualitative feedback from our survey suggests the importance of designing compelling reasons to visit and stay, including packaging up exciting Western Sydney experiences over multiple days.

"Promotion is obviously a big part of the region reaching its full economic potential, but the biggest thing will be what is provided at and around Western Sydney Airport. If there are cafés, bars, shops, parks and attractive places to spend time and money, it can become a destination in its own right. Otherwise, visitors will arrive and leave as quickly as possible. Highlighting local attractions and improving transport reliability will give both tourists and locals more confidence about where to spend their time and money."

"The creation of a theme park in Western Sydney that is uniquely ours, the upgrade of Riverside Theatres, the restoration of the Roxy Theatre to full multi-performance mode, a modern digital recital centre, a botanical garden in Parramatta Park at the Female Factory, and the establishment of an upgraded Parramasala festival."



CASE STUDY

A global gateway built for growth



SIMON HICKEY

Chief Executive Officer, Western Sydney International Airport

More than 10,000 workers helped build Western Sydney International Airport, half of them from Western Sydney. For CEO Simon Hickey, that local contribution is just the beginning.

"WSI is a once in a generation investment in the future of Western Sydney and its people," Hickey says.

After decades of debate, Sydney's new 24-hour international gateway is open, supported by billions of dollars in government infrastructure investment.

Hickey says that investment will "connect the west to the west and the west to the rest" in unprecedented ways.

Within a little over a year, passengers are expected to be able to reach more than 250 destinations through WSI's airline partners. Longer term, the airport has capacity to expand from 10 million annual passengers to 82 million by the 2060s.

But the opportunity extends well beyond passenger aviation.

"Air freight underpins many of NSW's highest-value industries," Hickey says, including agricultural exports, pharmaceuticals, electronics and advanced manufacturing.

The airport's 24-hour Cargo Precinct will initially be capable of handling around 250,000 tonnes annually, with capacity to expand to 1.8 million tonnes as demand grows.

For Hickey, these connections promise new markets for businesses across Greater Sydney and regional NSW, alongside thousands of jobs in logistics and supporting industries.

Ultimately, he believes the airport will "shift the gaze of Sydney to the west" through new jobs, investment, growth and productivity.

It is a vision of an airport that doesn't simply connect Western Sydney to the world, but helps build the economy around it.



From kitchen table to national business



KRYS FRANCICA

Director, ACS Group
www.acsgroup.com.au

What began in 2009 with a van and a kitchen table has grown into ACS Group, a national industrial contracting business headquartered in Glendenning.

Led by husband-and-wife directors Adam and Krys Francica, ACS provides electrical, mechanical, fabrication and logistics services to manufacturers, automated distribution centres and infrastructure operators across Australia.

In 2025–26, the business grew 35.5%, completed more than 2,300 jobs, welcomed 92 new clients, added 69 team members and five new apprentices.

“Western Sydney is our home, and it gave us our first opportunity,” Krys says.

Growth brings challenges, particularly finding experienced tradespeople.

Customers also need quick responses to breakdowns and support with new technology. ACS continues to invest in apprenticeships and workforce development.

“We cannot all keep looking for experienced people without helping train them.”

Major infrastructure projects can generate lasting work for local industry. But Krys believes smaller businesses need a fair chance to participate, through clearer procurement pathways, practical tender requirements, smaller work packages and fair payment terms.

Transport matters too. Proximity to the M4 and M7 helps ACS teams reach sites quickly, while public transport serving industrial areas and shift workers remains essential.

For Krys, the test is whether growth creates lasting opportunities for local businesses and workers.

“Western Sydney gave us our start. We have grown nationally, but our roots and the majority of our clients remain here. We have built our business on the opportunities this region has provided, and we are confident its best years are still ahead.”



BUSINESS WESTERN SYDNEY

KPMG



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