





AirTrunk case study

About AirTrunk

Founded in 2015, AirTrunk was created to scale and sustain the relentless growth of Asia-Pacific and Japan's (APJ) digital future by creating a hyperscale data centre platform in key markets for the world's largest technology companies. Having opened Australia's first hyperscale data centres in Western Sydney and Melbourne in 2017, AirTrunk set its sights on rapid expansion across APJ and has since launched facilities in Singapore, Hong Kong, Sydney (North) and Japan, and announced plans for additional data centres in Malaysia, Sydney, Hong Kong, Osaka and Tokyo. AirTrunk now operates Australia's largest hyperscale data centre campuses across Sydney and Melbourne, offering 700+MW of capacity to support its large technology customers.

AirTrunk has 1.4 gigawatt (GW) of capacity across its data centre platform.¹

In April 2020, a consortium led by Macquarie Asia Infrastructure Fund 2 ("MAIF2") acquired an 88 per cent interest in AirTrunk.



AirTrunk recognises that setting consistently high standards in Work Health and Safety (WHS) management is critical to successfully building and operating data centres. With thousands of people working across the construction and operational lifecycle of AirTrunk's data centres, well managed and governed WHS strategies that ensure people's protection are essential.

Key challenges

- Varying degrees of regulation, compliance and WHS maturity across multiple APJ jurisdictions.
- Maintaining consistent and high WHS standards while responding to high customer demand and fast build times.
- Developing and aligning high standards of WHS governance across multiple contractors.

Approach

At the time MAIF2 acquired its interest, AirTrunk was a young business. AirTrunk's approach to WHS was predominantly reactive, which is not uncommon in start-ups and developing businesses. Macquarie worked with AirTrunk's executive team to transition the company's WHS strategy to be more proactive with a focus on the safety of work, managing critical risks and continuous learning. Two specific enablers of this were hiring a Chief Safety Officer and establishing a WHS committee of the board which meets quarterly to discuss WHS strategy, incidents and critical risks. These enablers have resulted in the following initiatives:

- AirTrunk is integrating its WHS performance requirements across its full data centre lifecycle from design to contractor selection, procurement, execution, commissioning and operations - working closely with suppliers, vendors and delivery partners.
- Led by a Chief Safety Officer reporting to the CEO, an independent safety function was established to develop and reinforce a culture of WHS excellence and support continuous strategic improvements across both construction and operations.

- Global Minimum Standards (GMS) were developed and implemented to align necessary controls and mitigation strategies for high-risk activities across the regions in which AirTrunk operates. WHS maturity assessments were completed to assess AirTrunk's current safety levels and a safety culture survey was deployed across all projects and facilities. The results are being used to benchmark against other industries and provide direction on WHS improvements.
- Quarterly contractor engagement forums commenced to enhance delivery partner and vendor engagement.
- Integration of WHS, quality and environmental management systems across AirTrunk has resulted in certification to ISO9001 Quality Management, ISO 14001 Environmental Management and ISO 45001 Occupational Health and Safety Management system standards.
- A safety leadership development training course was deployed across AirTrunk's development and operations functions to align leaders on common language, improve safety culture and develop capabilities in WHS management.
- AirTrunk has rolled out a Critical Risk Management program to concentrate safety management efforts around Critical Risks and Controls. The program has been rolled out across development projects with 11 critical risks identified that include 56 individual threats and over 125 critical controls. These have been incorporated into AirTrunk's Global Minimum Standards to help standardise the way critical risks are managed. AirTrunk has also designed bespoke assurance tools incorporating critical controls to help monitor the implementation and effectiveness of critical controls.

Outcomes

AirTrunk's industry-leading safety performance² demonstrates WHS leadership in the data centre sector.

In 2023, AirTrunk commenced five new data centre construction projects while operating and fitting out new capacity across six existing data centres and achieving:

- 5.1 million work hours ahead of schedule and budget
- no fatalities and a low Lost Time Injury Frequency Rate of 0.99.





* Frequency rates calculated against 1 million hours worked.

2. Measured with reference to AirTrunk's safety culture survey result of 83% in FY23 vs. 73% benchmark (benchmark cohort comprised of EpiGroup administered surveys across Australian based organisations only) – sourced from the AirTrunk FY23 Sustainability Report