



THE PERTH MINT

Innovate

Reconciliation Action Plan

December 2025 – December 2027

 THE PERTH MINT
AUSTRALIA



Cultural Warning: Aboriginal and Torres Strait Islander people should be aware that this document may contain images, voices and names of deceased persons.

Design by Nani Creative

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“Walking Together – From Country to the World”

Tamara Hayden – Ballardong Nyoongar Yorga (woman)

At the centre of the artwork is a golden meeting circle, representing both gold and The Perth Mint – a place of gathering, value, and connection to Country.

From this centre flows the Derbal Yerrigan (Swan River), winding through the artwork as a protector and guide, with the swan watching over the journey of the precious metals.

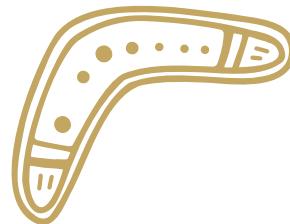
The earthy reds reflect the land, rich and ancient, while flowing lines of gold, silver, and platinum trace the journey of these metals from Country to coin, to the world.

Kangaroo tracks mark movement, while dot trails and ripples show transformation, trade, and the flow of knowledge. Boomerangs are symbols of return and exchange, reminding us that what is given with respect comes back in relationships and shared prosperity.

An abundance of colour represents the flora and fauna – the birds, plants, and animals that bring Country to life.

As the pathways stretch outward, they connect to international meeting places, surrounded by U-shapes and journey lines – symbols of community, collaboration, and global connection.

This is a story of value born from Country, carried with care, and shared with the world – always returning with respect.





Our Vision for Reconciliation

At The Perth Mint, our vision for reconciliation is a future where Aboriginal and Torres Strait Islander cultures, histories, and contributions are not only recognised – but deeply respected, celebrated, and woven into the heart of everything we do. Whether as a workplace, a destination, or industry leader, we are committed to walking together in unity, honouring the richness of the world's oldest living cultures and building a legacy of respect, inclusion, and shared pride.



Corroboree for Life

Our business

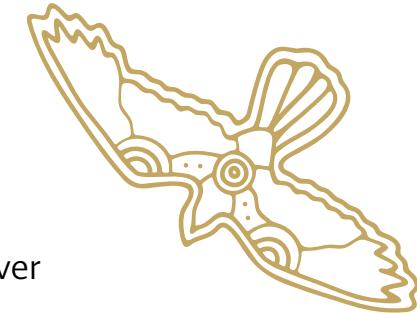
The Perth Mint is Australia's largest fully integrated precious metals enterprise, providing gold and silver refining, bullion bars and coins, precious metals storage and a retail shop and exhibition.

Owned by the Western Australian Government, we are the world's only precious metals enterprise backed by a government guarantee.

We have supported Australia's gold industry for more than 125 years, forging a reputation for quality and innovation. Our numismatic coins are sought after by collectors around the world, with popular themes including flora and fauna, pop culture and Chinese New Year. We are proud to launch a limited-edition Indigenous coin each year, celebrating Aboriginal and Torres Strait Islander culture. The coins are designed by Indigenous artists, with the 2024 coin created by Perth-based Whadjuk-Yuet-Ballardong artist Kevin Bynder featuring a Kaa Kaa (kookaburra).

Not only do we refine the precious resources from our country's earth – gold and silver – but we share stories with approximately 85,000 tourists annually and teach them about the history of gold and the precious metals sector. The start of each gold tour commences in front of an Indigenous mosaic called Kwobidak Boodja - Pretty Country by Whadjuk-Yuet-Ballardong artist Kevin Bynder which celebrates the spiritual connection of Aboriginal people to the land where The Perth Mint stands.

Everything we do is underpinned by our purpose of bringing the timeless wonders of precious metals to the world.



The Perth Mint operates from two sites – a refinery near Perth Airport and a tourist, coining and corporate centre from our historic East Perth site, where our business began in 1899. We employ more than 700 employees, of which 0.7% of our workforce (30 June 2025), identify as Aboriginal and Torres Strait Islander. We are committed to increasing indigenous employment opportunities and work closely with employment and community agencies to build genuine and sustainable career pathways for First Nations People.



Our RAP – Message from Executive team

We are proud to present The Perth Mint's second Innovate Reconciliation Action Plan (RAP) 2025-27 which outlines our commitment to recognising and respecting Aboriginal and Torres Strait Islander contributions to help advance reconciliation.

The Mint's RAP outlines key initiatives we are planning to implement against the focus areas of building relationships, respecting cultures and maximising economic opportunities for Aboriginal and Torres Strait Islander peoples.

Our actions are aligned with the framework set by Reconciliation Australia to ensure we contribute as part of the national, collective commitment towards reconciliation.

Our inaugural 2023-25 Innovate RAP laid the foundations for us to build on to deliver best approach initiatives to advance reconciliation.

As part of our 2025-27 Innovate RAP, key focus areas over the next two years will be to:

- Enhance our employment offerings to support the recruitment and retention of First Nations employees
- Develop a robust procurement strategy to increase the value we contribute back into the First Nations community
- Strengthen relationships with Aboriginal and Torres Strait Islander stakeholders, including local Traditional Owners and non-for-profit organisations
- Enhance the visitor experience by sharing the shared history of The Perth Mint and Aboriginal and Torres Strait Islander peoples.

These focus areas align with our 2025 Corporate Strategy key enablers being maximising community and social value and evolution of culture – with collaborative and respectful relationships with Aboriginal and Torres Strait Islander stakeholders central to achieving these strategic enablers. We acknowledge that the path to reconciliation is a journey – and one that we are dedicated to undertaking to promote positive relationships between the Mint, our customers and Aboriginal and Torres Strait Islander peoples.

We have faced challenges along the way, including the implementation of a Cultural Learning Strategy and Procurement Strategy as part of our inaugural RAP. The learnings from this will guide our approach to implementing the 2025-27 Innovate RAP. As a collective Executive Team, we are united in our commitment to being advocates for and delivering against the actions of the RAP. This includes building awareness and understanding of why reconciliation is important across all spheres of our business, including the tourism and precious metals industries.

Thank you to the RAP committee for their input and ideas that has help shape this RAP into an action-oriented plan that will help guide our reconciliation efforts.



RAP Working Group

Our RAP is founded on a shared commitment across the business and as such we have created a cross-functional team to champion the RAP through the RAP Working Group. Members of this group will include:

- Chief Financial Officer - RAP Champion
- Chief People and Reputation Officer – RAP Champion
- Advisor First Nations Engagement
- Advisor Diversity and Inclusion
- Advisor Social Impact
- Officer Product Development
- Manager Stakeholder and Community Engagement
- Manager Retail Projects
- Manager Learning and Talent Development
- Coordinator Heritage Collection and Curator
- Specialist Procurement
- Tour Guide and Gold Pourer
- Officer Talent Acquisition
- Manager Digital Communication and Data

We are aiming for 15% of our Working Group to be represented by Aboriginal and Torres Strait Islander employees. We will be seeking to partner with Nyoongar Traditional Owners, who will be engaged to provide cultural advice and support.

Having this representation is critically important for us to not only work alongside our Aboriginal and Torres Strait Islander employees and the community, but also to guide our RAP deliverables towards what would be most impactful.



Corroboree for Life

Message from the Minister

As the Minister responsible for The Perth Mint, I'm honoured to support its 2025-27 Innovate Reconciliation Action Plan (RAP) which outlines key actions to advance reconciliation.



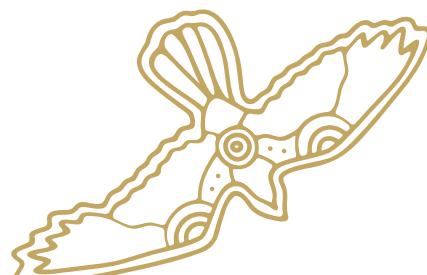
As the Perth Mint is proudly owned by the people of WA, it is important that the organisation reflects the wider community's aspirations towards reconciliation.

This includes recognising and understanding the injustices Aboriginal and Torres Strait Islander peoples have faced and creating opportunities to help address and overcome this.

I'm pleased to see the progress the Mint has achieved since its first RAP in 2019, demonstrating the importance of reconciliation with its customers and stakeholders in Australia and around the world.

The WA Government is fully committed to supporting reconciliation initiatives and I look forward to following the Mint's progress in implementing its Innovate RAP.

Hon David Michael MLA
Minister for Mines and Petroleum



Message from Reconciliation Australia CEO



Reconciliation Australia commends The Perth Mint on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Perth Mint continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that The Perth Mint will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to The Perth Mint using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for The Perth Mint to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, The Perth Mint will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of The Perth Mint future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations The Perth Mint on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Relationships

The Perth Mint will sustain relationships with Aboriginal and Torres Strait Islander peoples, to help inform and shape the work that we do.

Strategic Enabler: Maximising Community and Social Value

Action	Actions	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local First Nations stakeholders and organisations to develop and document guiding principles for future engagement.	Dec 2026	Advisor First Nations Engagement
	• Seek to build relationships with agencies to market roles to First Nations senior leaders.	May 2027	Manager People Operations
	• Review and implement an engagement plan to work with First Nations stakeholders and organisations.	Mar 2026	General Manager Corporate Affairs
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	Mar 2026	Advisor First Nations Engagement
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June	Advisor First Nations Engagement
	• Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026 – 2027	Executive Sponsors
	• Organise at least one NRW event each year.	27 May – 3 June, 2026 – 2027	Advisor First Nations Engagement
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2026 – 2027	Advisor First Nations Engagement
	• Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	May 2026 – 2027	Manager Culture and Engagement

Action	Actions	Timeline	Responsibility
3. Collaborate with like-minded organisations to develop innovative approaches to advance reconciliation.	<ul style="list-style-type: none"> Explore options with Reconciliation WA to support Government Trading Enterprise (GTE) RAP Rings. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Communicate our commitment to reconciliation publicly <ul style="list-style-type: none"> Acknowledgement of Country on internal and external digital platforms. Reporting through Annual Report, Sustainability Reporting, DE&I Strategy reporting. Meet quarterly with organisations that support Aboriginal and Torres Strait Islander employment opportunities. 	Dec 2026 Apr 2026 Sept 2026 Jan – March 2026 April – June 2026 July – Sept 2027 Oct – Dec 2027	Advisor First Nations Engagement Advisor First Nations Engagement General Manager Marketing General Manager Corporate Affairs Manager People Operations
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Review and communicate an anti-discrimination policy for our organisation. Engage with First Nations staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Mar 2026 Annually Mar Mar 2026 Dec 2026 Annually Dec	Manager People Operations Manager Culture and Engagement Manager People Operations Manager Learning and Talent Development Advisor First Nations Engagement

Respect

The Perth Mint will demonstrate respect for Aboriginal and Torres Strait Islander cultures, histories, protocols, with our employees and visitors.

Strategic Enabler: Evolution of Culture

Action	Actions	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none">Conduct a review of cultural learning needs within our organisation.	Mar 2026	Manager Learning and Talent Development
	<ul style="list-style-type: none">Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	Jan 2026	Manager Learning and Talent Development
	<ul style="list-style-type: none">Achieve and maintain a 75% completion of Cultural Awareness Training with employees annually.	Review Dec annually	Manager Learning and Talent Development
	<ul style="list-style-type: none">Develop, implement and communicate a cultural learning document for our employees.	Mar 2026	Manager Learning and Talent Development
	<ul style="list-style-type: none">Provide opportunities for RAP Working Group members, People and Culture leaders and key leadership employees to participate in formal and structured cultural learning.	Dec 2026	Manager Learning and Talent Development
	<ul style="list-style-type: none">The Senior Leadership team and Executive will participate in an On Country Cultural Immersion program designed to deepen their understanding of Aboriginal and Torres Strait Islander cultures, histories, and traditions.	May 2026	Executive Sponsors
	<ul style="list-style-type: none">Support First Nations storytelling on The Perth Mint Visitor Experience project.	Dec 2027	General Manager Strategy and Enterprise Transformation

Action	Actions	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Mar 2026	Advisor First Nations Engagement
	<ul style="list-style-type: none"> Review and communicate cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country, and the employment of First Nations' staff. 	Dec 2027	Advisor First Nations Engagement
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol to at least 2 significant events (more than 100 people in attendance) each year. 	Review Dec annually	Advisor First Nations Engagement
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	Review Dec annually	Advisor First Nations Engagement
	<ul style="list-style-type: none"> Provide all employees public holiday substitution for 26 January in recognition of the impact of this day on First Nations people. 	Jan 2027	Manager People Operations
7. Share cultural learning with visitors to The Perth Mint.	<ul style="list-style-type: none"> Explore opportunities to enhance communal spaces in worksites with First Nations artwork, promoting community and cultural appreciation by collaborating with First Nations communities. 	Mar 2026 and 2027	Executive Sponsors
	<ul style="list-style-type: none"> Explore Nyoongar language classes for employees. 	Dec 2026	Manager Learning and Talent Development
	<ul style="list-style-type: none"> Review the visitor experience for opportunities to consult Elders and Traditional Owners, on sharing the history and culture of Aboriginal and Torres Strait Islander peoples into the tour and exhibition. 	June 2027	Manager Visitor Services
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Committee to participate in an external NAIDOC Week event. 	First week in July, 2025 – 2027	Advisor First Nations Engagement
	<ul style="list-style-type: none"> Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Sept 2026	Manager People Operations
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all employees. 	First week in July, 2025 – 2027	Advisor First Nations Engagement

Opportunities

We will embrace opportunities for Aboriginal and Torres Strait Islander peoples to gain employment and build business relationships with The Perth Mint, to advance socio-economic outcomes.

Strategic Enabler: Maximising Community and Social Value

Action	Actions	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none">Continue to build understanding of the current First Nations workforce to inform future employment and professional development opportunities.	Review quarterly	Manager People Operations
	<ul style="list-style-type: none">Engage with First Nations employees to consult on our recruitment, retention and professional development strategy.	Mar 2026	Manager People Operations
	<ul style="list-style-type: none">Identify and develop First Nations employees as successors for senior leadership roles.	Sept 2027	Executive Sponsors
	<ul style="list-style-type: none">Develop and implement a First Nations traineeship program.	Dec 2027	Manager Learning and Talent Development
	<ul style="list-style-type: none">Develop and implement a First Nations recruitment, retention and professional development strategy.	Mar 2026	General Manager People and Culture
	<ul style="list-style-type: none">Advertise job vacancies to effectively reach First Nations stakeholders by sustaining relationships with at least three First Nations employment agencies over the duration of the RAP.	Dec 2027	Manager People Operations
	<ul style="list-style-type: none">Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Dec 2026	Manager People Operations
	<ul style="list-style-type: none">Create employment pathways for Aboriginal and Torres Strait Islander peoples and embed culturally informed perspectives across the organisation.	Sept 2027	General Manager People and Culture

Action	Actions	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> • Develop and implement a First Nations procurement strategy. • Review and communicate Supply Nation membership. • Develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees. • Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses. • Develop commercial relationships with First Nations businesses. • Create and maintain a culturally safe and supportive workplace that empowers First Nations employees to thrive and contribute meaningfully. • Continue to work with First Nations' artists through numismatic projects. 	Dec 2026 Dec annually Review annually Mar 2026 Mar 2026 Ongoing Ongoing	General Manager Procurement General Manager Procurement General Manager Procurement General Manager Procurement General Manager Procurement Manager Learning and Talent Development Manager E-Commerce and Catalogue

Governance

The Perth Mint will monitor and report on progress, success and challenges to our Executive and Board, as part of commitment to reconciliation.

Strategic Enabler: Evolution of Culture

Action	Actions	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	<ul style="list-style-type: none">Maintain 15% First Nations representation on the RAP Working Group.	Review June annually	Advisor First Nations Engagement
	<ul style="list-style-type: none">Establish and apply a Terms of Reference for the RAP.	Review Dec annually	Manager Culture and Engagement
	<ul style="list-style-type: none">Meet at least four times per year to drive and monitor RAP implementation.	Quarterly	Advisor First Nations Engagement
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">Define resource needs for RAP implementation.	May 2026	Manager Culture and Engagement
	<ul style="list-style-type: none">Engage our senior leaders and other employees in the delivery of RAP commitments.	May 2026 and 2027	Executive Sponsors
	<ul style="list-style-type: none">Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2026	Manager Culture and Engagement
	<ul style="list-style-type: none">Appoint and maintain an internal RAP Champion/s from senior management.	Review Dec annually	Executive Sponsors

Action	Actions	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> • Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. • Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. • Complete and submit the annual RAP Impact Survey. • Report RAP progress to all employees and senior leaders in writing. • Publicly report our RAP achievements, challenges and learnings, annually, internally and externally. • Investigate participating in Reconciliation Australia's biannual Workplace RAP Barometer. • Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June annually 1 Aug annually 30 Sept annually Quarterly Annually Feb 2026 Sept 2027	Advisor First Nations Engagement Advisor First Nations Engagement Advisor First Nations Engagement Executive Sponsors Executive Sponsors Advisor First Nations Engagement Advisor First Nations Engagement
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> • Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2027	Advisor First Nations Engagement

More information

For more information on details of this document contact People and Culture
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