



THE PERTH MINT

Diversity, equity  
and inclusion  
strategy

23

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25

 THE PERTH MINT  
AUSTRALIA

## Acknowledgement of Country

We acknowledge and pay our respect to Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We are privileged to share their lands, where our East Perth and refinery sites are located, and we honour and pay respect to the past, present and emerging Traditional Owners and Custodians of these lands.

We acknowledge the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples across the nation and the Ancestors of these lands who have walked this country and hold a unique place in our nation's historical, cultural and linguistic history.

### Cultural warning

*This document may contain images of Aboriginal and Torres Strait Islander peoples who have since passed away.*



Local artist Kevin Bynder has recently completed a stunning mural at our Refinery, creating a bright and welcoming entrance for our employees.

Incorporating a traditional Aboriginal painting method to represent our own diversity, equity and inclusion journey, the artwork contains six different paintings that represent the different stories of our diversity focus areas. The artwork is titled *Keyiny Moort*, translated to "One family".

# Messages from our leaders

## Message from the Chief Executive Officer

The Perth Mint has a strong commitment to diversity, equity and inclusion, with a goal of being a global leader and employer of choice for all people, regardless of their cultural backgrounds, experiences, gender or sexuality. This is reflected in the importance we place on our people and on creating an environment where everyone is valued and respected for our contributions.

This strategy goes beyond attracting diversity into our workforce and embraces the importance for both inclusivity and a sense of belonging.

We will continue to work toward increasing the representation of people with diverse backgrounds and experiences and to ensure that our recruitment practices are inclusive and free from bias.

For us all to play a role in the implementation of this strategy we need to create a place where people:

- Feel valued for who they are, not just what they do
- Can trust their workplace with their identity
- Feel connected to others around them
- Feel safe and confident to speak up
- Are inspired and supported to do their best work
- Have equal opportunity to participate, contribute and flourish.

Inclusion is a priority of the Executive team. Most importantly, we need to recognise the enormous opportunity that inclusion offers us all. I encourage you all to focus on actions you can take to support the delivery of this strategy. We all have a role in improving our workplace by working collectively and advocating improvements to diversity, equity and inclusion.



**We will listen to the voices of our employees and contribute our diverse backgrounds, experiences and perspectives.**

**Jason Waters**  
Chief Executive Officer



## Message from the Diversity, equity and inclusion lead

I am proud to have led The Perth Mint's diversity, equity and inclusion initiatives for the past three years, and I am looking forward to delivering on the actions in our 2023 – 2025 Diversity, equity and inclusion strategy.

Each year, we recognise a range of significant days and events including Harmony Day, Reconciliation Week, R U OK? Day, International Women's Day, Pride month, International Day of People with Disability, International Men's Day and NAIDOC Week, to name just a few. Celebrating and acknowledging these dates is one of the many ways we can increase our awareness and understanding of diversity. But it is only a small part of the bigger picture.

Our 2023 – 2025 Diversity, equity and inclusion strategy outlines our plans and aspirational goals for the future. It builds on the steps we have already taken to create and maintain diversity, inclusive behaviours, and a culture of belonging to improve our performance and the wellbeing of our people.

Our actions under this strategy will continue to be governed by the Employee Resource Groups (ERGs), who share information, host events, and provide support, networking and learning opportunities throughout the year.

Our aim is to achieve greater innovation by drawing on a wider set of experiences, approaches and resources and a greater sense of belonging in our people.

We will know we have succeeded when the makeup of our workforce reflects the Australian communities we serve, and team diversity, equity and inclusion are an integrated, sustained and recognised cultural norm for our business.

I would like to thank everyone who has been actively involved in this important work to date. I am looking forward to the next stage of our journey and encourage everyone to get involved and take part.



**We will know we have succeeded when the makeup of our workforce reflects the Australian communities we serve.**

**Kristen Potter**  
Group Manager Organisational and Cultural Development



# Our vision and values

At The Perth Mint, we recognise that a diverse and inclusive workplace improves the employee experience and enhances our interactions with our customers and stakeholders. It builds organisational capability by promoting equity and bringing an inclusive and diverse approach to the way we work.

The 2023 – 2025 Diversity, equity and inclusion strategy is critical to delivering our strategic objectives, aligning with our mission to “continue to shape the future of the global precious metals industry through the innovation, expertise and values of our people.”

## Vision

To inspire excellence in the precious metals industry.

## Mission

To continue to shape the future of the global precious metals industry through the innovation, expertise and values of our people.

## Values

Our values are what we stand for and they shape our behaviours, attitudes and how we achieve our vision.



## Our values

R	<p><b>Responsible</b></p> <p>We will be responsible in how we source our precious metals, in how we treat our natural environment, in how we treat each other. We will be responsible for the work we do and the quality we put our name to.</p>
I	<p><b>Integrity</b></p> <p>We will show integrity in what we do. We will be the trusted partner of those we work with and serve - our customers and suppliers. We take the government guarantee seriously and will live up to the expectations of the people of Western Australia.</p>
S	<p><b>Safety</b></p> <p>Safety is our number one priority. We are each responsible for our own safety and for the safety of our colleagues. This is physical as well as mental safety. We will speak up if we see something. Safe at work, and safely home at the end of each day. We take pride in what we do.</p>
E	<p><b>Excellence</b></p> <p>We strive for excellence across our entire business.</p>

## Our safety promise

- There is no job that is too important that it cannot be done safely.
- Everyone deserves to go home at the end of the day in the same condition they arrived at work.
- A mental illness or injury is no different to a physical injury or illness.

**Safe people. Safe workplace. Safely home.**

# Understanding our vision for belonging

As an organisation, we strive to create a sense of belonging by building an inclusive, equitable and diverse workplace.

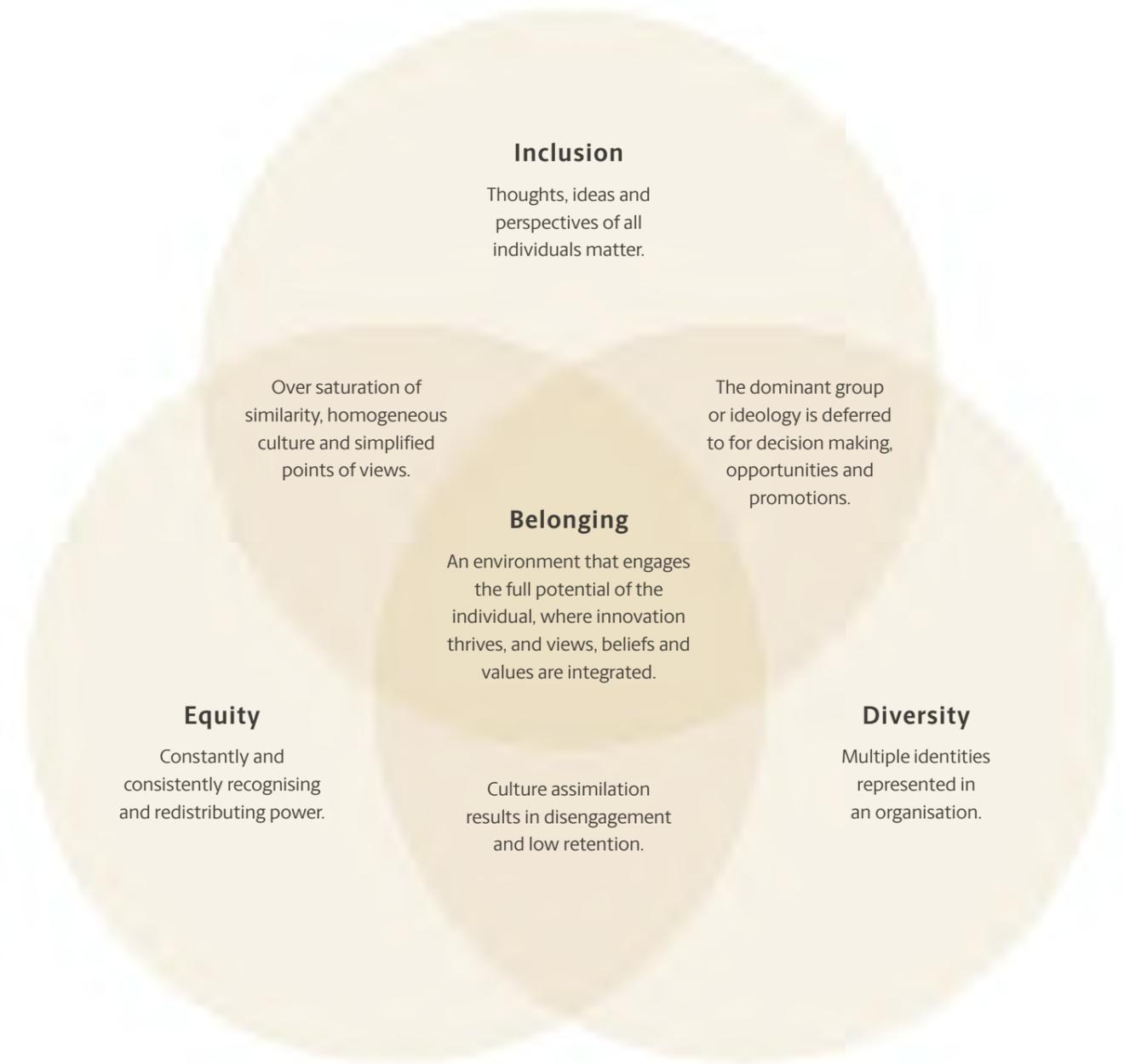
Equity, diversity and inclusion all need to come together to create belonging. Inclusion is making all ideas and thoughts matter. Equity is making sure everyone has equal opportunity. Diversity is having many different types and representations of people.

**Inclusion + equity - diversity =**  
Lack of innovation and diversity of thought.

**Equity + diversity - inclusion =**  
Lack of engagement and participation.

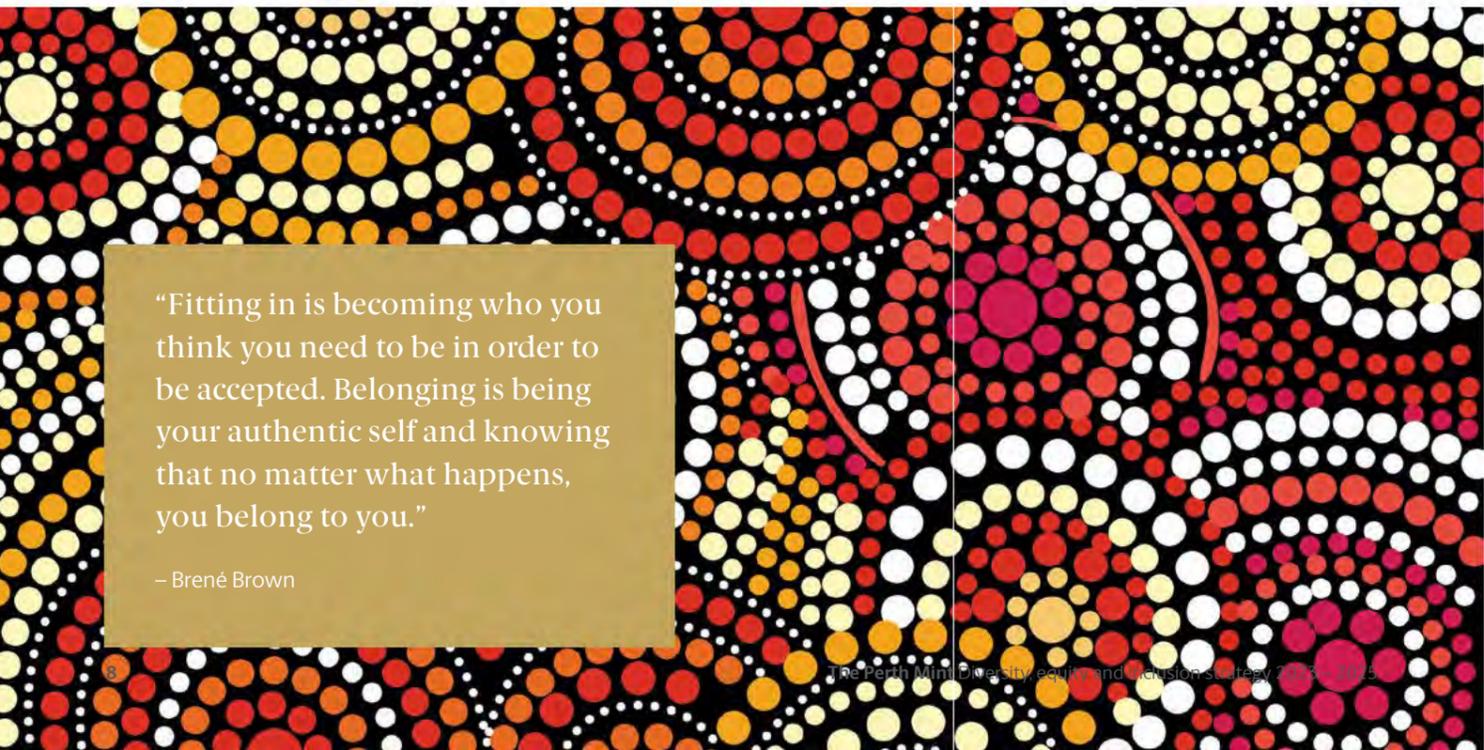
**Diversity + inclusion - equity =**  
Groups and voices are silenced and become isolated.

**Diversity is a fact.  
Equity is a choice.  
Inclusion is an action.  
Belonging is an outcome.**



“Fitting in is becoming who you think you need to be in order to be accepted. Belonging is being your authentic self and knowing that no matter what happens, you belong to you.”

– Brené Brown



# Snapshot: workforce profile

as at September 2022

### Aboriginal and Torres Strait Islander

Q1 2021 **1.2%** → Q3 2022 **1.7%**

### Culturally and linguistically diverse



### Disability, mental health and neurodiversity

Q1 2021 **3.8%** → Q3 2022 **5.1%**

### Gender

Q1 2021  
**45%** Female  
**55%** Male

Q3 2022  
**45%** Female  
**55%** Male

### LGBTIQA+



### Comments from our 2022 engagement survey

- "TPM has become a more inclusive and flexible workplace."
- "The work which is being done in the diversity and inclusion space, specifically awareness and education, has increased significantly across the organisation. Managers are now well informed and open to considering candidates from a variety of different backgrounds, including employees with a disability."
- "Diversity and inclusion seem to be improving. 'Old school' attitudes are slowly being modernised."
- "Love the improvements to diversity and focus on creating a welcoming environment for staff."
- "Engagement with indigenous cultures has been great."
- "Very inclusive and we take care of each and every worker. There's also equality in the workplace and nobody is discriminated against."





# Our focus for 2023 – 2025

For these years, our focus will be on the actions that make the biggest impact. Our 2023 – 2025 Diversity, equity and inclusion strategy aims to continue to build diversity in our workforce and to offer an inclusive environment where our people are welcome to bring their whole selves to work.

## Our key diversity focus groups will be:

- Aboriginal and Torres Strait Islander
- Culturally and linguistically diverse
- Disability, mental health and neurodiversity
- Gender
- LGBTIQA+

We recognise that to elevate diversity, equity and inclusion to the next level, we need to continue to build on our approach focused on corporate-led programs and awareness activities. These activities will be led from within business groups and integrated into our decision-making frameworks.

## We will achieve this by:

- Increasing accountability of executive and senior leaders for diversity, equity and inclusion.
- Ensuring our people understand the importance of diversity, equity and inclusion and practise inclusive behaviours effectively.
- Designing our systems, policies and processes to ensure they are inclusive and free from discrimination or bias.

# Our representation goals

Our most important priority is to ensure that our employees experience a sense of belonging and are free to be themselves at work. To do this we need to set clear workforce representation goals, so we can strategically align our actions to achieve diversity levels that are representative of our local community.

By 2025 we are aiming to have a workforce that is reflective of the following:

Aboriginal and Torres Strait Islander employees

4%

LGBTIQA+ employees

5%

People with a disability

10%

Culturally and linguistically diverse employees

30%

Gender balance, an average across all levels

50%

# What we will look like

1. Executive and senior leaders are accountable and proactively involved in diversity, equity and inclusion activities.
  - Executive sponsor for each diversity focus area.
  - Dedicate a budget to each diversity focus area.
  - Embed diversity, equity and inclusion in the performance system for Executive.
2. Our people understand and support diversity, equity and inclusion principles and demonstrate inclusive behaviours.
  - Research and identify current skill gaps, providing experiential learning opportunities to meet business needs.
3. The diversity of our workforce representation is increased across all groups.
  - Review and update our recruitment practices to ensure they address bias and promote equity.
  - Establish representation targets.
  - Encourage employees to self-identify diversity information at various touchpoints.
4. Our people can contribute and participate in diversity, equity and inclusion activities and feel safe to bring their whole selves to work.
  - Create opportunities for employees to participate in diversity, equity and inclusion activities.
  - Regularly share employee stories to raise awareness and reduce stigma.
5. We are recognised and align with best practice as a diverse and inclusive organisation.
  - Participate in external benchmarking to measure progress against best practice organisations.

## How can you be involved?

### All employees

Support co-workers by being inclusive and challenging inappropriate behaviour.

Update your diversity information with People and Culture so we can better understand our workforce profile and needs.

Actively participate in learning and inclusion activities offered in the workplace.

### Managers

Be a positive role model for your team by demonstrating inclusive behaviour.

Encourage your team to participate in inclusion-based activity opportunities.

Recognise individuals and teams who demonstrate inclusive behaviours.

Take immediate action when you become aware of inappropriate behaviours.

### Executives and senior leaders

Lead from the top by exemplifying inclusive behaviour in all your interactions.

Visibly and regularly demonstrate your support to the broader business.

Hold other leaders and co-workers to account.

Reward inclusive behaviour and share success stories.





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## Our key focus areas

So we can recognise the unique and varied needs of each focus group, an action plan has been developed in consultation with the existing ERGs.

# Culturally and linguistically diverse

We will continue to increase the representation of people from culturally and linguistically diverse (CALD) backgrounds in our workforce, and showcase and embrace the skills, perspectives and experiences they bring. We will partner with people from different backgrounds to find ways to provide culturally appropriate and improved services for our people.

“Being on the Culturally and Linguistically Diverse Group has provided me with an opportunity to learn about the cultural experiences from other team members and for me to share my own cultural experiences – and to extend this to the wider Perth Mint community. I sincerely believe that my contribution and that of the team has made the Mint a richer, more open and diverse place to work in.”

**Alan De Souza**

Advisor Risk and Resilience and member of the Culturally and Linguistically Diverse ERG

## Deliverables for 2023 – 2025:

- Exploring flexible working options and benefits to suit operational and employee needs.
- Continuing our partnership with Red Cross for Refugee recruitment.
- Encouraging and sharing stories from employees with culturally diverse backgrounds.
- Engaging employees in ways that celebrate our rich cultural diversity.
- Including industry comparisons in reports regarding diversity statistics.
- Implementing mentoring opportunities both internally and externally.
- Incorporating English literacy extension training into our corporate training schedule.

# Disability, mental health and neurodiversity

We will continue to increase our representation of people with a disability or mental health condition, and neurodiverse people. We will work towards eliminating or reducing barriers which prevent full participation at work and provide an accessible workplace that supports full participation from everyone.

“As a member of the disability group of the diversity and inclusion steering committee, I have found it extremely rewarding to help make The Perth Mint more inclusive for people with disabilities, as well as learning an incredible amount too. Through the work being done we have employed a young man with Down Syndrome in my team, who is a joy to work with and brings a smile to everyone’s face.”

**Luke Archer**  
Manager Records, and member of the Disability ERG

## Deliverables for 2023 – 2025:

- Increase awareness of access to personal leave for mental health reasons.
- Complete a full accessibility audit of our premises.
- Implement mandatory Mental Health First Aid training for senior leaders.
- Deliver an annual mental health and wellbeing survey.
- Implement a Mental Health Incident Response Plan.
- Establish a partnership with Autism WA and continue our partnership with Down Syndrome WA.
- Continue the Mental Health First Aid Accreditation program.
- Establish a partnership with Australian Network on Disability.
- Audit our on-boarding processes to ensure opportunities for disclosure and psychological safety are in place.
- Emphasise psychosocial hazards in our processes and providing training on psychosocial hazards for our leaders.
- Explore on-site counselling resources.

# Gender

We will work towards building a workplace that provides equal opportunity and advancement in employment regardless of gender. We are committed to providing workplace flexibility arrangements that support all employees to balance personal, family and/or caring responsibilities while achieving their career goals. We acknowledge that gender balance across all work streams supports improved business decision-making, merit and performance.

“The experience I have gained from being part of the Gender committee has been invaluable. It has helped me learn more about gender diversity in the workplace, and I have thoroughly enjoyed collaborating with the team to help improve the gender balance at The Perth Mint.”

Jennifer Curtin

Project Officer, Retail eCommerce and member of the Gender ERG

## Deliverables for 2023 – 2025:

- Explore more flexible working options, including job sharing, compressed working weeks and family-friendly hours.
- Complete a gender-based pay review and commit to actions to work towards parity.
- Benchmarking our parental leave against other organisations to see if we can enhance our benefits.
- Work towards meeting the criteria of the Workplace Gender Equality Agency 'Employer of Choice for Gender Equality'.
- Partner with WORK180.
- Change language from “flexible working” to “productive working”.
- Facilitate internal discussions around mental load.

# Pride (LGBTIQA+)

We will work towards creating a workplace which is fair, safe and inclusive of all people regardless of their sexual orientation, gender identity or intersex status and will not discriminate based on relationship status. We support a workplace culture and environment where all employees can feel free to be themselves without fear of bias, labels or negative behaviour, and where the LGBTIQA+ community is visible and celebrated.

“This committee has been working with the Mint for almost two years already, and the members we’ve had in that time have always been supportive, inclusive, and open minded. Working towards a happier, healthier, and more welcoming workplace has been one of the best choices I’ve made during my career at the Mint.”

**Zac Bennett-McPhee**  
Officer Logistics, and member of the Pride ERG

## Deliverables for 2023 – 2025:

- Complete a documentation and policy review to ensure use of inclusive language.
- Collect and report on LGBTIQA+ related complaints and grievances.
- Promote the inclusive language guide.
- Implement a gender affirmation policy.
- Implement an inclusive dress code.
- Fly the rainbow flag.
- Explore gender neutral bathrooms.
- Explore a LGBTIQA+ themed coin.
- Join Pride in Diversity as an employer partner.
- Establish an LGBTIQA+ employee network using Yammer.
- Incorporate LGBTIQA+ education into the workplace behaviour training program.
- Invite guest speakers to present to the business and share their experiences.
- Utilise the weekly safety moments to share inclusion-based information.
- Explore our current process to change employee names.

# Aboriginal and Torres Strait Islander

We will continue to increase our representation of Indigenous people in our workforce. We will work with the Indigenous community to build a workplace that is inclusive and respectful of Aboriginal culture and build on initiatives to attract, retain and develop Indigenous employees and provide attractive career pathways.

To capture our significant commitment towards reconciliation, actions for the Aboriginal and Torres Strait Islander group are detailed in our Reconciliation Action Plan.

Our INNOVATE Reconciliation Action Plan is currently being developed.

“The RAP Committee has helped open conversations amongst The Perth Mint employees and has given Aboriginal and Torres Strait peoples a voice and a place in the organisation. 123 years after The Perth Mint was established, it has been an absolute privilege to see the traditional smoking ceremonies, flag raising events and acknowledgements implemented in everyday practices. Improvement and growth continues with the RAP committee at The Perth Mint and I look forward to seeing what the future holds.”

**Karla Coleman**

Officer Emergency Services, and member of the Reconciliation Action Plan Committee

In addition to the actions outlined, we will continue to celebrate days of significance for each of our focus areas.

**These dates will include:**

8 March	International Women's Day
21 March	Harmony Day
17 May	IDAHOBIT Day
27 May – 3 June	National Reconciliation Week
4 July – 10 July	NAIDOC Week
9 September	R U OK? Day
November	Pride month
19 November	International Men's Day
3 December	International Day of People with a Disability

# Our Diversity, equity and inclusion team

## Governance structure

The Diversity, equity and inclusion steering committee includes all executive team members, the Diversity, equity and inclusion lead and a representative from each ERG.



**Jason Waters, CEO**  
Chair, Diversity, equity and inclusion steering committee



**Kristen Potter, Group Manager Organisational and Cultural Development**  
Diversity, equity and inclusion lead

### Purpose

The role of the Diversity, equity and inclusion steering committee is to:

- Hold quarterly diversity, equity and inclusion meetings to support the progress of the strategy objectives and deliverables.
- Act as advocates for each ERG, ensuring concerns and ideas are raised and discussed at the strategic level.
- Ensure adequate and fair allocation of budgets between the ERGs and initiatives.
- Attend and speak at internal and external events promoting diversity and inclusion.
- Ensure that all stakeholders are supported and accountable for their responsibilities.

### Meeting frequency

Quarterly. It is anticipated that a representative from each ERG would attend these quarterly meetings to discuss concerns and present their ideas.

### Purpose

The role of the Diversity, equity and inclusion lead is to:

- Champion equal access and inclusion.
- Coordinate the ERG meetings, events and initiatives.
- Provide leadership to drive employment initiatives and organisational change to create workplaces that value and support the diversity of the community.
- Develop, implement and report on the Diversity, equity and inclusion strategy deliverables.

### Meeting frequency

Bi-monthly with each ERG.

## Executive sponsors



**Nick Foster, General Counsel**  
Aboriginal and Torres Strait Islander



**Jane King, Chief Reputation Officer and Deputy CEO**  
Disability, mental health and neurodiversity



**Justin Kees, Chief Operating Officer**  
Disability, mental health and neurodiversity



**Nigel Elders, Chief Information Officer**  
Gender



**James Sawyer, Chief Financial Officer**  
Pride (LGBTQIA+)



**Sawan Tanna, Treasurer**  
Culturally and linguistically diverse

### Purpose

The role of an executive sponsor is to:

- Role model and advocate good practice relating to employment policies and processes.
- Understand and represent employees with diverse needs, characteristics, and backgrounds.
- Attend and speak at internal and external events promoting diversity and inclusion.
- Attend relevant ERG meetings and other related events.
- Provide high level endorsement and support to the Perth Mint Diversity and Inclusion initiatives.

### Meeting frequency

Bi-monthly with each ERG.

**For more information regarding our 2023 – 2025 Diversity, equity and inclusion strategy please contact Kristen Potter, Group Manager Organisational and Cultural Development at [kristen.potter@perthmint.com](mailto:kristen.potter@perthmint.com)**



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