



THE PERTH MINT

Diversity, Equity, and Inclusion Strategy 2025-2027



THE PERTH MINT
AUSTRALIA



Acknowledgement of Country

The Perth Mint acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters, and community. We pay our respect to their cultures and to their Elders, past, present, and emerging.

Cultural Sensitivity Warning

Aboriginal and Torres Strait Islander viewers are advised that this document may contain images and names of deceased persons.

Alternative Formats

The Strategy is available in hard copy and digital formats, and in alternative formats on request.

Alternative formats include:

- Large and standard print
- Braille
- Audio (disc and mp3 formats)
- Easy English

Please contact the The Perth Mint to request a copy of the Diversity, Equity and Inclusion Strategy in your preferred format by emailing info@perthmint.com.

Message from the Executive Leadership Team

As we continue to build a culture where every individual feels valued and empowered, it is crucial that we remain steadfast in our commitment to diversity and inclusion. While many of the discussions locally, nationally and internationally have been divisive, it is important for us, as an organisation, to take a stand that aligns with our values of **responsibility, integrity, safety and excellence**.

Executive Commitment

As an Executive team, we are committed to fostering a workplace culture that promotes diversity, equity, and inclusion in everything we do. We recognise that diversity, equity and inclusion are not just about meeting quotas or compliance standards—they are integral to the strength, innovation, and success of the The Perth Mint. We must create a culture where every individual feels valued, heard and empowered to bring their unique perspectives and talents to the workplace.



Our intent is to lead by example in making inclusivity a core value of our workplace. This commitment will be reflected in the following ways:

Leadership and Accountability

We will hold ourselves and others accountable for driving diversity and inclusion initiatives at all levels. We will ensure that our leadership team actively supports and upholds these values, and that our commitment is visible throughout the business.

Building Diverse Talent Pipelines

We will invest in programs and strategies that attract diverse talent across all positions. We will ensure that recruitment, hiring, and promotion practices are fair and inclusive, reducing structural, procedural and cultural barriers to employment for everyone.

Creating an Inclusive Culture

We will cultivate a workplace culture where all employees feel safe, respected, supported, and able to succeed. We are committed to implementing training and development opportunities that enhance our understanding of unconscious bias, microaggressions, and cultural competence. We will also champion our Employee Resource Groups (ERGs) and other initiatives that allow individuals to connect, share experiences, and drive positive change.

Data-Driven Decisions

To ensure progress, we will implement systems for regularly measuring and evaluating the effectiveness of our diversity and inclusion efforts. This includes collecting data on employee demographics, retention rates, and employee engagement to identify areas for improvement and celebrate successes.

Continuous Learning

As a team, we will continuously educate ourselves so that we can create a work environment where diversity and inclusion are fostered, and inequities are challenged and resolved.

We believe that a diverse and inclusive workplace is a stronger, more innovative, and more productive workplace. Together, we will build a future where diversity and inclusion are fundamental to our success and to the success of every individual who is part of our workplace.



Vision, Values and Purpose

At The Perth Mint, we bring the timeless wonder of precious metals to the world. This purpose is at the heart of how we work, inspiring us to deliver excellence in everything we do.

We recognise that a diverse, equitable and inclusive workplace is essential to achieving our vision, *To achieve excellence in the precious metals industry*. An inclusive culture strengthens our workforce, deepens trust with our customers and stakeholders, and drives innovation and integrity across our operations.

Our 2025–2027 Diversity, Equity and Inclusion (DE&I) Strategy plays a key role in delivering our strategic objectives. It supports our commitment to act responsibly, with integrity, and to uphold the highest standards of safety and excellence – values that define who we are and how we lead.

By promoting equity and embedding inclusive practices, we continue to shape the future of our industry, guided by the innovation, expertise and values of our people.



What does Diversity, Equity and Inclusion mean at work?



Diversity, Equity, and Inclusion (DE&I) are actions and ideas that help create a workplace where everyone feels respected, is treated fairly, and are able to be themselves. All three are important if we want to make real, positive changes—both for individuals and for the whole organisation.

To really understand DE&I, you need to know what each part means:

Diversity

Diversity means having a mix of different people in a group or team. Even if one person doesn't feel "diverse," a group can be. People can be different in many ways—like race, gender, age, religion, body type, nationality, or sexual orientation. These differences help bring new ideas and perspectives to the workplace.

Equity

Equity means making sure everyone has a fair chance to succeed, no matter who they are. It's about removing unfair barriers that might stop some people from growing in their jobs. Equity also means paying people fairly and giving them the support they need to do well.

Inclusion

Inclusion means making sure everyone feels welcome and valued. It's about creating a safe space where people can speak up, share ideas, and be themselves without fear. Inclusion also means being flexible—allowing different work styles or communication preferences, and listening to what employees need.

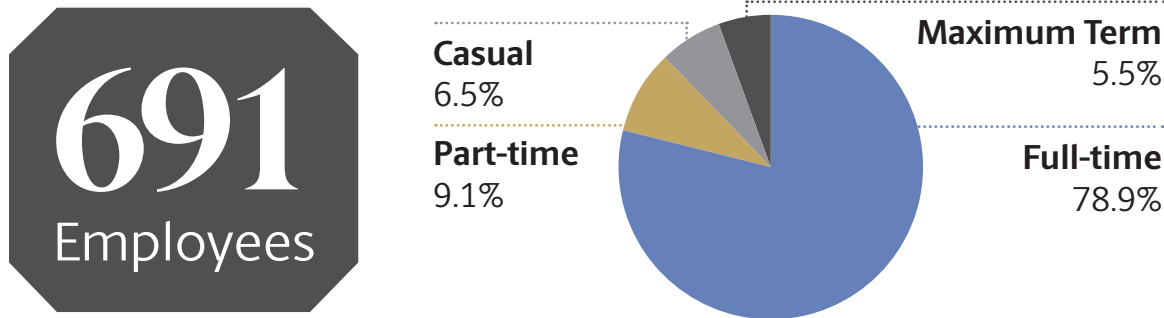
When diversity, equity, and inclusion come together, they create a feeling of **belonging**. Belonging means feeling like you are part of the team and that you matter. It helps people do their best work and feel good about being at their job.

If people don't feel like they belong, they might feel unsure about their place at work or feel like they can't be themselves. But when they do feel like they belong, they're more confident, happier, and more likely to succeed.



Workforce profile

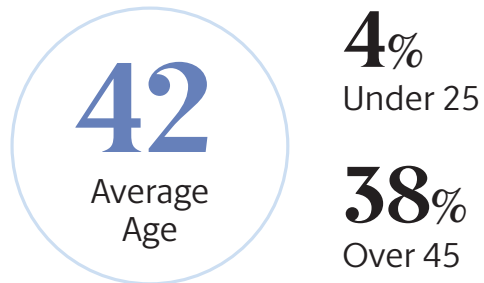
Headcount



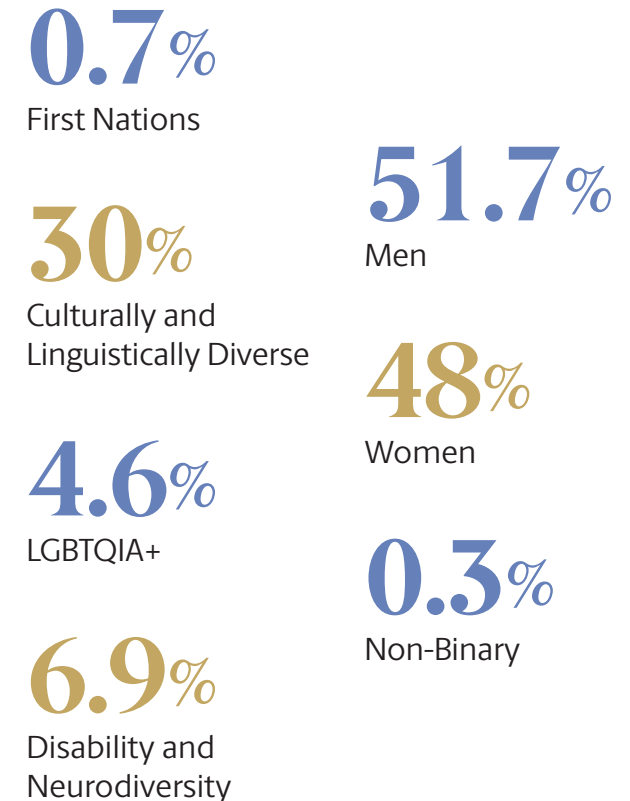
About our workplace

- 49%** of who have taken parental leave are men
- 43%** of our senior leaders are women
- 10.6%** organisation wide gender pay gap
- Top 5 languages spoken** - English, Mandarin, Cantonese, Hindi, Indonesian
- 10%** of employees are actively engaged in an Employee Resource Group
- 60%** of employees access flexible work arrangements

Age



Demographic areas



Data as of 30 June 2025



Our experience so far



The Perth Mint started its DE&I journey in 2019, and 2025 represents our third DE&I Strategy coming into effect.

Our past strategies have focused on an employee-led approach, enabling us to firmly introduce the concept of diversity and inclusion and provide employees with avenues to experience inclusion in an accessible way.

Equity, diversity, and inclusion is not one single moment, it is a journey of many steps. Over the years, we have taken many of these steps, achieving many milestones which we are proud of.



◆ 2019

- First DE&I Strategy launched

◆ 2020

- Made parental leave accessible for all parents and caregivers
- Raised the Aboriginal and Torres Strait Islander flags at East Perth
- Delivered an English Literacy program

◆ 2021

- Included Acknowledgement of Country into the exhibition and installed mosaic by First Nations artist, Kevin Bynder
- Formalised flexible working policy
- Raised the Aboriginal and Torres Strait Islander flags at the Refinery
- Launched our second DE&I Strategy
- Introduced cultural leave
- Introduced pronouns on emails

◆ 2022

- Launched Inclusive Language Guide for employees

◆ 2023

- Provided onsite counselling services for employees
- Provided mentoring for employees internally and externally

◆ 2024

- Completed an Accessibility Audit
- Delivered Psychosocial Hazards training for all employees & leaders
- Established a Gender Equity Action Plan
- Developed our first Gender Affirmation Policy
- Renamed meeting rooms to Nyoongar names

◆ 2025

- Raised the Pride Progress flag at East Perth and Refinery sites
- Flexible working introduced in production work areas
- Identified opportunity for a LGBTQIA+ themed coin

Moving forward, the focus will be equity-based actions so that we can establish an ongoing commitment to continuous improvement as a workplace that ensures equity, respect, and opportunities for all employees.

The DE&I Strategy enables the organisation to sustainably and strategically take meaningful action to advance inclusion.

Strategic alignment



Our business is facing a fast-changing world. To keep operating successfully, we need to be flexible and ready to handle new challenges in areas like safety, governance, sustainability, and people. DE&I helps us meet these challenges by strengthening two key parts of our strategy.

First, as we work to **evolve our culture**, DE&I helps us build a workplace that is more innovative, more collaborative, and focused on delivering great outcomes for our stakeholders. When people from different backgrounds come together, they bring fresh ideas and new ways of thinking. This leads to better problem-solving and more creative solutions, allowing us to understand and meet the needs of our stakeholders. When employees feel included and respected, they are more motivated, more engaged, and more likely to stay and grow with the business. A culture that values every voice also helps us make safer and smarter decisions.

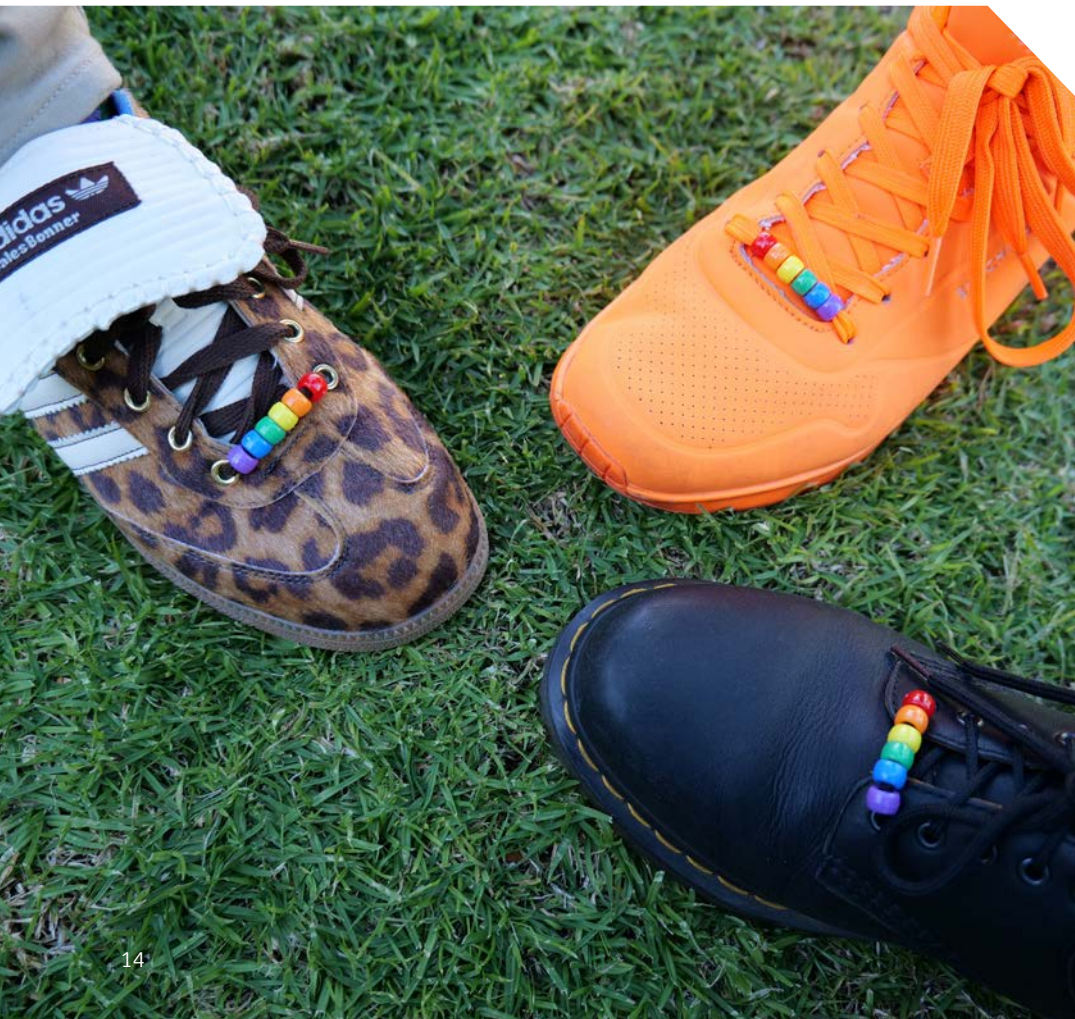
Second, we are expanding our focus on sustainability to **maximise community and social value**. DE&I supports this by helping us build stronger relationships with local communities, especially those that have been under-represented through partnerships, sponsorships and donations to create shared social and economic value. It also allows us to use our assets — like visitor attractions — to promote tourism, and celebrate the cultural richness of Western Australia. By creating opportunities for people from all backgrounds to take part in our business, we help support inclusive growth and long-term social impact.

DE&I is not just about doing the right thing — it's a smart and strategic way to build a stronger business and make a positive difference in the world around us.



The DE&I House

There are three elements that will foster and support DE&I outcomes at the Mint. Each of these elements intersect to inform, guide and support the relevant areas.





DE&I Strategy – The roof of the house

The DE&I Strategy sets the direction. It covers everything and shows the direction the organisation wants to go. It helps everyone understand what goals we need to reach to make real progress in diversity, equity, and inclusion.

Role: Sets the vision, goals, and priorities for DE&I.

Governance function: Provides the framework and accountability structure for DE&I efforts.

How it connects: Defines what success looks like and ensures alignment with the organisation's broader mission and values.

.....

Key team members include:

- Manager, Culture and Engagement
- General Manager, People and Culture
- Culture Steering Committee
- Community Value and Social Impact Steering Committee
- Executive Leadership Team



Employee Resource Groups (ERGs) – The rooms of the house

These are groups of employees who either have lived experience or are strong allies. They care deeply about DE&I and volunteer their time to help make the workplace more inclusive. They create opportunities for others to learn and connect. Think of them as the pillars inside the house—they support the culture and help bring DE&I to life through employee-led activities.

Role: Represent employee voices and drive grassroots initiatives.

Governance function: Act as consultative bodies that inform decisions and highlight lived experiences.

How it connects: Offer feedback to SMEs and leadership, helping to shape and refine DE&I actions from the ground up.

.....

Key team members include:

- Manager Culture and Engagement
- Advisor, Diversity and Inclusion
- Advisor, First Nations Engagement
- Employees with lived experience
- Employees displaying allyship
- Executive Sponsor (as needed)



Subject Matter Experts (SMEs) – The foundation of the house

These are the experts—both employees and outside consultants—who help shape policies and give advice based on research and best practices. They are like the foundation of the house, supporting everything from the ground up. Their job is to help the organisation make long-lasting changes that improve how the business works.

Role: Translate strategy into policies, systems, and practices.

Governance function: Act as advisors and quality controllers, ensuring actions are evidence-based and aligned with best practices.

How it connects: Provide expert input to leadership and support ERGs with tools, training, and guidance.

.....

Key team members include:

- Manager Culture and Engagement
- Advisor, Diversity and Inclusion
- Advisor, First Nations Engagement
- Manager People Operations

Governance



The DE&I Strategy is directly aligned with the overarching corporate strategy, ensuring that all initiatives contribute to the organisation's long-term vision and strategic priorities. This alignment guarantees that resources, capabilities, and efforts are focused on delivering value where it matters most.

Initiatives are prioritised based on their contribution to corporate strategy including **maximising community and social value.**

The DE&I Strategy deliverables will be reported bi-annually into the Maximising Community and Social Value Steering Groups who will ensure accountability and enable timely decision-making.

This approach ensures the strategy is aligned, actionable, measurable, and adaptable, driving sustained value across the organisation.

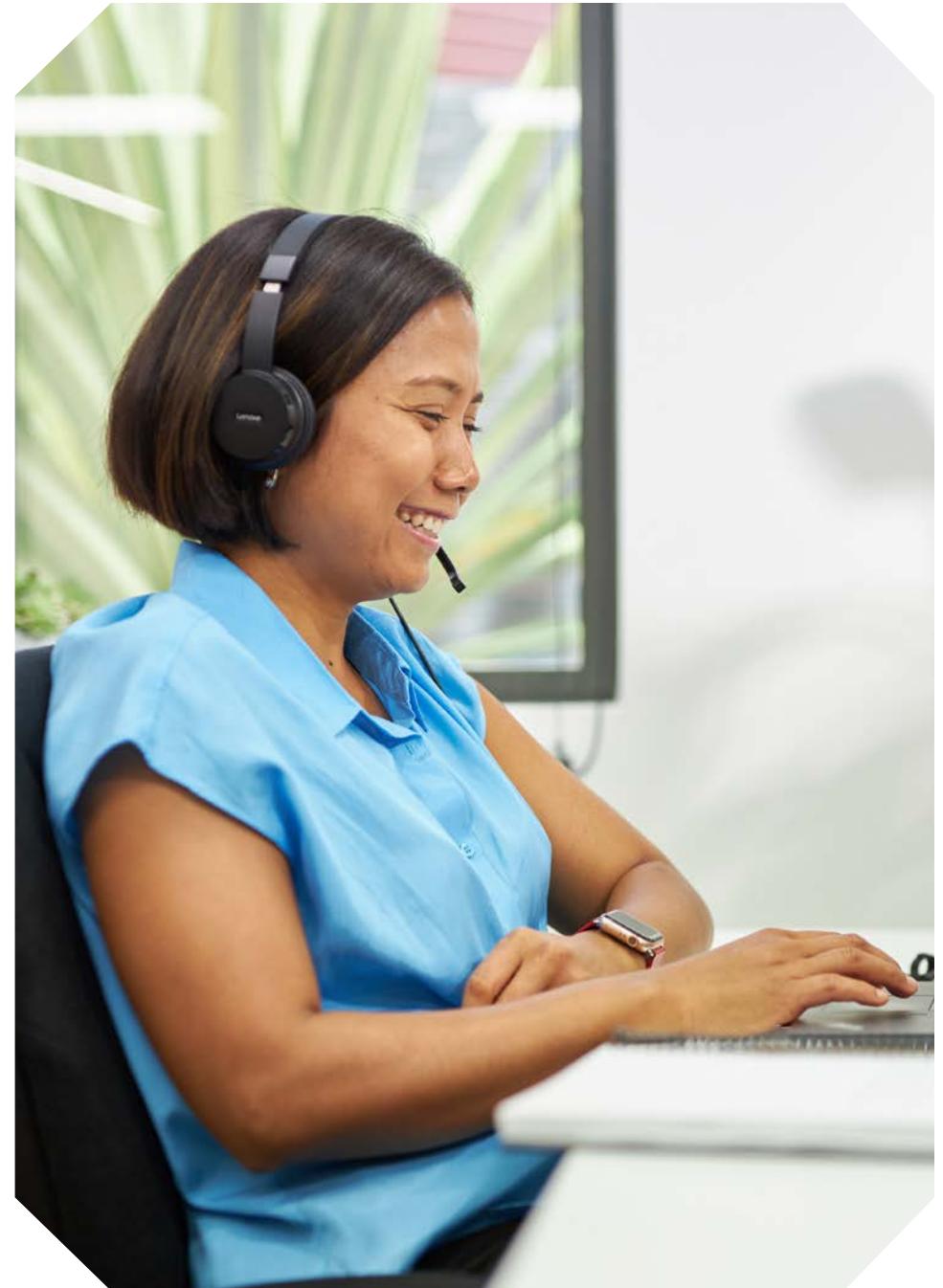


Our approach

The purpose of the DE&I Strategy is to establish an ongoing commitment as a workplace, to ensure we are providing equity, respect, and opportunities for all employees.

It is informed by three key plans – the Reconciliation Action Plan, Disability Access and Inclusion Plan and Gender Equity Action Plan – which work in collaboration to achieve systemic, sustainable inclusion across the organisation.

This strategy sets the direction for the next two years, while remaining flexible to adapt to changing societal, environmental, and organisational conditions.



DE&I in three steps

The three DE&I steps – **Reflect, Best Practice and Next Practice** – allow the organisation to continuously develop and improve their DE&I commitments.

The steps provide the organisation with a structured approach to advance inclusion in the workplace. Each step provides context of what is needed prior to commencing, what is expected and how to progress to the next level. Each step of DE&I is designed to suit the organisation at different stages of their inclusion journey. The steps allow the organisation to continuously develop its commitment to advancing inclusion.

Contributing strategies have been noted to identify areas of collaboration

- RAP – Reconciliation Action Plan
- DAIP – Disability Access and Inclusion Plan
- GEAP – Gender Equity Action Plan



Step 1: DE&I Reflect

DE&I Reflect is about setting the groundwork of how we continue the commitment to inclusion initiatives in the future.

DE&I Reflect clearly sets out the steps for inclusion initiatives in successive DE&I levels. DE&I Reflect allows the organisation to spend time scoping and reaffirming relationships with marginalised stakeholders, reviewing the vision for inclusion and exploring our sphere of influence, before committing to specific actions or initiatives. This process will help to produce future initiatives that are meaningful, mutually beneficial and sustainable.



Objective	Deliverable	Responsible	Accountable	Budget	Contributing strategies	2025	2026	2027
1. Improved ability for people from diverse backgrounds to gain employment within The Perth Mint.	a. Clearly define what equity means at The Perth Mint.	People & Culture	Executive Leadership Team	Operational	GEAP, DAIP, RAP	X		
	b. Establish a people data dashboard.	People & Culture	General Manager People & Culture	Operational	GEAP	X		
	c. Gather qualitative data (stories, lived experience) to support metrics.	People & Culture Corporate Affairs	Chief People and Reputation	Operational	GEAP, DAIP, RAP	Ongoing		
	d. Create Employment and Retention Plan measured by voluntary turnover <12%.	People & Culture	General Manager People & Culture	Operational	GEAP, DAIP, RAP	Ongoing		
	e. Review flexible working options including policy, process and guidelines to ensure accessible employment options.	People & Culture	General Manager People and Culture	Operational	DAIP, GEAP		X	
	f. Review of People Operations policies, procedures and job descriptions for both direct and indirect bias.	People & Culture	General Manager People & Culture	Operational			X	
	g. Review the recruitment process to address equity barriers to employment.	People & Culture	General Manager People and Culture	Operational	GEAP, DAIP		X	
	h. Apply equity lens to Workforce and Succession Plans.	People & Culture	Chief People and Reputation	Operational		Ongoing		
	i. Develop a Traineeship and/or Graduate Program.	Training	Manager Training	*New initiative	RAP, GEAP, DAIP	X		

Objective	Deliverable	Responsible	Accountable	Budget	Contributing strategies	2025	2026	2027
2. Employees that are educated on the lived experience of diverse groups.	a. Continue to foster collaboration with a network of employees (Employee Resource Groups) and celebrate significant days of the year.	People & Culture	General Manager People & Culture	Operational	RAP, DAIP, GEAP	Ongoing		
	b. Integrate inclusion behaviours into the organisational Values, reward programs, and Code of Conduct.	People & Culture	General Manager People & Culture	Operational	RAP, DAIP	Ongoing		
	c. The induction and onboarding process effectively integrate Equal Employment Opportunity (EEO) principles.	Training & Development	Chief People and Reputation			Ongoing		
	d. Complete a Cultural Learning Plan to understand learning needs specific for DE&I.	People & Culture Training & Development	Chief People and Reputation	*New initiative	RAP, DAIP		X	
	e. Educate Executive and Senior Leadership Team on anti-racism.	People & Culture Training & Development	Chief People and Reputation	*New initiative	RAP		X	
	f. Review the complaints and feedback process for equity.	People & Culture	General Manager People and Culture	Operational		Ongoing		
	g. Publish DE&I achievements and goals in the Annual Report.	Corporate Affairs	Chief Executive Officer	Operational		Ongoing		

When can the organisation move to the next step:

- Talent pipelines for marginalised candidates have been established.
- DE&I behaviours are embedded into the employee rewards program.
- Cultural Learning Plan has been developed.
- Senior leaders are aware and trained on DE&I principles.
- Employee networks are established and operational.
- Employment and Retention Plan for marginalised employees is developed.
- Qualitative data is captured and utilised.





Step 2: Best Practice

Embedding inclusion initiatives

DE&I Best Practice outlines actions for achieving organisation's vision for inclusion and advancing inclusion in the workplace.

Best Practice commitments allow the organisation to gain a **deeper understanding of diverse stakeholders** and establish the **best approach to advance inclusion**.

Best Practice operationalises the principle of “Nothing about us, without us” – James Charlton.

Best Practice focuses on developing and strengthening relationships with marginalised team members, engaging employees and stakeholders in inclusion, developing and piloting innovative strategies to empower inclusion in the workplace and working towards defined measurable targets and goals.

Best Practice requires the organisation to embed inclusion initiatives into business practices, so they become ‘business as usual’.



Objective	Deliverable	Responsible	Accountable	Budget	Contributing strategies	2025	2026	2027
1. Build understanding and capability in leaders and employees to promote, foster and role model DE&I.	a. Include inclusive behaviours into annual performance review process.	People & Culture	Chief People and Culture	Operational		Ongoing		
	b. Communicate DE&I commitment, goals and progress transparently to internal and external stakeholders.	People & Culture Corporate Affairs Marketing	Chief People and Culture	Operational	DAIP, GEAP, RAP	Ongoing		
	c. Identify a minimum of 1 leadership role per Business Unit where job design is more inclusive.	People & Culture	Executive Leadership Team	*New initiative	DAIP, GEAP, RAP			X
	d. Market senior roles to a broader talent pool of candidates with diverse identities and experiences.	People & Culture	General Manager People and Culture	*New initiative	GEAP, DAIP, RAP		X	
	e. Leaders champion DE&I initiatives, goals and progress aligned with leadership Success Profiles.	Senior Leadership Team	Executive Leadership Team	*New initiative	GEAP, DAIP, RAP	Ongoing		
	f. Establish a sponsorship program for leaders to advance careers of marginalised employees.	People & Culture	General Manager People & Reputation	*New initiative	RAP, DAIP, GEAP		X	
	g. Provide regular training on cultural competence to all employees.	Training & Development	Chief People & Reputation	*New initiative	RAP, DAIP, GEAP		X	X
	h. Achieve diverse identity representation on SLT which is reflective of our organisational demographic aspirations.	Executive Leadership Team	Chief Executive Officer	*New initiative	RAP, DAIP, GEAP		X	

When can the organisation move to the next step:

- DE&I goals are part of leadership roles performance metrics.
- Part-time leadership role/s have been identified.
- Senior leaders are actively championing and sponsoring marginalised employees.
- DE&I is communicated internally and externally.
- Diverse representation at SLT has been achieved.



Step 3: Next Practice

Leadership in DE&I

Next Practice is achieved when the organisation can demonstrate, through evidence and data, that inclusive initiatives are not only embedded but also sustained over time. Next practice represents a stretch goal for the organisation, an ambition to a higher level of performance and impact.

Where our core objectives focus on building foundational capability and access, our stretch goals position us as a leader in inclusive employment, cultural intelligence, and equity-driven leadership.

Next Practice requires greater transparency and accountability through independent assessment of the organisation's initiatives, including benchmarking and external stakeholder review.



Objective	Deliverable	Responsible	Accountable	Budget	2025	2026	2027
1. Become a nationally recognised employer of choice for under-represented communities by 2027.	a. Initiatives established to achieve Diversity Council Australia's Inclusive Employer Index.	People & Culture	Chief People and Reputation	*New initiative			X
	b. Initiatives established to achieve Diversity Accreditation by Global Diversity Council.	People & Culture	Chief People and Reputation	*New initiative			X
2. Deliver immersive DE&I experiences to all employees and integrate inclusive behaviour metrics into performance reviews.	Annual immersive DE&I learning program (i.e.: lived experience learnings, reverse mentoring, community engagement learning).	People & Culture Training & Development	Chief People and Reputation	*New initiative			X
3. DE&I Accountability Framework for People Leaders.	Ensure all people leaders have measurable DE&I objectives embedded in leadership competency assessments by end of 2027.	People & Culture	Chief People and Reputation	*New initiative			X
4. Achieve and maintain pay parity for employees performing comparable work.	A comprehensive analysis comparing compensation across roles and demographics to identify disparities.	People & Culture	Chief People and Reputation	*New initiative			X
5. Identify opportunities for equity design.	Develop and implement policies, procedures and cultures that address the needs for those underrepresented cohorts (i.e.: Hormonal Health Leave, Comprehensive Carer Leave).	People & Culture	Executive Leadership Team	*New initiative			X

How you can be involved



All employees

- Treat everyone with respect by listening actively, using inclusive language, and valuing different perspectives.
- Take ownership of your impact by being aware of your behaviour and be open to feedback.
- Speak up respectfully when you see or hear behaviour that doesn't align with our values.
- Participate in learning opportunities to grow your understanding of inclusion and how to support others.
- Support your teammates' success by encouraging contributions from everyone and helping create a welcoming environment.

Board of Directors

- Champion diversity and inclusion ensure it's reflected in Board culture and decision-making.
- Hold the CEO and Executive team accountable for delivering on DE&I commitments and embedding inclusive leadership.
- Participate in DE&I education and stay informed about evolving societal expectations, legal obligations, and best practices.
- Ensure Board culture is maintained and that Directors adhere to the adopted codes of conduct, and the Corporation's values.

People Leaders

- Model empathy and respect by listening to team members' perspectives and responding with understanding.
- Provide fair, constructive feedback that supports growth and builds confidence across diverse team members.
- Create a psychologically safe environment where everyone feels comfortable speaking up and contributing.
- Actively support development by offering equal access to learning, mentoring, and stretch opportunities.
- Address exclusion or bias promptly and constructively to maintain a respectful and inclusive team culture.

Executives and Senior Leaders

- Demonstrate visible commitment to DE&I through consistent messaging, actions, and leadership presence.
- Hold leaders accountable for inclusive behaviour and embed DE&I into performance expectations.
- Sponsor diverse talent by mentoring and advocating for under-represented individuals across the business.
- Celebrate and share success stories that highlight inclusive leadership and team achievements.
- Integrate DE&I into strategy by ensuring inclusive thinking is part of planning, governance, and decision-making.

Monitor and review

To ensure accountability and informed decision-making, progress on the DE&I Strategy will be reported bi-annually into respective Steering Groups overseeing the strategic enabler.

The following legislation has been used to inform this document:

- Age Discrimination Act 2004
- Anti-Discrimination and Human Rights
- Legislation Amendment (Respect at Work) Act 2022
- Disability Discrimination Act 1992 (2023 version)
- Sex Discrimination Act 1984 (2023 version)
- The Fair Work Act 2009
- The Racial Discrimination Act 1975
- The Western Australian Equal Opportunity Act 1984
- Workplace Gender Equality Act 2012
- Right to Disconnect
- Positive Duty







More information

For more information on details of this document contact People and Culture
hr@perthmint.com