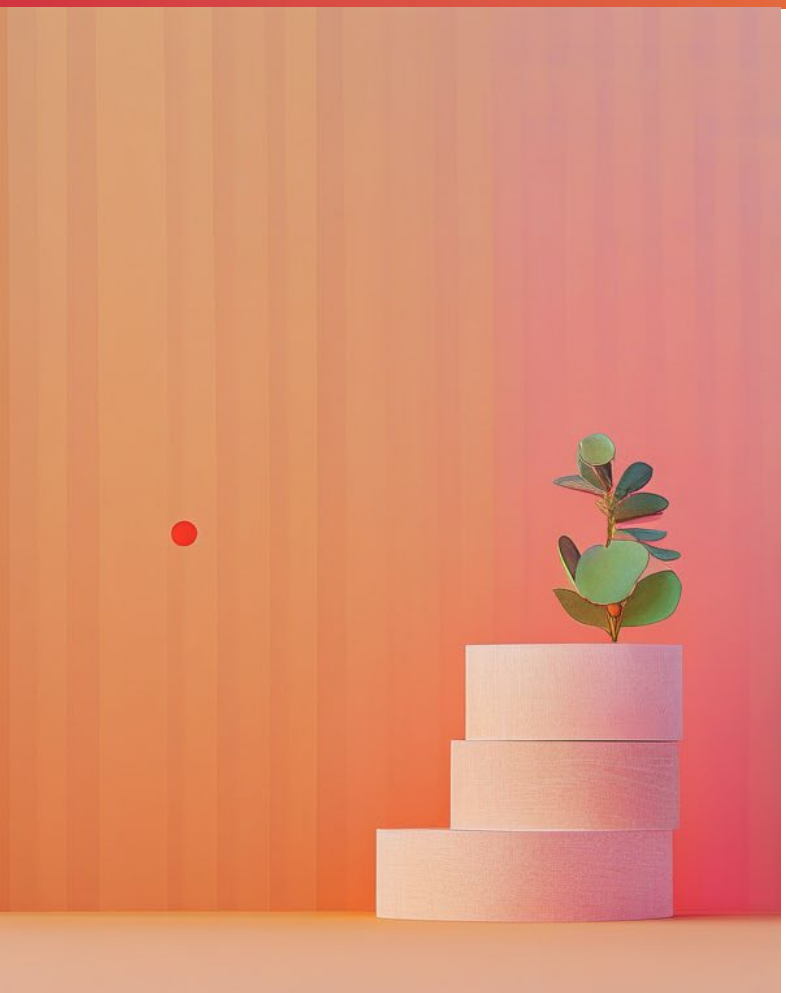
# Our Governance



MRIWA is committed to strong governance, underpinned by contemporary and fit-for-purpose corporate practices.

This section highlights the key mechanisms that support effective oversight, enhance organisational performance and ensure compliance with legislative requirements.

# Committee Structure

## MRIWA Board

The control and management of the Minerals Research Institute of Western Australia (MRIWA) is vested in a Board of seven members (MRIWA Board), appointed by the Minister for Mines and Petroleum in accordance with Section 27(1) of the MRIWA Act. The Board is responsible for overseeing the strategic direction of MRIWA, while the Chief Executive Officer manages the day-to-day operations under the Board's direction.

To achieve its objectives, MRIWA draws significantly on the expertise of the minerals sector. This is reflected in the composition of the MRIWA Board and its supporting advisory committees, whose members contribute valuable industry knowledge and experience.

The Board is supported by an Audit and Risk Committee, which plays a key role in strengthening governance and oversight. The Committee is responsible for:

- reviewing the integrity of financial reporting and financial statements
- monitoring the effectiveness of internal control systems
- overseeing risk management frameworks and processes
- ensuring compliance with relevant legislation, standards, and policies
- liaising with external auditors and reviewing audit outcomes

MRIWA Board members are remunerated by an annual fee determined by the Public Sector Commissioner. The current remuneration reflects the most recent review, effective from 18 September 2023.

| Membership as at 30 June 2026 | Initial Appointment | Term Expiry | Attendance and No. of Meetings Eligible to Attend | Base Sitting Fees [a] ($ pa) | Foregone Sitting Fees [b] ($ pa) | Actual Sitting Fees Paid [c] ($ pa) |
|---|---|---|---|---|---|---|
| Vanessa Torres (Chairperson) | 1-Jan-26 | 31-Dec-28 | 2 of 2 | $13,074 [d] | $0 | $13,074 |
| Gerard Danckert (Deputy Chairperson) | 1-Jan-24 | 31-Dec-26 | 3 of 4 | $15,260 | $0 | $15,260 |
| Rylee Campbell (Chairperson, Audit and Risk Committee) | 1-Feb-23 | 31-Jan-29 | 4 of 4 | $14,381 | $1,438 | $12,943 |
| Michele Spencer | 1-Feb-23 | 31-Jan-29 | 3 of 4 | 0 [e] | NA | NA |
| Hongqi Sun | 1-Aug-23 | 31-Jul-26 | 4 of 4 | $14,381 | $14,381 | $0 |
| Sheryl Frame | 25-Aug-25 | 24-Aug-28 | 3 of 3 | $12,232 [d] | $1,223 | $11,008 |
| Michelle Carey | 1-Mar-26 | 28-Feb-29 | 1 of 1 | $4,834 [d] | $4,834 | $0 |
| Miriam Stanborough (former Chairperson) | 1-Oct-17 | 31-Dec-25 | 2 of 2 | $13,074 [d] | $2,615 | $10,459 |
| Linda Tompkins (former Deputy Chairperson and Chairperson, Audit and Risk Committee) | 1-Mar-20 | 28-Feb-26 | 3 of 3 | $11,283 [d] | $0 | $11,283 |

(a) Eligible sitting fees, effective from 18 September 2023, exclusive of superannuation.
(b) Foregoes sitting fees for use in initiatives as determined by contributing Board Members.
(c) Actual sitting fees paid, inclusive of superannuation.
(d) Pro-rata base sitting fee based on period on Board during Financial Year.
(e) Ineligible for remuneration in accordance with Premier's Circular 2025/15 State Government Boards and Committees.

## Message from the Audit and Risk Committee Chairperson

It is my honour to present this report as the incoming Chairperson of the Audit and Risk Committee, a role I assumed from 1 March 2026 following the conclusion of Linda Tompkins' tenure.  I take this opportunity to acknowledge Linda's leadership of the Committee.

The 2025-26 year presented the Committee with a rich and substantive agenda. With a strong focus on strengthening governance, risk management and organisational performance.

A key priority for the Committee was the establishment of the standalone Chief Finance Officer role to ensure an appropriate separation of responsibilities from the Chief Executive Officer. The Committee provided careful oversight of this transition, including ensuring the Financial Management Manual was updated to clearly document the separation of duties, and that the Certifying and Incurring Officers Register reflected the revised arrangements.

Strengthening financial controls in this way is fundamental to sound governance, and the Committee is satisfied that appropriate measures are now embedded within MRIWA's financial management framework.

The Committee also devoted attention to fraud and corruption risk during the year. A number of initiatives have been progressed, including enhancements to employment screening processes and updates to MRIWA's Fraud and Corruption Action Plan. The Committee remains mindful the effectiveness of internal controls depends not only on their design, but on ongoing verification that they are operating as intended.

Cybersecurity continued to be a standing priority. The Committee received a detailed briefing from the Office of Digital Government on the current cyber threat landscape, noting that government agencies account for a significant proportion of reported incidents nationally. MRIWA continues to achieve high levels of maturity against the Essential Eight across its IT systems in accordance with the WA Cyber Security Policy, with ongoing monitoring in place. The briefing reinforced the importance of vigilance, particularly in relation to access controls and account security, and the Committee will continue to monitor this area closely.

Compliance with the *Privacy and Responsible Information Sharing Act 2024* (PRIS) was another focus during the year. MRIWA progressed its Agency Action Plan and participated in government-led engagement sessions to support effective implementation of the incoming legislative requirements. The Committee will continue to oversee progress in the lead-up to the anticipated commencement of the legislation in July 2026.

The Committee also reviewed the organisation's approach to declarations of financial interest, including disclosure requirements for both Board and staff members. This work reflects an ongoing commitment to transparency, integrity, and accountability in decision-making at all levels of the organisation.

In addition to its governance and assurance responsibilities, the Committee placed increased emphasis this year on performance reporting and the effective use of data to support decision-making. This included consideration of how performance information is captured, validated, and reported, with a focus on improving the quality, accessibility, and timeliness of data. Strengthening the use of data analytics will support more informed oversight, enhance organisational insights, and contribute to continuous improvement across MRIWA's operations.

The composition of the Committee has also been refreshed during the year. I welcome Sheryl Frame to the Committee, who joined as a member from 1 March 2026, bringing fresh perspectives to our work. Gerard Danckert continues as a member, and I look forward to working with them both as we build on the Committee's strong track record.

Throughout the year, the quality of MRIWA's financial management and internal audit practices has remained high. I extend my appreciation to the MRIWA team for their continued commitment on governance excellence, and to our financial services provider, Deloitte Touche Tohmatsu, for their professional support.

**Rylee Campbell**
**Chairperson, Audit and Risk Committee**

## MRIWA College

Under section 60 of the MRIWA Act, the MRIWA Board has the authority to establish committees or appoint organisations or individuals to provide advice, including on the merit of applications for research funding.

The College is MRIWA's advisory committee as appointed by the MRIWA Board to provide expert advice on minerals research priorities. It supports MRIWA and the Board in identifying and assessing research and scholarship applications that address the challenges facing Western Australia's minerals industry, ensuring outcomes deliver economic and social benefits to the State.

The College comprises individuals with specialised knowledge and experience across one or more program areas outlined in the MRIWA Research Priority Plan (RPP). Members are drawn from industry, the research community, and government organisations.

### Assessment Panels

Since 17 February 2020, MRIWA's advisory committee structure has operated through formal assessment panels. The Research Assessment Panel (RAP), formerly known as the Grant Assessment Panel (GAP), comprises Core Members and subject matter experts from the MRIWA College and is responsible for assessing research funding applications.

A separate Scholarship Assessment Panel, comprising MRIWA College Members, assesses PhD scholarship applications. The panel evaluates applications against criteria including research quality and alignment with MRIWA's research priorities, and provides funding recommendations to the Chief Executive Officer, who approves awards under delegation from the Board.

The MRIWA Board also approved a streamlined assessment process for Rapid Response Projects under the Accelerated Mineral Carbonation Research Program. Under this process, MRIWA College subject matter experts review low-cost, low-risk proposals and may recommend funding without convening a full panel. The Chief Executive Officer has delegated authority to approve these funding decisions.

To support the timely completion of research projects, MRIWA piloted a process under which College Members undertake technical assessments of Final Technical Reports (FTRs). The process was designed to ensure reviews and feedback could be completed within the two-hour cap applicable to written assessments, enabling FTRs to be recommended to the Chief Executive Officer for publication.

### MRIWA College Colloquium

The 2025 MRIWA College Colloquium, held on 28 October 2025, brought together MRIWA College members, staff and industry stakeholders to help shape MRIWA's Research Priority Plan (RPP). The program combined keynote presentations on innovation, technology translation and research governance with facilitated workshops exploring emerging challenges, opportunities and priorities for Western Australia's minerals research sector. Insights generated through collaborative discussions informed future research investment and strategic planning.

### Core Membership

Five individuals are currently appointed as Core Members of the MRIWA College. Upon completion of their term, Core Members may continue to contribute as subject matter experts.

Sitting fee rates are:

| | |
|---|---|
| Chairperson: | $1,046 per full day meeting over four hours |
| | $680 per half day meeting four hours or less |
| Deputy Chairperson and Core Members: | $680 per full day meeting over four hours |
| | $442 per half day meeting four hours or less |

Where written assessments are required, remuneration is provided at a rate of $85 per hour capped at a maximum of two hours per written assessment.

The number of meetings varies from year to year. Core Members are typically invited to:

- Attend all RAP meetings to ensure consistency in the assessment of funding applications.
- Participate in consultation activities throughout the year.

| Position Title | First Name | Last Name | Appointment First Approved | Current Term Expiry | Actual Remuneration 2025-26 $ |
|---|---|---|---|---|---|
| Chairperson | Jon | Hronsky | 1/06/2020 | 31/05/2029 | 3,230(a) |
| Deputy Chairperson | Laura | Kuhar | 1/06/2020 | 31/05/2029 | 1,802(a) |
| Core Member | Allan | Trench | 1/06/2020 | 31/05/2029 | 1,326(a) |
| Core Member | Eugenia | Phegan | 1/03/2023 | 28/02/2029 | 2,618(a) |
| Core Member | Michelle | Keegan | 1/06/2020 | 31/05/2029 | 884(a) |
| Core Member | Sara | Braund | 1/09/2022 | 31/08/2025 | 442(a)(b) |

(a) Foregoes all remuneration for use in the MRIWA Education Program.
(b) Stepped down as Core Member of RAP in period.

## Message from the Chairperson, MRIWA College

During the last twelve months, the Research Assessment Panel (RAP) reviewed a total of 22 research proposals, across a diverse range of areas, including the traditional focus areas of geoscience, mining and mineral processing, but also expanding into automation/robotics, the management and exploitation of mine waste streams and biological remediation of mine sites.

The breadth and innovative scope of these proposals is testament to the vibrant nature of the West Australian mining (and mining adjacent) industry's research and development ecosystem. This is an ecosystem in which MRIWA plays a critical role, not just as a funder but also a strategic facilitator, through our research strategy which encourages submissions in key defined areas of significance.

The majority of the proposals received were recommended to the MRIWA Board by the RAP, which reflects both the generally high quality of these proposals and the effective work done by the MRIWA team before these proposals were presented to us.

Unsurprisingly, we saw the emergence of AI-based proposals, both in regional exploration-related geoscience mapping and in various automated industrial systems, supporting machine learning and machine vision. Both exploration and mineral processing proposals were dominated by a focus on critical minerals, particularly those critical to battery technologies.

A key objective of MRIWA is to support and enhance Western Australia's METS (mining and exploration technology services) sector, which is already recognised as world-leading, but which also has significant global-scale growth potential. To this end, MRIWA has a separate category of research support, with a lower proponent funding threshold, that is targeted to supporting METS companies. Six such proposals were considered in the last year. One particularly note-worthy theme that seems to be emerging in the METS space is the development of expertise in automating mining-related processes, and we recommended support for a number of proposals in this area. There is clearly an important opportunity for Western Australia to lead in this field and MRIWA is playing a critical role in making this happen and will continue to do so.

Finally, as RAP Chairperson, I would like to thank all of my colleagues from the MRIWA College and those invited subject matter experts for their contributions to this review process during the past year. Their service to the good of Western Australia is gratefully acknowledged. I would also like to acknowledge the support and assistance of the MRIWA team, led by Nicole Roocke and Tim Walton.

**Jon Hronsky**
**Research Assessment Panel (RAP) Chairperson**

## College Members

College members are invited to participate in MRIWA's activities as subject matter experts.

The number of meetings is not fixed and is variable year to year. College Members:

- May be invited to attend a Research Assessment Panel (RAP) meeting subject to their area of expertise and the applications being considered.
- Are invited to participate in consultation activities throughout the year.

Type of remuneration is based on attendance with differing rates for full or half day meetings.

Sitting fee rates are:

| | |
|---|---|
| RAP Subject Matter Experts: | $680 per full day meeting over four hours<br>$442 per half day meeting four hours or less |
| College Members: | $680 per full day meeting over four hours<br>$442 per half day meeting four hours or less |

Where written assessments are required, remuneration is provided at a rate of $85 per hour capped at a maximum of two hours per written assessment.

| First Name | Last Name | Appointment First Approved | Current Term Expiry | Actual remuneration 2025-26 $ |
|---|---|---|---|---|
| Alexander | Logan | 1/09/2020 | 31/08/2026 | 0 [a] |
| Andy | Fourie | 1/06/2020 | 31/05/2029 | 0 [a] |
| Andy | Lamb | 1/09/2020 | 31/08/2026 | 0 [a] |
| Anel | Joubert | 1/06/2020 | 31/05/2029 | 1,564 [a] |
| Anna | Kaksonen | 1/06/2020 | 31/05/2029 | 0 [c] |
| Bryan | Maybee | 1/06/2020 | 31/05/2029 | 0 [b] |
| Charles | Elliott | 20/06/2020 | 31/05/2029 | 1,257 [d] |
| Chitra | Viswanathan | 1/09/2020 | 31/08/2026 | 0 [c] |
| Chris | Kirkland | 1/06/2020 | 31/05/2029 | 0 [a] |
| Christopher | Baker | 1/06/2023 | 31/05/2029 | 0 [a] |
| Daniel | Goldstein | 1/09/2024 | 31/08/2027 | 697 [a] |
| Darren | Matthews | 1/03/2025 | 29/02/2028 | 1,752 [d] |
| Elizabeth | Wall | 1/06/2025 | 31/05/2028 | 0 [d] |
| Erkan | Topal | 22/06/2020 | 31/05/2029 | 0 [a] |
| Fawna | Korhonen | 1/06/2025 | 30/05/2028 | 0 [c] |
| Fiona | Haslam-McKenzie | 1/06/2020 | 31/05/2029 | 990 [d] |
| Ian | Suckling | 1/01/2021 | 31/12/2026 | 0 [a] |

| First Name | Last Name | Appointment First Approved | Current Term Expiry | Actual remuneration 2025-26 $ |
|---|---|---|---|---|
| Ivor | Roberts | 1/06/2020 | 31/05/2029 | 0 (d) |
| James | Jung | 1/12/2023 | 30/11/2026 | 0 (a) |
| Kate | Selway | 1/06/2025 | 30/05/2028 | 1,243 (b) |
| Katy | Evans | 1/06/2025 | 30/05/2028 | 0 (b) |
| Lance | Myers | 1/09/2025 | 31/08/2028 | 0 (a) |
| Lei | Jin | 1/09/2024 | 31/08/2027 | 1,739 (b) |
| Lisa | Di Paolo | 1/09/2025 | 31/08/2028 | 0 (c) |
| Louise | McNab | 1/09/2025 | 31/08/2028 | 612 (a) |
| Marilena | Stimpfl | 1/09/2022 | 31/08/2028 | 0 (a) |
| Mark | Jessell | 1/06/2020 | 31/05/2029 | 170 (a) |
| Melinda | Hodkiewicz | 1/09/2023 | 31/08/2026 | 0 (a) |
| Nicolas | Hebert | 1/03/2023 | 28/02/2029 | 2,159 (b) |
| Paul | Hodkiewicz | 1/06/2025 | 30/05/2028 | 495 (d) |
| Peter | Bewick | 1/06/2020 | 31/05/2029 | 850 (a) |
| Phil | Heckley | 18/11/2024 | 18/11/2027 | 190 (d) |
| Phillip | Campbell | 1/09/2024 | 31/08/2027 | 0 (a) |
| Pietro | Guj | 1/11/2020 | 31/10/2026 | 680 (a) |
| Rob | Hough | 1/06/2020 | 31/05/2029 | 0 (c) |
| Rod | Houston | 1/03/2025 | 28/02/2028 | 1,180 (d) |
| Russell | Staines | 1/12/2022 | 30/11/2028 | 0 (a) |
| Ryan | Fraser | 1/11/2023 | 31/10/2026 | 680 (a) |
| Samantha | Langley | 1/09/2025 | 31/08/2028 | 1,122 (a) |
| Sandra | Occhipinti | 1/06/2025 | 30/05/2028 | 0 (d) |
| Stephanie | Vialle | 1/06/2025 | 30/05/2028 | 1,462 (a) |
| Steve | Beresford | 1/06/2025 | 30/05/2028 | 867 (a) |
| Tamsin | Senders | 1/06/2025 | 30/05/2028 | 808 (a) |
| Trevor | Beardsmore | 1/09/2025 | 31/08/2028 | 0 (c) |
| Vanessa | Lickfold | 1/01/2021 | 31/12/2026 | 808 (a) |
| Yuan | Tian | 1/06/2025 | 30/05/2028 | 1,769 (b) |

(a) Foregoes all remuneration for use in the MRIWA Education Program.
(b) Foregoes a portion of remuneration for use in the MRIWA Education Program. Cash component includes superannuation paid.
(c) Ineligible for remuneration in accordance with Premier's Circular 2025/15 State Government Boards and Committees.
(d) Cash component includes superannuation paid.

# Disclosures and legal compliance

## Ministerial Directives

There were no Ministerial directives to MRIWA in 2025-26.

## Employment and Industrial Relations

As at 30 June 2026, MRIWA employed 18 people, with no vacant roles, equating to 15.3 full-time equivalents (FTE). During the year, two employees concluded their employment.

## MRIWA Employment Profile

| Employment Type | 2026 | 2025 |
|---|---|---|
| Permanent Full-Time | 6 | 4 |
| Fixed Term Full-Time | 7 | 9 |
| Fixed Term Part-Time | 2 | 1 |
| Permanent Part-Time | 3 | - |

### Staff Development

MRIWA is committed to building workforce capability through the provision of training and professional development opportunities that support both individual performance and organisational outcomes.

During the reporting period, MRIWA continued the implementation of Work Impact Plans, which facilitate structured discussions between employees and managers to identify development opportunities aligned with MRIWA's Strategic Plan and business priorities. These plans support capability building, performance improvement, and the delivery of organisational objectives. The Skills Academy will be used to support identified developmental needs.

## Work Health and Safety and Injury Management

MRIWA's approach to work health and safety and injury management is aligned with the principles of the Australian Work Health and Safety Strategy 2023–2033, supporting the vision of safe, healthy and productive working lives.

MRIWA demonstrates leadership and commitment to safety by embedding work health and safety considerations into its governance, planning and operational activities. The organisation promotes a positive safety culture underpinned by consultation, shared responsibility and continuous improvement.

The organisation remains committed to maintaining compliance with the *Work Health and Safety Act 2020 (WA)* and the *Workers' Compensation and Injury Management Act 1981 (WA*), while contributing to broader government objectives of safer workplaces across Western Australia.

| Measures | Results - Base year[(a)] | Results - Prior year | Results - Current reporting year | Targets |
|---|---|---|---|---|
| Number of fatalities | 0 | 0 | 0 | 0 |
| Incidence of work-related injury or illness | 0 | 0 | 0 | Reduce by 2% per year and 15% by 2033 compared with 2023 |
| Incidence rate of serious claims with one or more weeks' lost time | 0 | 0 | 0 | Reduce by 2.5% per year and 20% by 2033 compared with 2023 |
| Incidence rate of claims resulting in permanent impairment | 0 | 0 | 0 | Reduce by 2% per year and 15% by 2033 compared with 2023 |
| Incidence rate of work-related respiratory disease | 0 | 0 | 0 | Reduce by 2.5% per year and 20% by 2033 compared with 2023 |
| Managers and supervisors trained in:<br>a) work health and safety as relevant to the PCBU's risk profile; and | 0 | 0 | 0 | Greater than or equal to 80% of cohort trained within last two (2) years |
| b) injury management | 0 | 0 | 0 | Greater than or equal to 80% of cohort trained within last five (5) years |
| Percentage of workers returned to work on full duties and hours within:<br>a) 13 weeks; and | N/A | N/A | N/A | No target for 13 weeks |
| b) 26 weeks | N/A | N/A | N/A | Greater than or equal to 70% returned to work within 26 weeks |
| Agency has a WHS management system that has been independently assessed in last five years | No | No | No | Yes |

(a) The performance reporting examines a three-year trend and, as such, the comparison base year is to be two years prior to the current reporting year.

## Workforce Diversity and Inclusion

MRIWA is committed to fostering a diverse, inclusive, and respectful workplace that reflects the community it serves. This commitment supports improved organisational performance, innovation, and effective engagement with stakeholders. MRIWA promotes equal opportunity in employment and provides a workplace environment that is free from discrimination and harassment. Employment practices are guided by merit principles and relevant legislation.

Consistent with WA Government reporting requirements, MRIWA monitors workforce diversity and inclusion outcomes and supports initiatives that promote equity, access, and participation across all levels of the organisation.

### Diversity Profile

| Diversity Group | 2026 | 2025 |
|---|---|---|
| ***Gender*** | | |
| Women on the Board | 57% | 50% |
| Women on the College | 39% | 40% |
| Women in Senior Executive Services (SES) | 50% | 50% |
| Women who are Lead Investigators for our Research[a] | 21% | -[b] |
| Women who are PhD Scholarship Recipients[c] | 38% | -[b] |
| ***Indigenous Australians***[d] | | |
| Board | 14% | 17% |
| College | 0% | 0% |
| Employees | 0% | 0% |
| Lead Investigators[a] | 4% | -[b] |
| PhD Scholars[e] | 0% | -[b] |
| ***Culturally-Diverse Background***[f] | | |
| Board | 43% | 33% |
| College | 71% | 76% |
| Employees | 47% | 47% |
| Lead Investigators[a] | 75% | -[b] |
| PhD Scholars[e] | 73% | -[b] |
| ***Disabilities*** | | |
| Board | 0% | 0% |
| College | 0% | 0% |
| Employees | 11% | 13% |
| Lead Investigators[a] | 4% | -[b] |
| PhD Scholars[e] | 18% | -[b] |
| ***Youth -*** under 25 years | | |
| Board | 0% | 0% |
| College | 2% | 2% |
| Employees | 0% | 0% |
| Lead Investigators[a] | 0% | -[b] |
| PhD Scholars[e] | 0% | -[b] |

(a) Data sourced from annual survey of Lead Investigators, with a 31% response rate
(b) Data not collected or reported in prior year
(c) Data sourced from details provided at time of application
(d) Aboriginal and Torres Strait Islander people
(e) Data sourced from annual survey of PhD Scholarship recipients, with a 31% response rate
(f) Cultural diversity core measures are defined by fluency in a language other than English, being born in a country other than Australia or self-identifying as culturally and linguistically diverse.

### WA Multicultural Policy Framework

The Institute continued to implement its Multicultural Plan during the reporting period in support of the Western Australian Multicultural Policy Framework (WAMPF). The Institute remained committed to fostering a welcoming, inclusive and culturally responsive workplace and ensuring equitable access to services, programs and opportunities for people from culturally and linguistically diverse (CaLD) backgrounds.

MRIWA is committed to creating opportunities for staff, Board members and PhD scholars to deepen their understanding of Aboriginal and Torres Strait Islander cultures, histories and lived experiences. This commitment is particularly important given the diverse nature of the PhD cohort, including a significant number of scholars from overseas. Through cultural learning and engagement initiatives, MRIWA seeks to foster greater awareness, respect and appreciation of First Nations peoples and their enduring connection to Country.

Throughout the year MRIWA:

- Highlighted scholarship recipients and project leaders on its website and LinkedIn, promoting cultural diversity and inclusion in research.
- MRIWA strives to ensure diversity and inclusion are reflected across all events, including through speaker representation and audience participation. During 2025–26, approximately 20% of event speakers were from culturally and linguistically diverse (CaLD) backgrounds, including MRIWA PhD scholars presenting their research to the community. While this result was below the initial target of 30%, all events attracted strong attendance from participants representing a broad range of culturally and linguistically diverse backgrounds, supporting inclusive engagement and knowledge sharing.
- As part of MRIWA's education program, Aboriginal Cultural Competency workshops are delivered annually to PhD scholars to enhance understanding of and respect for Aboriginal and Torres Strait Islander cultures, histories and perspectives. The workshop held on 3 March 2026 provided participants with an opportunity to develop greater cultural awareness and strengthen their capacity to engage respectfully with First Nations peoples and communities.

## Other legal requirements

### Advertising

In accordance with section 175ZE of the *Electoral Act 1907* (WA), MRIWA has incurred the following expenditure for advertising agencies, market research, polling, direct mail or media advertising agencies:

| Expenditure | Amount $ | Total $ |
|---|---|---|
| Advertising agencies, Market research organisations, Polling organisations, Direct mail organisations | NIL | |
| Media advertising organisations | | |
| - Seek Limited *(Recruitment)* | 940 | |
| **Grand total** | | 940 |

### Disability Access and Inclusion Plan

Under the Service Level Agreement, the Department of Local Government, Industry Regulation and Safety (LGIRS) supports MRIWA in meeting its obligations under the *Disability Services Act 1993 (WA)* by implementing and maintaining a Disability Access and Inclusion Plan (DAIP).

MRIWA is committed to ensuring its services and operations are accessible and inclusive and aligns with the LGIRS DAIP. Through this arrangement, MRIWA supports the identification and removal of barriers to participation, enabling equitable access to services, facilities and information for people with disability.

## Public Sector Standards and Ethical Codes

MRIWA is committed to maintaining high standards of integrity, accountability and ethical conduct across all of its operations. All members of the MRIWA Board and MRIWA College are required to comply with the provisions relating to the disclosure of material personal interests under Part 4, Division 3 of the Minerals Research Institute of *Western Australia Act 2013 (WA),* as well as MRIWA's Code of Conduct.

MRIWA has complied with section 31(1) of the P*ublic Sector Management Act 1994 (WA)* in the administration of its human resource management practices. These practices are aligned with the Public Sector Standards in Human Resource Management, the WA Public Sector Code of Ethics, and MRIWA's Code of Conduct. MRIWA utilises human resource services provided by the Department of Local Government, Industry Regulation and Safety (DLGIRS), and is satisfied that appropriate systems and controls are in place to support compliance with applicable legislative and policy requirements.

During the 2025–26 reporting period:

- no breach claims were lodged under the Public Sector Standards in Human Resource Management;
- no breaches of the WA Public Sector Code of Ethics were reported; and
- no matters were identified requiring reporting as a breach of discipline under the *Public Sector Management Act 1994 (WA).*

MRIWA is compliant with the *Public Interest Disclosure Act 2003 (WA).* The Chief Executive Officer is designated as the Public Interest Disclosure (PID) Officer. No public interest disclosures were received during the reporting period.

MRIWA maintains a register of gifts and benefits, which is reported to the Board on a quarterly basis. This process supports transparency and accountability, ensuring that any acceptance of gifts or benefits is appropriate and consistent with ethical standards, while also enabling the monitoring of emerging trends.

## Contracts with Senior Officers

No member of MRIWA staff had any interest in, or derived any benefit from, any contract entered into by MRIWA during the reporting period.

## Freedom of Information

The *Freedom of Information Act 1992* (WA) enables the public to apply for access to documents held by MRIWA. No freedom of information request was received by the organisation in 2025-26.

MRIWA is committed to the principles of openness, transparency and accountability. Information about the organisation, its activities, publications, policies and funding programs is made available through the MRIWA website and other public communication channels wherever possible.

In accordance with Part 5 of the Freedom of Information Act 1992 (WA), MRIWA maintains an Information Statement that provides details of the Institute's functions, decision-making processes, the categories of documents held by the Institute, and the arrangements available for accessing information and documents.

MRIWA's Information Statement is available on the Institute's website at www.mriwa.wa.gov.au and is reviewed periodically to ensure the information remains current and accurate.

Requests for access to documents or enquiries regarding freedom of information may be directed to MRIWA using the contact details available on the Institute's website.

### Recordkeeping plans

MRIWA maintains an approved Recordkeeping Plan in accordance with the *State Records Act 2000 (WA)*.

Consistent with the requirements of the State Records Commission Standard 2, Principle 6, MRIWA actively monitors, reviews and evaluates the effectiveness and efficiency of its recordkeeping systems and practices. These processes support the continuous improvement of recordkeeping capability and ensure that information is created, managed and maintained in a manner that meets operational, accountability and legislative requirements.

MRIWA recognises the growing importance of cybersecurity in supporting effective recordkeeping and continues to strengthen its information security controls to protect records from unauthorised access, loss or compromise, supporting the integrity, availability and confidentiality of information assets.

Through these combined practices, MRIWA remains committed to maintaining best practice in information governance and ensuring its recordkeeping framework continues to meet evolving organisational and regulatory requirements.

### Unauthorised use of credit cards

Officers of the Institute hold corporate credit cards where their functions warrant usage of this facility. Two employees inadvertently used the corporate credit card for transportation associated with personal travel rather than official business purposes. The matter was not referred for disciplinary action as the Chief Finance Officer noted the prompt disclosure and reimbursement of the personal expenditure, and that the value of the transaction was immaterial and consistent with an honest administrative error rather than deliberate misuse of Institute resources.

| | 2025-26 |
|---|---|
| Number of instances the Western Australian Government Purchasing Cards have been used for personal purposes | 3 |
| Aggregate amount of personal use of expenditure for the reporting period | $64 |
| Aggregate amount of personal use expenditure settled by the due date (within 5 working days) | $64 |

## Other Financial Disclosures

### Capital Works

MRIWA has no capital works projects.

### Consultant expenditure

The Institute engaged the following consultants during the period:

| Consultant | Title of project | Actual cost (includes GST) $ |
|---|---|---|
| Rennie Advisory | Business case for development of WA-ANZ Week | 58,737 |
| ACIL Allen | Research Priority Plan | 44,960 |
| Deloitte Access Economics | Impact Assessment | 16,500 |
| **Total** | | **120,197** |

These costs are treated as expense in the financial year.

# Financial Estimates 2026-2027

The Institute is not separately identifiable within a separate Division of the Consolidated Account Expenditure Estimates.

The 2026-2027 estimates are prepared and approved in accordance with Section 40 of the *Financial Management Act 2006* and have been approved by the Minister dated 2 June 2026.

**Statement of Comprehensive Income**

For financial year ending 30 June 2027

| | Notes | Estimate 2026-2027 $ |
|---|---|---|
| **COST OF SERVICES** | | |
| **Expenses** | | |
| Employee benefits expense | | 3,575,369 |
| Research and Scholarships expense | | 18,844,366 |
| Accommodation expenses | | 215,334 |
| Supplies and services | | 1,294,642 |
| Depreciation expense | | **3,000** |
| Other expenses | | **126,970** |
| **Total cost of services** | | **24,059,681** |
| | | |
| **Income** | | |
| ***Revenue*** | | |
| Interest revenue | | 554,369 |
| Commonwealth grants and contributions | (a) | 1,350,000 |
| Other revenue | | 272,279 |
| **Total revenue** | | **2,176,648** |
| | | |
| **Total income other than income from State Government** | | **5,183,674** |
| **NET COST OF SERVICES** | | **13,892,488** |
| | | |
| **Income from State Government** | | |
| State Government Grant | | 10,554,000 |
| Income from other public sector entities | | 810,000 |
| Resources received free of charge | | 215,334 |
| **Total income from State Government** | | **11,579,334** |
| **Surplus/(Deficit) for the period** | | **(10,303,700)** |
| | | |
| **TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE PERIOD** | | **(10,303,700)** |

(a) Inclusive of funds committed by the Federal Government under a Federation Funding Agreement to complete a feasibility study and detailed business case to establish a Critical Minerals Advanced Processing (CMAP) Common User Facility.

## Statement of Financial Position

For financial year ending 30 June 2027

| | Estimate 2026-2027 $ |
|---|---|
| **ASSETS** | |
| **Current Assets** | |
| Cash and cash equivalents | 5,174,993 |
| Restricted cash and cash equivalents | 7,332,368 |
| Receivables | 570,000 |
| Other Current Assets | 835,000 |
| **Total Current Assets** | **13,912,361** |
| | |
| **Non-Current Assets** | |
| Property, plant and equipment | 7,000 |
| **Total Non-Current assets** | **7,000** |
| **TOTAL ASSETS** | **13,919,361** |
| | |
| **LIABILITIES** | |
| **Current Liabilities** | |
| Payables | 330,000 |
| Employee benefit provisions - current | 264,000 |
| Deferred income | 1,912,000 |
| **Total Current Liabilities** | **2,506,000** |
| | |
| **Non-Current Liabilities** | |
| Employee benefit provisions - Non-current | 113,000 |
| **Total Non-Current Liabilities** | **113,000** |
| **TOTAL LIABILITIES** | **2,619,000** |
| | |
| **NET ASSETS** | **11,300,361** |
| | |
| **EQUITY** | |
| Accumulated surplus | 11,300,361 |
| **TOTAL EQUITY** | **11,300,361** |

## Statement of Cash Flows

For financial year ending 30 June 2027

| | Notes | Estimate 2026-2027 $ |
|---|---|---|
| **Cash flows from State Government** | | |
| State Government grant and sponsorship | | 10,554,000 |
| Funds from other public sector entities | | 810,000 |
| **Net cash provided by State Government** | | **11,364,000** |
| | | |
| **Cash flows from operating activities** | | |
| **Payments** | | |
| Employee benefits | | (3,575,369) |
| Research and Scholarship payments | | (18,844,366) |
| Supplies and services | | (1,294,642) |
| Other expenses | | (126,970) |
| GST paid on purchases | | (1,312,231) |
| | | |
| **Receipts** | | |
| Receipts from Commonwealth Government | (a) | 1,350,000 |
| Interest received | | 554,369 |
| Other receipts | | 272,279 |
| GST received on sales | | 27,228 |
| Net GST refunded from ATO (or paid) | | 1,230,064 |
| **Cash generated from operations** | | **(21,719,639)** |
| | | |
| Net increase/(decrease) in cash and cash equivalents | | (10,355,639) |
| Cash and cash equivalents at the beginning of the period | | 22,863,000 |
| **CASH AND CASH EQUIVALENTS AT END OF PERIOD** | | **12,507,361** |

(a) Inclusive of funds committed by the Federal Government under a Federation Funding Agreement to complete a feasibility study and detailed business case to establish a Critical Minerals Advanced Processing (CMAP) Common User Facility.

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