

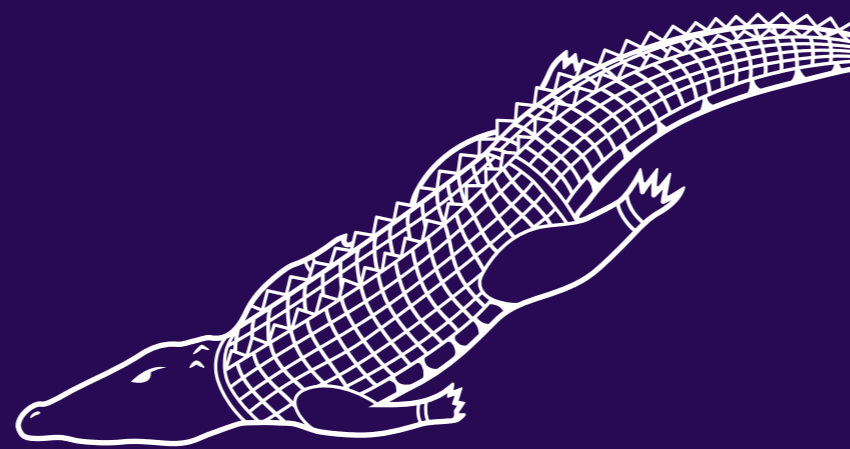
# STRETCH RECONCILIATION ACTION PLAN

OCTOBER 2023 - SEPTEMBER 2026





**Kaya (Hello).**  
**Wandju (Welcome).**  
**Gnarla yirra yaakin (We all stand tall).**  
**Whadjuk Boodja (Whadjuk country).**  
**Noongar Boodja (Noongar country).**  
**Kwooper tok Boodja (Beautiful country).**  
**Maaman djinnung gnarla (The good spirit watch over us all).**



These words were passed down to the Club, by its Club Patron Dr Richard Walley OAM. The Fremantle Football Club is forever grateful for Uncle Richard's continued guidance and support.

## About The Artwork

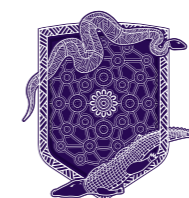
The Walyalup (Fremantle) Football Club logo was designed by Roger Hayden; a Fremantle Dockers past player, life member and current Next Generation Academy (NGA) coach.

Wargyl is the major spirit for Noongar people and central to beliefs and customs. The Wargyl is a snake or rainbow serpent recognised by Noongar as the 'Giver of Life', maintaining all fresh water sources. It was the Wargyl that made Noongar People custodians of the land. Yondock, is the ancestral crocodile that travelled from the North to Noongar Country during the Dreamtime.

One day, Yondock, an ancestral crocodile, travelled from the north and caused a great flood, allowing the salt water of Wardan (the sea), to flow through the fresh water system of the Derbal Yerrigan (Swan River). Wargyl, while resting further up the Derbal Yerrigan, tasted the salt water in the fresh water and went to to confront Yondock. Stopping at a cave in North Fremantle, Wargyl gained strength from a fresh water spring, and seeking advise from Wooriiji, a lizard, on how to defeat Yondock. After leaving the cave, Wargyl looked out over Wardan, thats when Yondock appeared out in the ocean. They began to fight, and in the fierce battle, gouged out the Derbal Nara (Cockburn Sound). Yondock was winning the battle. Then Wargyl remembered the advice from Wooriiji. Wooriiji's advice was to bite the tail off Yondock! Wargyl then bit off the tail of Yondock, and placed it at the mouth of the Derbal Yerrigan, stopping the salt water from flowing through the fresh water system.

Yondock's body floated south and became Meeandip (Garden Island). After the great battle, Wargyl knew that if the tail and body of Yondock were to ever re-join, there would be big trouble. So Wargyl told Dwert, to watch over the coast, to make sure this never happened. To this day, the spirit of Dwert still watches over Wardan, telling us the Dreaming is still alive.

The medium sized circles and dots count to 14, symbolising the number of First Nation Groups within Noongar Country while the roads and pathways are leading to the central meeting place (Walyalup). The small size circles and dots on the outer layer of the artwork represent the different places people have come from. The four large sized circles and dots recognises the four Family Groups within Whadjuk Noongar Country. Mooro, Mandoon/Moordaa, Beeloo and Beeliar. The shape surrounding the central meeting place depicts the people that have travelled from near and far to Walyalup. At the centre of the design is the central meeting place which represents Walyalup.



# WALYALUP



## Our Vision

Our vision is to fight for and inspire a reconciled Australian community that is united and built on respect; where all are welcome and have the opportunity to thrive. It's an inclusive community, striving towards equality and equity, that accepts and understands our shared history.

Walking together alongside our stakeholders, we will be our authentic and best selves as we work towards our vision to be brave, strong and successful and leave a powerful legacy. We continue to be determined to use our position of influence to strengthen the Fremantle Football Club and Purple Hands Foundation's existing connection with and contribution to enrich the community. As part of this with heart we will demonstrate our ongoing commitment to reconciliation among Aboriginal and Torres Strait Islander people and non-Indigenous Australians to a broader audience and continue to learn and grow along our journey and make the Freo family proud by holding true to the anchor.

# Fremantle Football Club CEO Statement

On behalf of the players, staff, members and supporters of the Fremantle Football Club I would like to acknowledge the Traditional Custodians of the land on which we play our great game here in Perth, the Whadjuk People of the Noongar Boodja. We pay respect to the ancient and continuing cultures and connections to land, and to Elders - past, present and emerging. We would also like to extend this acknowledgement and respect to all Aboriginal and Torres Strait Islander Nations and Peoples.

I am pleased to present the Fremantle Football Club's second Stretch Reconciliation Action Plan (RAP).

This is our opportunity to build and extend upon the successes of the Club's first Stretch RAP, despite the challenges we naturally faced when it was launched at the start of the COVID pandemic in March 2020.

We believe this RAP stands alongside our Purpose to enrich the community, our Vision to leave a powerful legacy and our Anchors, which charge us to be proud of our history, embrace our diversity and show our passion.

The Club continues to be proud of the significant contributions made to our cause by Indigenous players.

No club has had more AFL and AFLW games played by Indigenous players than Fremantle, despite being the third youngest Club in a league that formed in 1896.

One of our most significant achievements came in 2023 when we renamed to the Walyalup Football Club during the AFL's Sir Doug Nicholls Round and the AFLW's Indigenous Round.

This was much more than a rebranding process. It was embracing and acknowledging the cultures, who for tens of thousands of years, have connected to the land where we work, train and play.

It allowed Club past player, life member and current Next Generation Academy Coach Roger Hayden to tell the Walyalup creation story through his stunning logo design.

The Club would like to thank Indigenous Program Partner Woodside Energy, Club Patron Dr Richard Walley, OAM, board member Professor Colleen Hayward, AM, and the Club's internal and external RAP Groups for their continued support and involvement, including their assistance in the development of this RAP.

Finally, I would like to recognise Reconciliation Australia for the integral role it continues to play in the journey to reconciliation and unity among Aboriginal and Torres Strait Islander and non-Indigenous Australians.

Kalyakoorl Walyalup (Forever Freo).

**Simon Garlick**  
Chief Executive Officer  
Fremantle Football Club

# Reconciliation Australia CEO Statement

On behalf of Reconciliation Australia, I congratulate Fremantle Football Club on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP). Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. This framework allows for continuous development, pushing organisations to constantly embed and expand on their commitments, while adapting to obstacles as they arise.

For its second Stretch RAP, the Fremantle Football Club continues to leverage its vast audience to increase visibility and understanding of Aboriginal and Torres Strait Islander cultures, while also identifying opportunities to support First Nations peoples' wellness.

Recognising the responsibility of its sphere of influence, the club continues to model respect for Aboriginal and Torres Strait Islander arts and languages. The Moorditj guernsey was introduced in 2022 to recognise First Nations histories and cultures beyond AFL and AFLW Indigenous rounds. Expanding on this, the club will now be known as the Walyalup (Fremantle) Football Club for future games played during Sir Doug Nicholls and AFLW Indigenous Rounds.

The club's community work aims to increase equity for Aboriginal and Torres Strait Islander people by focusing on health and education. At the forefront of this work is the Kimberly Connected program, providing education and wellbeing workshops to primary and secondary school students across the Kimberley. With this new RAP, the club aims to build on the success of this program by expanding into the Pilbara region.

Looking within, the club recognises its responsibility to its First Nations players who may need support transitioning to life away from their communities. At least one club leader will accompany the First Nations player on a visit home to learn more about their community and what support they may need for their transition to living and working in Perth. Supports like this will help build strength and self-determination among First Nations players who often contend with pressures outside of the game.

This effort comes full circle with a new commitment to meet with players at the end of their time at the club to discuss what support they may need outside of what is offered via the AFL and AFLPA and put an action plan in place. By strengthening the ability of ex-players to continue to be community representatives and role models, the club is supporting improved outcomes.

With these success and new goals, the Fremantle Football Club has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend the club on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Player Forewords



**ALEX PEARCE**  
palawa  
AFL CAPTAIN

When I arrived at Fremantle in 2013, I was lucky to have several Indigenous leaders and role models to learn from.

Roger Hayden was my first development coach and I got to train and play alongside the likes of Michael Johnson, Danyle Pearce, Sonny Walters, Stephen Hill – all guys who are committed and dedicated footballers but are also proud and strong Indigenous men.

Fremantle have long been proud of the contributions of its Indigenous players, and both internally and externally, we make sure to give the important Indigenous dates throughout the year the time and respect that they deserve.

This experience has helped me feel more comfortable in embracing my Indigenous culture and history. I have learnt a lot, and I don't think I would have the same level of connection to my culture if I wasn't at the Club.

As well as having an impact on me, I hope this impact is felt within our membership base, supporter base and around the AFL.

The Club's decision to play under the name Walyalup this year is a big step, and it's another opportunity for our members and supporters to learn more about Indigenous culture.

I'm proud to be a part of a Club which takes those opportunities – and in a way takes the risk to put itself out and be proud of who it is.

Through the work of this RAP, I look forward to seeing how we continue to have an impact on everyone at the Club, our members and supporters and the broader community.



**MIKAYLA MORRISON**  
Ballardong, Noongar, Yamatji, Kija  
AFLW PLAYER

I am proud to be part of the Fremantle Football Club.

It's an organisation that's very culturally aware, has provided great support to me as a football player and has encouraged me to embrace my Indigenous heritage and identity.

Past player and current NGA coach Roger Hayden has played a significant role in providing that support, he's always checking in and seeing if I need anything from a cultural or football perspective.

I've been lucky to learn a lot from our past AFLW Indigenous players in the likes of Gemma Houghton, Tiah Toth and Jasmin Stewart. As the only current Indigenous player on our AFLW list, I've grown the confidence to come out of my shell and provide similar guidance to my teammates.

They're all very willing to learn, and it's not reliant on me going to them and wanting to start a conversation. They're coming to me with things they want to learn, which I think is so important, and is a reflection of the culture that's developed here.

It was great hearing how Fremantle was the first AFL Club to do an Indigenous jumper and the first to do a Welcome to Country. This year we played as Walyalup in the Sir Doug Nicholls and AFLW Indigenous Rounds.

Through the connections the Club has developed, namely Uncle Richard Walley and Aunty Colleen Hayward, I look forward to seeing how we continue to grow our connection to Indigenous culture and provide more education going forward.



## Our Business

The Fremantle Football Club, known as the Fremantle Dockers, competes in the Australian Football League (AFL) and AFL Women's (AFLW). The Club was established in 1994, becoming the second AFL team from Western Australia to be admitted to the AFL competition and first team from WA admitted in to the AFLW competition, honouring Fremantle's rich football history. At the end of the 2023 season, the club had 62,057 members and more than 830,000 supporters (YouGov) Australia-wide, allowing the Club to engage with Australians from all walks of life.

Fremantle Football Club currently has 123 permanent, fixed term and casual employees, including 73 players in season, across two office locations in Cockburn Central, Perth and Docklands, Melbourne. The Club plays its qualifying home games at Optus Stadium (AFL) and Fremantle Oval (AFL Women's). There are eight (one AFL Women's and seven AFL) Aboriginal and/or Torres Strait Islander players on the 2023 AFL and AFL Women's playing lists (11%) and two Aboriginal and/or Torres Strait Islander staff members, Roger Hayden and Brady Grey.

The Club is proud of its community engagement, which reaches more than 150,000 people annually. The club is focused on genuinely impacting our communities by providing the most engaging and innovative programs, competitions and social inclusion initiatives, further establishing the Fremantle Football Club as a "Community Club". The Fans and Community department provide

'More Than Footy' experiences that positively impact people while displaying care and innovation to engage all ages, backgrounds and regions of fans and members. Fans and Community, in conjunction with various partnerships, deliver programs to a wide range of primary and secondary students state-wide, providing content and support for more than 1,000 schools.

In 2017, the Club established its Next Generation Academy (NGA). The academy utilises the Club's resources and personnel to offer an opportunity to develop the skill set and knowledge of the game for young players of culturally diverse backgrounds with a focus on both participation and talent pathway. The Club's designated regional zones are the Kimberley, Wheatbelt and Mid-West regions of Western Australia (as well as a small section of the South West region) and the Peel, Claremont, West Perth, East Fremantle and South Fremantle WAFL zones. To date, 10 NGA graduates have been drafted to an AFL list with nine of these players being drafted to Fremantle.

The Purple Hands Foundation was established in 2021 and aims to harness the spirit of community and belonging that has always been a driving force for the Fremantle Football Club. It has a vision of helping build healthy, united and sustainable WA communities and a mission to use the platform of sport and the power of partnerships to tackle key social issues and have a genuine impact on people's lives.

# Our RAP

The Fremantle Football Club has a corporate and social responsibility to enrich the community in which it thrives. Continuing to have a Reconciliation Action Plan, that guides, stretches and makes us accountable to achieve our vision of an Australian community that is united and built on respect, is an integral part of our strategic plan and our vision to be a brave, strong and successful Club. We're focused on genuinely impacting our communities by providing the most engaging and innovative programs, competitions and social inclusion initiatives, further establishing the Fremantle Football Club as a "Community Club" and provide 'More Than Footy' experiences that positively impact people while displaying care and innovation to engage all ages, backgrounds and regions of fans and members.

As an AFL club we recognise that we are in a special position to be able to influence and have a long-lasting and far-reaching impact on Australia's journey towards reconciliation. The Club's commitment to having a RAP and taking authentic steps to achieve reconciliation is important to everyone involved with our Club-players, coaches, staff, board, members, fans and partners. We stay true to the anchor with heart and connection to be our best selves, united in our pursuit of our vision for reconciliation and to leave a powerful legacy.

Work on the Club's second Stretch RAP commenced in the latter half of 2022, with a discussion with the internal RAP Working Group (which meets quarterly) and a subsequent traffic light review compiled by the RAP Internal Champions. This enabled the Club to identify which areas needed to be of particular focus ahead of looking towards the next RAP and included procurement and the

Club's non-player employment strategy. The latter will also be included as part of the Club's new Diversity and Inclusion Action Plan.

Following the review of the March 2020 to February 2023 Stretch RAP the Club's RAP External Advisory Group (RAP EAG), which was re-formed in May 2022 and meets quarterly, were presented with the traffic light review and subsequently undertook a discussion on each pillar – respect, relationships and opportunities – where they were asked for their ideas and desired focuses and outcomes for the Club in the next chapter of its reconciliation journey. As well as meeting quarterly, RAP EAG members are invited to provide feedback on various items between meetings and to contact the Club at any time should they wish to do so.

This was looked at in conjunction with a series of meetings between the RAP Internal Champions and each department's staff member who sits on the internal RAP Working Group to look at how their department contributed to the current RAP and to discuss deliverables under each pillar that their department could work towards for the new RAP.

Following these series of meetings internally and externally, the RAP Internal Champions compiled all ideas, thoughts and feedback to create a draft deliverables document. This was then presented to the internal working group at the next meeting for discussion and refinement before being sent to the RAP EAG ahead of that group's next meeting. The deliverables were discussed and expanded upon, and additional deliverables added following further consultation, before the first submission to Reconciliation Australia for review.

The Club wishes to acknowledge the valuable contributions of the following individuals during this process and the Club's Indigenous Program Partner, Woodside Energy. Their heart and input were vital in the creation and implementation of this plan.

The internal working group involved in the development of the Club's RAP and responsible for its ongoing implementation includes

- Brady Grey, Indigenous Player Liaison and Development Coach (Internal Champion)\*
- Roger Hayden, Next Generation Academy (NGA) Coach (Internal Champion)\*
- Jana Gernhoefer, Senior Client Services Manager (Internal Champion)
- Jade Holmes, Facilities and Projects Administrator (RAP Administrator)
- Kasey Passmore, Executive General Manager Communications, Marketing and Community (RAP Chair)

- Joe Brierty, Chief Operating Officer
- Simon Eastaugh, Head of Community Engagement
- Ashli Fletcher, Event Coordinator
- Darryn Fry, AFLW Manager
- Tony Godden, Merchandise Manager
- Anna Palma, Graphic Designer
- Sean Raynor, Head of IT
- Amber Van Dam, Assistant Accountant
- Brad Wellings, Head of People and Culture
- Pia Zoiti, Premium Sales Executive

The RAP External Advisory Group who guided the formation of the club's RAP included:

- Ms Kelly Beckman, Programmed representative\*
- Dr Sean Gorman, AFL representative
- Mr Tony (Tonji) Hansen, community representative\*
- Mr Des Headland, past players representative\*
- Mr Michael Johnson, past staff and players representative\*
- Ms Sharon Reynolds, Woodside Energy and Club Indigenous Program Partner representative\*
- Ms Raquel Todd, member representative\*
- Dr Richard Walley, Club Patron\*

In collaboration with:

- Ms Colleen Hayward, representing the FFC board\*
- Ms Mikayla Morrison, representing FFC AFLW players and program\*
- Mr Michael Walters, representing FFC AFL players and program\*  
RAP Internal Champions, Administrator and Chair

\*denotes Aboriginal and Torres Strait Islander Peoples

# Stories From Our Journey

## COVID IMPACTS

The Club's previous Stretch RAP was launched mid-March 2020 during the rise of the COVID-19 pandemic. With the AFLW season abandoned and the AFL season suspended, the Club responded to the AFL's suspension of the 2020 season by imposing unprecedented austerity measures designed to ensure the club survived the fallout from the Covid-19 crisis including standing down more than 75 percent of its staff and putting all AFL players on a minimum four weeks leave. The Club also moved to a minimal base line operations structure, establishing a skeleton crew of staff on severely reduced hours to ensure the Club remained operational during the suspension period.

Like many organisations, this had a material impact on the Club's ability to implement and deliver on its RAP commitments over 2020 and 2021 due to personnel, financial considerations and pandemic regulations. Pleasingly, the Club came through the pandemic due the unwavering support of its Forever Heroes, partners and other stakeholders which saw the RAP regain momentum and outcomes. This included strong support from our Indigenous Program Partner Woodside Energy, along with a renewed focus on our RAP governance structures. With resources returning to and surpassing pre-COVID levels in 2022 there is a renewed ambition and desire to ensure the launch of this RAP more than makes up for the impact of COVID-19 on its predecessor.

## WORKPLACE RAP BAROMETER

The Club once again took part in the WRB survey mid-2022 as a late-stage RAP partner. 'Late stage' categorises the level of depth and maturity of the engagement's reconciliation efforts to date in contrast to businesses still establishing their engagement in the space.

The number of individuals to complete the survey across such businesses between July & September 2022 was 15,940. The Club had 70 individuals complete the survey of a possible approximation of 175 staff meaning a confidence interval of 95% would mean an inaccuracy margin of +/-9.1%

### Disclaimer:

- The survey results benchmark the FFC sample (70) against the late-stage RAP business (15,940)
- Whilst this is comparing highly engaged businesses alike the size of the FFC sample would ideally be much higher (125 respondents) to accurately compare results which will be an aspiration for the next WRB.
- It should also be noted that the low completion rate could result in a bias towards to the reconciliation efforts as only the most engaged staff may have completed the survey.

## OPPORTUNITIES & INVOLVEMENT



**+16 %**  
**employees**

that are 'very/fairly' interested in getting involved in activities that support reconciliation/cultural understanding (94% v 78%)



**+17 %**  
**employees**

believe there are opportunities at their organisation to get involved with activities that support reconciliation (99% v 82%)

### Employees have undertaken (Yes/No):



**+22 %**

First Nations cultural training (84% v 62%)



**+29 %**

attended an event to celebrate National Reconciliation week or NAIDOC week (90% v 61%)



**+37 %**

attended event to specifically meet with your First Nations colleagues (69% v 32%)



**+14 %**

been present at an event containing a welcome to, or acknowledgment of country (100% v 86%)



**+21 %**

procured goods/services from a First Nations business supplier (54% v 33%)



## PERSONAL IMPACT



**+13%**  
**employees**

are 'very/fairly' confident to engage with First Nations people in a culturally respectful manner (96% v 83%)



**+30%**  
**staff**

in their current role believe they 'strongly/somewhat' benefit from their First Nations cultural learning (91% v 61%)

Employees believe their organisation has 'strongly/mostly' improved:



**+18%**  
**your awareness**

of unconscious racism/prejudice against First Nations people (85% v 67%)



**+29%**  
**understanding**

of local First Nations cultural protocols (87% v 58%)



**+23%**  
**confidence**

to work with First Nations people in a respectful way (86% v 63%)

## ORGANISATION LEADERSHIP



**+13%**  
**believe**

that if an incidence of prejudice/racism was reported internally that senior leaders would respond quickly, investigate the incident, and take it seriously whilst supporting the First Nations person (98% v 86%)



**+12%**  
**believe**

their organisation has a 'very/somewhat' visible public stance against prejudice & racism (100% v 88%)



**+25%**  
**have seen**

senior leaders at their org speak passionately about reconciliation in the past 12 months (Yes/ No) (97% v 72%)



**+24%**  
**in staff's opinion**

the most senior leader at org is also a prominent champion of reconciliation (Yes/no/don't know) (86% v 62%)

# Stories From Our Journey

## KIMBERLEY CONNECTED

When it comes to providing opportunities for Aboriginal and Torres Strait Islander Peoples, the Kimberley Connected program is at the forefront of the work we are doing in the community, alongside the Purple Hands Foundation, WA Police and Garnduwa and Kimberley Aboriginal Medical Service (KAMS).

First run in 2021, Primary and Secondary School students from across the Kimberley are provided with education and wellbeing workshops across terms 1 to 3. Those that attend school, participate in the programs and display positive social behaviour, are rewarded with a day of footy on Cable Beach for the Kimberley 9s carnival. At the carnival, KAMS presented further education workshops to the secondary school students on vaping and sexual health. Students are also invited to submit a design for the carnival t-shirts with one primary and one secondary design chosen to feature on a shirt for participants to keep as part of their participation.

The feedback from local police and teachers highlights the positive outcomes of the program and the opportunities it is providing the children.



## RICHARD WALLEY, CLUB PATRON

No.1 ticket holder from 2016–2020 Dr Richard Walley transitioned in 2021 into a higher honorary role at Fremantle when he became the official Patron until at least the end of the 2023 season. Uncle Richard as he is affectionately known by all at the Club, became the third Patron of the Club in its history and was announced for the new role at the Club's 2021 AFL Season Launch.

Richard has played a crucial role as Fremantle has continued to enhance its connection with Aboriginal culture. These contributions have included helping the Club develop its Reconciliation Action Plans, giving cultural advice, designing and assisting with the design of the Club's Indigenous jumpers and facilitating the Club's smoking ceremonies.

"In some way, shape, or form, Dr Richard Walley has been involved with our Club for many years providing valuable guidance and counsel on many matters," President Dale Alcock said.



## MOORDITJ CLASH GUERNSEY

A 'Moorditj' jumper was introduced as a clash strip in 2022 for AFL & AFLW (as of season 7) games as a way of recognising and celebrating First Nations history and culture across the seasons, not just in Indigenous Rounds. Meaning strong in Noongar, the Moorditj jumper features purple panels down the sides with elements from the Club's first Indigenous jumpers, designed by Roger Hayden and Richard Walley (AFL) and Jasmin Stewart and Richard Walley (AFLW).



## CURTIN UNIVERSITY CULTURAL CAPABILITY WORKSHOPS

The management team and RAP working group took part in a personalised Acknowledgement of Country workshop in 2022 by Curtin University's Cultural Immersion Facilitators Jayde Conway and Elisha Jacobs-Smith. The workshop empowered and encouraged our people to not only understand when to deliver an acknowledgement of country, but to author a meaningful statement they could confidently deliver, that was personal to them. An outcome of the workshop was also that the responsibility of delivering an Acknowledgement of Country felt and shared by more staff across the Club.

In addition to this workshop, Jayde and Elisha have also facilitated an on-Country experience for three groups of staff over a 7-month period at Wadjemup (Rottnest Island). The experience was incredibly powerful and educated staff more deeply about Aboriginal suffering on the island as a result of colonisation. Many staff have since reflected on the experience as the most powerful and impactful moment of their year and we encourage our Freo family to seek out the opportunity take part in such an experience and to take the time to read and reflect at the Koorra-Yeye-Boordawan-Kalyakoorl (Past-Present-Future-Forever) sculpture at the end of the main ferry jetty next time you visit.



## BRADY GREY, INDIGENOUS PLAYER LIAISON

In November 2022, the Club was pleased to announce Brady Grey would be joining the Club as Indigenous Player Liaison and Development coach. As Indigenous Player Liaison, Brady will be responsible for providing cultural and well-being support for the Club's Indigenous players. He will also work closely coaching the AFL midfield 1-4 years players. Brady re-joins the Club where he played 21 AFL games between 2014 and 2018 and started his coaching career as an AFLW assistant in 2017 and 2018 and working alongside Roger Hayden with the NGA in 2021.

"I had really strong role Indigenous role models like Roger Hayden, Michael Johnson and Jon Griffin in my time as a player and extra support can only benefit a player's development. It will also be an extra avenue of support - not only for the players, but partners and families as well," said Brady.

Brady's arrival saw Roger Hayden transition to a full-time NGA Coach while continuing to mentor him in his new role and provide support and advice to the entire Fremantle Football Club with his vast knowledge and experience as an Aboriginal and Torres Strait Islander leader.



## ALEX PEARCE, AFL CAPTAIN

In 125 years of VFL / AFL football, there have been just six Aboriginal or Torres Strait Island players to be named as a Club captain. Then in 2023, two more players joined the list in Alex Pearce and North Melbourne's Jy Simpkin. A proud palawa man, Alex became the 10th AFL player to be named captain of Fremantle after captaining 16 games in 2022 in the injured Nat Fyfe's stead. The key defender spoke proudly about taking over the reins from Fyfe, who led the team for six seasons. "I'm incredibly humbled and proud to be captain," Pearce said. "It's special to know that everyone who is alongside me and is a part of this Club values me as a leader."

In the lead up to the leadership vote in February, Pearce said he spoke to Michael Walters about the history of Indigenous leadership in the Game. "I was only speaking to Sonny about it before, we were trying to work out who the Indigenous leaders might have been," Pearce said. "It's incredibly humbling and special and something that I certainly would never have expected. I don't feel like I belong alongside any of those names." As well as Pearce's links with Fremantle's no.10 in Walters, the number 10 has added meaning for Pearce in 2023 – as Fremantle's 10th captain, Pearce also designed Fremantle's 10th Indigenous jumper in his 10th AFL season alongside artist Carly Grey.



## WALYALUP FOOTBALL CLUB

In February 2023, the Fremantle Football Club were proud to announce it will be known as the Walyalup (Fremantle) Football Club for future games played during Sir Doug Nicholls and AFLW Indigenous Rounds. The renaming has been in the works for the past two years and follows in the footsteps of Melbourne, who played as the Narrm Football Club in 2022. It comes after significant work from the Club's RAP Working and Advisory Groups and is highlighted by a stunning logo designed by Life Member and NGA Coach Roger Hayden. The logo will be most prominent on AFL coaches' polos and will also feature in the bottom left corner of the 2023 Indigenous Jumper designed by Carly Grey and Alex Pearce. Fremantle played Narrm in Sir Doug Nicholls Round last season and fittingly, Walyalup faced Narrm this year once again in Sir Doug Nicholls Round on Saturday 27 May at the MCG which also marked the start of National Reconciliation Week. It was the first time two Clubs with Indigenous naming played each other in the AFL.

The Walyalup Dreaming story tells of Yondock, the Ancestral Crocodile that travelled down from the north, causing floods and disturbances, creating Wadjemup (Rottnest Island), Ngooloomayaup (Carnac Island), Derbal Nara (Cockburn Sound), and flooding the Derbal Yerrigan (Swan River) with salt water. Wargyl, guardian of the fresh water, smelt the salt and travelled down Derbal Yerrigan to the coast, which at the time laid beyond Wadjemup, to see what was bringing the salt water into the Derbal Yerrigan. That's when he saw Yondock floating out in the Ocean.

With advice from Woorriji (a lizard) in a cave in North Fremantle, and strengthened from a freshwater spring at the East Street Jetty, Wargyl and Yondock began to fight and got locked into a fierce death roll. As they rolled and tumbled, they gouged out Derbal Nara (Cockburn Sound) and all the waters came rushing in. Wargyl was losing the fight, then he remembered Woorriji's advice, and bit the tail off the spirit crocodile, with the body of Yondock drifting south, becoming Meeandip (Garden Island).

Wargyl then placed the tail of Yondock across the mouth of the river to prevent salt water coming up stream. It became a limestone sand bar at the mouth of the Derbal Yerrigan, and a crossing place for Noongar People to get from one side of the river to the other. Wargyl knew that if that tail and body of the spirit crocodile were to ever re-join, there would be serious trouble. So, he told Dwert (Dingo) to watch over the coast and make sure this never happened. To this day, the spirit of Dwert still watches over Meeandip, waiting for Yondock to re-join with his tail.

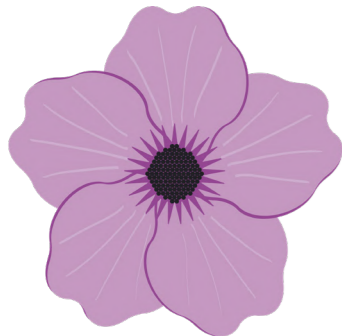


# Indigenous Guernseys 2020-2023

## INDIGENOUS GUERNSEYS 2020-2023

Each year the Club seeks permission from the Kimberley Stolen Generation Aboriginal Corporation to feature the Stolen Generation flower and purchases Stolen Generation Flower pins for players and coaches to wear during the week at media conferences and, for coaching, football and off-field staff and board members to wear on game day, in unity with our playing group to support the Stolen Generations and in recognition of the intergenerational trauma that continues to stem from this policy. To learn more about Kimberley Stolen Generation Aboriginal Corporation and to purchase your own Stolen Generation Flower pins for your family or workplace visit [kimberleystolengeneration.com.au](http://kimberleystolengeneration.com.au).

"It's so important to continue the tradition of having the Sorry Day flower on the women's jerseys," former AFLW player Jasmin Stewart said in 2020. "My Nana was a part of the Stolen Generation and she's been a part of the guard of honour for Fremantle's Sir Doug Nicholls Round games for a number of years now. I feel grateful to have her background feeding my knowledge of my culture, and it's an honour to be able to share her story."



**STOLEN GENERATIONS**

*Did you know?*


**During the 20th century, under the WA Aborigines Act of 1905, large numbers of Kimberley Aboriginal children were removed from their mothers by the government and put into institutions, missions or foster homes.**

**Because of this policy, many people lost contact with their heritage, their country and their identity and became known as the Stolen Generation.**

**The grief and trauma associated with these policies still affects survivors, their families and the community today.**

**Thank you for your support!**

**For more information, visit our website [www.kimberleystolengeneration.com.au](http://www.kimberleystolengeneration.com.au)**



## 2020 AFL – ANTONI GROVER, NICOLE KING AND ALICIA KING

Fremantle's new era under senior coach Justin Longmuir was a central theme of its 2020 AFL Indigenous jumper, designed by former player Antoni Grover and his sisters Nicole King and Alicia King. As well as Fremantle's new beginning under Longmuir, the jumper also illustrates the importance of family to Grover, symbolising his biological family as well as his 'Fremantle family'.

At the base of the jumper is the main pathway, showing Kangaroo and Emu footprints – animals that can only move forward – along a journey through three mandalas, which represent Fremantle in its third decade as a Club. The dots inside each mandala are representative of those who have contributed to the Club and the 20 dots connecting the mandalas represent Longmuir's number in his playing days.

At the back of the jumper is a sunrise over Yamatji country, another symbol of a new beginning and an homage to Antoni's father's side of the family, who hail from Yamatji country.

At the centre of the front of the jumper is a message stick, which encapsulates the family theme - the passing of wisdom through generations – as well as the return of past players such as Longmuir, Roger Hayden, Simon Eastaugh, Josh Carr, Aaron Sandilands, Tendai Mzungu and Garrick Ibbotson to coach the next generation of players at Fremantle.



## 2020/21 AFLW JASMIN STEWART AND RICHARD WALLEY

Using the chevrons and purple background as a basis of the design, the jumper includes a number of drawings that hold significance to Aboriginal and Torres Strait Islander Australians, with a particular focus on stories and lore on Indigenous women. A descendant of the Stolen Generation, midfielder Jasmin Stewart played a key role in the planning and design of the jumper.

She had assistance from board member and senior Noongar woman Colleen Hayward, Noongar Elder and no.1 ticket holder Richard Walley and teammates Gemma Houghton, Kara Antonio and Ebony Antonio.

The jumper features tapping sticks in place of the chevrons and the Club is represented by the sun at the base of the front of the jumper. The seven icons around the disc allude to the story of the Seven Sisters and the walking tracks signify the journey of the seven language groups represented by the Aboriginal and Torres Strait Islander cultures of current and past Fremantle AFLW players.

“A lot of the design is focused on empowering women as a whole and it symbolises our unity as a team,” Jasmin said.



## 2021 AFL AND 2022 AFLW DES HEADLAND, KEVIN BYNDER AND MIKAYLA MORRISON

A collaboration between family members in past player Des Headland, AFLW player Mikayla Morrison and Indigenous artist Kevin Bynder, the 2021 jumper combined the heritage of Headland and Morrison, highlighted some proud aspects of Fremantle Football Club history and acknowledged the tragic loss of at least 373 Aboriginal men at a Rottneest Island prison camp between 1838 and 1931.

The front of the jumper tells the stories of Headland and Morrison's families down both sides of the jumper including journeying from Shark Bay to Fremantle, the Wagyl dreaming story and the Beiliar wetlands culminating in Des and Mikayla's time at the Fremantle Football Club. The main design feature shows clapping sticks as the chevrons and two no.7 boomerangs to make the shape of the anchor on the jumper that Des wore in his playing days.

The back of the AFL jumper shows a map of Wadjemup (Rottneest Island) above a silhouette of a pre-game photo taken by former board member Les Everett in round 4, 2003, when a then AFL/VFL record of seven Indigenous players (33 Jeff Farmer, 10 Troy Cook, 28 Steven Koops, 43 Roger Hayden, 14 Antoni Grover, 11 Des Headland, 6 Dion Woods) lined up for Fremantle in a single game.

The jumper was adapted for the AFLW team, including the middle tapping stick, changing to a berry colour and the change of the silhouette to meeting circles representing the Club's AFLW Aboriginal and Torres Strait Islander players, past and present, and their language groups.



## 2022 AFL PETER FARMER JNR (PETER FARMER DESIGNS) AND MICHAEL WALTERS

The Peter Farmer Designs Team worked closely with Michael Walters through the design process, with the final design developed and produced by Peter Farmer Jnr. Michael was the first current AFL player to provide a design to a Fremantle jumper, and it was a family affair with Sonny and Junior's grandparents being close cousins who both have heritage linking back to the Minang language group in the Noongar region around Albany.

The jumper has five distinct design features, highlighted by the prominent feathers that make up the chevrons from Fremantle's home and away jumper designs. A proud family man, Sonny chose feathers that represent his Totems to show that family is both his strength and close to his heart. The Totems include the feathers of the Maali (Black Swan) and Wardong (Black Crow) from his father's South Australian language group of Ngadjuri from the Barossa Valley Regions. The bottom chevron feature Wetj (Emu) feathers from his mother's family ties with the South West from the Noongar language groups of the Minang, Wilman and Whadjuk clans.

Below the feathers is a section that highlights The Dreaming (past), The Now (present) and The Spirit (future) of Noongar culture. Junior and Sonny then highlighted Sonny's strong ties with regions all around Australia with Noongar symbols that depict communities, towns and cities, linking that to how the Fremantle Football Club is are loved and supported around the globe.

The strength of the playing group is then represented with Noongar symbols of men united standing arm in arm, while holding a Ketj (spear) and shield. The base of the jumper is decorated with Noongar traditional linework that features prominently in Juniors art. These lines represent the journey of the Fremantle Football Club depicting the mountains the Club has had to climb over its journey.



## 2023 AFL CARLY GREY AND ALEX PEARCE

The three chevrons on the guernsey have been replaced by significant elements of palawa culture and history - kelp carriers, yula (mutton birds) and kanalaritja (shell necklace). The Kelp carriers and shells emphasise the recognition of women within the palawa community. It represents their strength and resilience in the preservation of traditional crafts within Tasmania. Traditionally a shell necklace was a way to recognise status, hierarchy and a way to showcase respect within palawa culture. The shells represented within this design contain a berry colour that represents women in the Club and the contributions they make as players and staff. The final is the Mutton birds representing the cultural practice of mutton-birding. Bringing people together is a key element of traditional palawa culture, and a focus of the Fremantle Football Club. To the left of the design is a yarning circle showcasing where Alex's culture comes from; his grandmother and his three uncles. Below this yarning circle is the outline of Lutruwita (Tasmania) containing 10 lines for the 10 years Alex has been a part of the Fremantle Football Club. This outline contains both a woman and a man symbol representing where Carly's culture comes from, her grandmother and her dad. Both Carly and Alex have made the journey across the country to Western Australia. They have found a way to be a part of both their traditional palawa culture and the Noongar culture. The coast of Fremantle, marked by the Fremantle Dockers Club logo symbolises the connection the Club and players have with the land. The Waagal that comes down the centre of the jumper meets the paw print of the kaparunina (Tasmanian tiger) a native palawa animal that represents just another way that the two unique cultures

have come together in both Carly and Alex's lives. The many unique elements of this jumper are surrounded by a number of yarning circles. These represent the people Alex has and has had around him to support him throughout his journey at the Club including players, coaches and staff.

The 2023 AFLW Indigenous guernsey to be design by board member Colleen Hayward with artists Kayley Emery and Peter Farmer Jnr will included in the next RAP journey following its launch and the 2023 AFLW Indigenous Round.





**2023 AFLW  
KAYLEY EMERY, PETER FARMER JNR (PETER FARMER DESIGNS)  
AND COLLEEN HAYWARD WITH JASON BARROW**

The jumper tells the story of the Club being born from Walyalup, the area now known as Fremantle, highlighting these through the colours of the South Fremantle and East Fremantle Football Clubs. The Peter Farmer Designs Team worked closely with board member Colleen Hayward and her nephew Jason Barrow on the design, with the final design developed and produced by Kayley Emery and Peter Farmer Jnr.

South Fremantle and East Fremantle's colours are both represented at the base of the guernsey, encircling the wearer and representing the foundation of the Fremantle Football Club. The connection between Indigenous footballers and South Fremantle are particularly strong.

The Hayward family have been credited by South Fremantle as the first to make an impact at the Club through Bill, Eric and Maley – the grandfather of Colleen and great grandfather of Jason – in the 1936-37 seasons. Maley's son Len – the father of Colleen and grandfather of Jason – went on to become the first Aboriginal player to play in a winning South Fremantle premiership side in 1950.

Underpinning the South and East Fremantle bands are the seven hills that historically stood as beacons from which the Walyalup area was guarded and kept safe – the seven hills are also representative of female unity.

The pattern that illustrates the chevrons represent the bonds created from women meeting, working and celebrating together – forming a pattern similar to thick anchor ropes. Below the chevrons are seven meeting places that represent the many communities that make up the Fremantle Dockers. Above the chevrons is another symbol featuring 21 figures, illustrating the 21 players who will run out and wear the jumper on game day in the AFLW Indigenous Round





# Relationships

The AFL landscape lends itself to some wonderful opportunities to maintain and grow respectful relationships with Aboriginal and Torres Strait Islander Peoples. We are committed to continuing to maintain and grow our respectful relationships with Aboriginal and Torres Strait Islander Peoples, making meaningful connections and sharing experiences together. We recognise that our profile enables us to use the relationships we forge and strengthen to continue to advocate for and build an inclusive and united community and our positive relationships with Aboriginal and

Torres Strait Islander Peoples on Whadjuk, Noongar Boodja and beyond is fundamental to this outcome.

**Focus area:**

Community: More than football. Members and Fans: The centre of all we do.  
Culture: One club, one family Partnerships: Driving our success.

| ACTION   | DELIVERABLE   | TIMELINE                                    | RESPONSIBILITY  |
|--|---|---|---|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. | Progress reviewed November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Indigenous Player Liaison</p> <p>RAP Internal Champions</p> |
|  | Continue to review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.                    | Progress reviewed January 2024, 2025, 2026  | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Indigenous Player Liaison</p> <p>RAP Internal Champions</p> |

| ACTION   | DELIVERABLE  | TIMELINE                           | RESPONSIBILITY   |
|--|--|------------------------------------|--|
|  | Select at least one Aboriginal and Torres Strait Islander organisation to become a partner of the Purple Hands Foundation each year to work with the Club and also build capacity and positive outcomes in both organisations.   | January 2024, 2025, 2026           | <p><b>Responsibility:</b><br/>Operations Manager – Purple Hands Foundation</p> <p><b>Supported by:</b><br/>Head of Community Engagement</p>                      |
|  | Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations such as:<br>· Garnduwa<br>· Kimberley Aboriginal Medical Service and<br>· Kimberley Stolen Generation Aboriginal Corporation                  | Reviewed November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Head of Community Engagement</p> |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials via:<br>· Emails to all staff<br>· Presentation in monthly staff meeting<br>· Staff email signatures during NRW<br>· Club digital channels and/or<br>· Super screens and MC notes on game day. | May 2024, 2025, 2026               | <p><b>Responsibility:</b><br/>People &amp; Culture Advisor</p> <p><b>Supported by:</b><br/>Head of People and Culture</p> <p>Indigenous Player Liaison</p>       |

| ACTION | DELIVERABLE   | TIMELINE                        | RESPONSIBILITY   |
|--------|---|---------------------------------|--|
|        | <p>Encourage and support staff and senior leaders to participate in two external events to recognise and mark NRW which may include:</p> <ul style="list-style-type: none"> <li>· Reconciliation WA's annual breakfast</li> <li>· Reconciliation WA's Walk for Reconciliation and/or</li> <li>· Supporting stakeholder events to which we are invited such as Indigenous Program Partner Woodside Energy and SEDA.</li> </ul> | 27 May- 3 June 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p>   |
|        | <p>Organise two internal NRW events, including at least one organisation-wide NRW event, each year, in line with the football schedule, giving Aboriginal and/or Torres Strait Islander staff and players the opportunity to share their cultures organisation-wide such as sharing stories from their family or language group, or personal reflections on the NRW theme.</p>  | 27 May- 3 June 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Head of People and Culture<br/>Director of Football Performance and Innovation</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> <p>Indigenous Player Liaison</p> <p>Internal RAP champions</p> |
|        | <p>Register all our NRW events on Reconciliation Australia's NRW website.</p>   | 13 May 2024, 2025, 2026         | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Internal RAP champions</p>   |

| ACTION | DELIVERABLE  | TIMELINE                                 | RESPONSIBILITY  |
|--------|--|--|---|
|        | <p>Continue to invite Bringing Them Home WA (BTHWA), Kimberley Stolen Generation Aboriginal Corporation (KSGAC) and Western Australia Stolen Generation Aboriginal Corporation (WASGAC) to a Fremantle Dockers home game or to participate in at least one Club activity during National Reconciliation Week or Sir Doug Nicholls Round.</p> | Invites to go out April 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Internal RAP champions</p>            |
|        | <p>Wear an Indigenous guernsey both during the AFL's Sir Doug Nicholls Rounds and at one training session during the week of the rounds.</p> <p>For our commitment to wearing an Indigenous guernsey during the NAB AFL Women's Season, please refer to the deliverable under Creating Respect.</p>  | May 2024, 2025, 2026                     | <p><b>Responsibility:</b><br/>Director – Football Performance and Innovation</p> <p><b>Supported by:</b><br/>Merchandise Manager</p> <p>Property Services Manager</p> |
|        | <p>Continue for the Club to be referred to as Walyalup Football Club for Sir Doug Nicholls Round and AFLW Indigenous Round, including name and logo.</p>   | May 2024, 2025, 2026                     | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p>Brand and Marketing Team Leader</p>                            |
|        | <p>Walyalup Football Club brand guidelines and education materials to be distributed to all stakeholders.</p>  | April 2024, 2025, 2026                   | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p>Brand and Marketing Team Leader</p>                            |

| ACTION   | DELIVERABLE   | TIMELINE                                   | RESPONSIBILITY  |
|--|---|--|---|
|  | Allocate part proceeds from the Walyalup merchandise range, for clarity this excludes the Indigenous guernsey, towards the Club's Aboriginal and Torres Strait Islander programs or donate to an Aboriginal or Torres Strait Islander organisation, event or program.   | July 2024, 2025, 2026                      | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community   |
| 3. Promote reconciliation through our sphere of influence. | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.  | November 2023, 2024, 2025                  | <b>Responsibility:</b><br>Chief Operating Officer<br><br>Head of People and Culture<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | A representative from the RAP internal champions is to attend at least two quarterly Reconciliation Australia RAP Leadership Gatherings per year.   | Review November 2023, 2024, 2025           | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community   |
|  | Communicate our commitment to reconciliation publicly including<br>· Developing a launch and communication plan for this RAP including a media release and an EDM to members, fans and other stakeholders and<br>· Taking all staff through the RAP at a monthly staff meeting and<br>· Communications leading into major periods such as NRW, Sir Doug Nicholls Round and NAIDOC Week. | Ongoing, reviewed October 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br>PR and Media Relations Lead            |

| ACTION | DELIVERABLE   | TIMELINE                                   | RESPONSIBILITY  |
|--------|---|--|---|
|        | Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes including to exchange ideas and share experiences to advance and drive reconciliation outcomes.   | Ongoing, reviewed October 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Working Group      |
|        | Collaborate with four RAP partners and other like-minded organisations to implement innovative approaches to advance reconciliation and work as a broader collective to influence change. Potential partners could include, but are not limited to:<br>· Woodside Energy<br>· Bankwest<br>· SEDA<br>· Curtin University | Ongoing, reviewed October 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Working Group      |
|        | Communicate our commitment to reconciliation by presenting on the RAP document at an all-of-club meeting each year, giving an update on our progress.   | July 2024, 2025, 2026                      | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|        | Provide opportunities for engagement by inviting external Aboriginal and Torres Strait Islander and Non-Indigenous Australian stakeholders to participate in club reconciliation activities and initiatives, where feasible.  | Ongoing, reviewed October 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Working Group      |

| ACTION   | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--|---|---|---|
|  | Schedule AFL player appearances each year at schools and/or community organisations leading into National Reconciliation Week and NAIDOC Week where possible to support local events and promote information about each of these weeks. | 27 May – 3 June 2024, 2025, 2026<br><br>First week in July 2024, 2025, 2026 | <b>Responsibility:</b><br>Fans and Community Manager<br><br><b>Supported by:</b><br>Indigenous Player Liaison                                     |
|  | Distribute RAP to commercial partners and members, and invite their organisations to walk with us by developing their own RAP or approaching the club with collaboration opportunities.   | October 2023  | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
| 4. Communicate the club's position on the Voice to Parliament and educational strategy for fans and members. | Consult with Aboriginal and Torres Strait Islander stakeholders about the Voice to Parliament referendum to help formulate the Club's position.   | May 2023  | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Develop and implement a strategy to communicate the Club's position on the Voice to Parliament and educational resources for members and fans leading up to the referendum.   | May 2023  | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
| 5. Further expand the Community Connected schools program.   | Kimberley Connected to collaborate with a local organisation to enable employment of local community members to help run the program each year.   | October 2023, 2024, 2025  | <b>Responsibility:</b><br>Head of Community Engagement<br><br><b>Supported by:</b><br>Purple Hands Foundation Operations Manager                  |

| ACTION   | DELIVERABLE   | TIMELINE                                     | RESPONSIBILITY   |
|--|---|--|--|
|  | Kimberley Connected program to expand into the Pilbara region with the support of Woodside Energy.  | October 2024                                 | <b>Responsibility:</b><br>Head of Community Engagement<br><br><b>Supported by:</b><br>Purple Hands Foundation Operations Manager<br>Senior Client Services Manager                     |
| 6. Promote positive race relations through anti-discrimination strategies. | Distribute the Racism It Stops With Me campaign's Bystander resources and a response guide for customer service staff.  | Ongoing, reviewed January 2024, 2025, 2026   | <b>Responsibility:</b><br>Head of People and Culture<br><br><b>Supported by:</b><br>People and Culture Advisor   |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy. | Ongoing, reviewed January 2024, 2025, 2026   | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br>Head of People and Culture<br><br><b>Supported by:</b><br>Indigenous Player Liaison |
|  | Communicate the AFL's national vilification and discrimination policy for our organisation, inclusive of a Club protocol for when discrimination incidents occur.     | Ongoing, communicated March 2024, 2025, 2026 | <b>Responsibility:</b><br>Chief Operating Officer<br><br>Head of People and Culture<br><br><b>Supported by:</b><br>Indigenous Player Liaison   |
|  | Provide ongoing education to senior leaders and managers on the effects of racism, including the resources available via the Racism It Stops With Me campaign.        | Ongoing, reviewed January 2024, 2025, 2026   | <b>Responsibility:</b><br>Chief Operating Officer<br><br>Executive General Manager Communications, Marketing and Community   |

| ACTION   | DELIVERABLE  | TIMELINE                                    | RESPONSIBILITY   |
|--|--|---|--|
|  | Investigate uniting with other sporting teams and codes to produce an anti-discrimination video in WA and meet to review anti-discrimination dialogue and behaviours.  | February 2024                               | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p> |
|  | Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism in consultation with the impacted individual/s.  | Ongoing reviewed December 2023, 2024, 2025  | <p><b>Responsibility:</b><br/>Chief Operating Officer</p> <p>Executive General Manager Communications, Marketing and Community</p>                         |
| 7. Provide mentor support to Aboriginal and Torres Strait Islander players within the Next Generation Academy (and any other programs) to help ensure cultural safety. | Individually meet with each of our Aboriginal and Torres Strait Islander AFL and AFLW players to assign them a mentor if this is of interest to individual players.  | Ongoing, reviewed December 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Head of Leadership, Development and AFLW</p> <p>Indigenous Player Liaison</p> <p>Player Development Managers</p>             |
|  | Meet with players on the conclusion of their time at the club to discuss what support they may need outside of what is offered via the AFL and AFLPA and put an action plan in place.  | Ongoing, reviewed December 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Head of Leadership, Development and AFLW</p> <p>Indigenous Player Liaison</p> <p>Player Development Managers</p>             |
|  | Continue to ask all AFL and AFLW players and introduce asking NGA alumni at the start of each season if they wish to be involved in the Next Gen Academy or other community programs such as Intercept which gives them the opportunity to mentor or coach Aboriginal and Torres Strait Islander youth within the community. | January 2024, 2025, 2026                    | <p><b>Responsibility:</b><br/>Head of Leadership, Development and AFLW</p> <p>NGA Coach</p> <p>NGA Manager</p>   |

| ACTION | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--------|---|---|---|
|        | Work alongside our WAFL aligned clubs to provide support options to Aboriginal and Torres Strait Islander players (and their families) identified for participation in the elite talent pathway of the Next Gen Academy and other elite pathway programs. Such support options will be assessed on an individual basis through organising a meeting and action plan with the player, their parent or guardian and relevant internal staff according to the players' needs and requests, when they are identified for this pathway. Options include Skype mentoring sessions, home visits and access to club support resources e.g. EAP. | Ongoing, reviewed September 2023, 2024, 2025  | <p><b>Responsibility:</b><br/>NGA Coach</p> <p>NGA Manager</p>                      |
|        | 8. Involve families and communities of players and staff in key Club activities to strengthen relationships.  | <p>When an Aboriginal and Torres Strait Islander player is recruited or drafted from a regional community, at least one Club leader will visit their local community with the Indigenous Player Liaison to learn more about their community and what support they may need for their transition to living and working in Perth.</p> <p>This visit will also take place with recruits and draftees who reside in the Perth metro area.</p> <p>Invite current and past Aboriginal and Torres Strait Islander players and their families to participate in at least one Club culturally significant activity annually, enabling past players and families to continue and current players and families to strengthen their connection to the club.</p> | <p>February 2024, 2025, 2026</p> <p>Ongoing, reviewed November 2023, 2024, 2025</p> |

| ACTION   | DELIVERABLE   | TIMELINE                                  | RESPONSIBILITY  |
|--|---|---|---|
|  | Hold an Acknowledgement of Country and FFC Cultural Presentation at the annual draftee and recruits player families induction week.             | January 2024, 2025, 2026                  | <b>Responsibility:</b><br>Player Development Manager<br><br>Indigenous Player Liaison   |
| 9. Continue to strengthen relationship with Reconciliation WA. | Renew Reconciliation WA membership annually and be an active member.  | July 2024, 2025, 2026                     | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Continue to attend RAP Sports RING conferences and build relationships with other WA sporting organisations, as organised by Reconciliation WA. | Review progress December 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |





Respect is a foundation block of forming solid relationships and working together to achieve goals and outcomes. The Fremantle Football Club acknowledge and respect our strong and ongoing links to Aboriginal and Torres Strait Islander Peoples of Australia through our current and past players and staff along with our Aboriginal and Torres Strait Islander members and supporters, and Peoples within the broader community. It is important to the Club to use these links to respectfully work together to continue to recognise and celebrate cultures and connections to land within our Club and outwards across Australia.

We will continue to acknowledge and foster our Club's connection with the Aboriginal and Torres Strait Islander communities of Australia and pay our respects to all Aboriginal and Torres Strait Islander Peoples, past and present, as the Traditional Custodians of these lands including the land on which we play our great game in Perth-Whadjuk, Noongar Boodja.

**Focus area:**  
Members and Fans: The centre of all we do. Culture: One club, one family.

| ACTION  | DELIVERABLE   | TIMELINE                          | RESPONSIBILITY   |
|---|---|-----------------------------------|--|
| 10. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Conduct a review of cultural learning needs within our organisation.  | November 2023                     | <b>Responsibility:</b><br>Head of People and Culture<br><br><b>Supported by:</b><br>People and Culture Advisor |
|   | Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.   | Reviewed October 2023, 2024, 2025 | <b>Responsibility:</b><br>Head of People of Culture<br><br><b>Supported by:</b><br>People and Culture Advisor  |
|   | Implement and communicate a cultural learning strategy for our staff, which will include a bi-annual survey to measure the level of knowledge and understanding of Aboriginal and Torres Strait Islander culture and history. | January 2024                      | <b>Responsibility:</b><br>Head of People of Culture<br><br><b>Supported by:</b><br>People and Culture Advisor  |
|   |   |                                   |  |

| ACTION | DELIVERABLE  | TIMELINE  | RESPONSIBILITY  |
|--------|--|---|---|
|        | Commit all RAP Working Group members, HR managers, senior executive group, football representatives and all new staff to undertake formal and structured cultural learning, including at least one external event.<br><br>New players and staff to undertake:<br><br><b>1st year players:</b><br>AFLPA cultural awareness module (face to face)<br><b>New staff:</b><br>Club cultural awareness module during induction (online) | Report on participation: October 2023, 2024, 2025       | <b>Responsibility:</b><br>Head of People of Culture<br><br><b>Supported by:</b><br>People and Culture Advisor<br><br>RAP Internal Champions       |
|        | In conjunction with the City of Cockburn, run a cultural immersion experience and football skills session at Cockburn ARC and on VGK Oval for primary school aged students in recognition of NAIDOC Week.  | July 2024, 2025, 2026                                   | <b>Responsibility:</b><br>Head of Community Engagement  |
|        | Invite Aboriginal and Torres Strait Islander players to share their cultures at Fans and Community gala days as guest speakers or via activities.  | By August 2024, 2025, 2026                              | <b>Responsibility:</b><br>Fans and Community Manager<br><br>Regional Engagement Manager   |
|        | Invite Stolen Generation survivors to be involved in at least one yarning session per year with players and staff, held at the club.   | Report on number of sessions: November 2023, 2024, 2025 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |



| ACTION | DELIVERABLE  | TIMELINE                                    | RESPONSIBILITY   |
|--------|--|---|--|
|        | Players and staff attending the annual AFL Community Camp to undertake an immersion experience in the community in which they are visiting.  | December 2023, 2024, 2025                   | <p><b>Responsibility:</b><br/>Regional Engagement Manager</p> <p>Indigenous Player Liaison</p>   |
|        | One staff member per year to be offered to the opportunity to join the Fans and Community and Purple Hands Foundation teams on a Kimberley Connect visit or other aligned program.   | Ongoing, reviewed October 2023, 2024, 2025  | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>Head of Community Engagement</p> |
|        | Create a calendar with dates of significance to communicate to players and staff, and publicly release Club positions on certain dates such as 26 January.   | Ongoing, reviewed January 2024, 2025, 2026  | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>       |
|        | <p>100% of all staff to undertake formal and structured cultural learning:</p> <p>100%, online learning and/or distribution of formal resources</p> <p>90%, face to face session</p> <p>20%, cultural immersion learning activity (offer opportunity to each staff member at least once every 3 years)</p> | Ongoing, reported November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Head of People of Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p>   |

| ACTION   | DELIVERABLE   | TIMELINE   | RESPONSIBILITY   |
|--|---|--|--|
|  | Review community programs to see where we can incorporate cultural awareness components into the program including Freo Footprints, Peak Performance, SEDA and in consultation with the WAFC and AFL, local Auskick centres.  | February 2024  | <p><b>Responsibility:</b><br/>Head of Community Engagement</p> <p><b>Supported by:</b><br/>Fans and Community Manager</p>                                      |
|  | <p>AFL and AFLW teams to wear the moorditj clash guernsey for 'away' games where AFL football operations designates the team to wear its white clash guernsey.</p> <p>Note: Currently as of 2022, the moorditj clash guernsey recognises the first designer of each team's first Indigenous guernsey.</p> <p>AFL: Richard Walley and Roger Hayden</p> <p>AFLW: Richard Walley and Jasmin Stewart</p>  | Ongoing, AFL and AFLW seasons where the white clash guernsey is worn: August (AFL) and October (AFLW) 2023, 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Merchandise Manager</p> <p>Team Store Manager</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p> <p>Graphic Designer</p> |
| 11. Recognise Aboriginal and Torres Strait Islander cultures on our match guernseys. | <p>Seek permission each year to feature the Stolen Generation flower on the Sir Doug Nicholls Round and AFLW Indigenous Round guernseys with the Kimberley Stolen Generation Aboriginal Corporation and if permission is granted:</p> <ol style="list-style-type: none"> <li>Publish and promote an article on the Club website explaining what the flower represents in the lead up to the rounds</li> <li>Purchase Stolen Generation Flower pins for non-playing players, coaches and staff to wear in unity with the playing group</li> <li>Gift a signed Indigenous guernsey to KSGAC</li> <li>Gift a signed Indigenous guernsey to WA Stolen Generation Aboriginal Corporation (WASGAC)</li> </ol> | <p><b>Permission:</b><br/>November 2023, 2024, 2025</p> <p><b>Article:</b><br/>May / September 2024, 2025, 2026</p>          | <p><b>Responsibility:</b><br/>Senior Client Services Manager</p> <p>Head of Content and Marketing</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>   |

| ACTION  | DELIVERABLE  | TIMELINE                                    | RESPONSIBILITY   |
|---|--|---|--|
|   | Seek permission to have both the Aboriginal and Torres Strait Islander flags on the club's guernseys   | November 2023, 2024, 2025                   | <p><b>Responsibility:</b><br/>Torres Strait Island Regional Council:<br/>Senior Client Services Manager</p> <p><b>AFL Licensing:</b><br/>Merchandise Manager</p> |
| 12. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols. | <p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through:</p> <ul style="list-style-type: none"> <li>· Refreshing staff at a staff meeting prior to each AFL season and</li> <li>· Reviewing protocol in place for each event category.</li> </ul> | Ongoing, reviewed February 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>       |
|   | Review and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.   | Ongoing, reviewed February 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>       |
|   | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | Ongoing, reviewed January 2024, 2025, 2026  | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>       |

| ACTION | DELIVERABLE  | TIMELINE                                   | RESPONSIBILITY  |
|--------|--|--|---|
|        | <p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at nine significant events each year, including:</p> <ul style="list-style-type: none"> <li>· AFL Season Launch</li> <li>· International Women's Day Luncheon</li> <li>· AFL Smoking Ceremony</li> <li>· Sir Doug Nicholls Round (home game)</li> <li>· AFLW Smoking Ceremony</li> <li>· Power of Sport Luncheon</li> <li>· AFLW Indigenous Round (home game)</li> <li>· Doig Medal</li> <li>· AFLW Fairest &amp; Best</li> </ul> <p>In addition, at all other AFL and AFLW home games play the vision and/or audio of the club's Welcome to and Acknowledgement of Country video.</p> | Ongoing, reviewed January 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Head of Events</p> <p><b>Supported by:</b><br/>Events Coordinator</p> |
|        | Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.  | Ongoing, reviewed January 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Head of Events</p> <p><b>Supported by:</b><br/>Events Coordinator</p> |

| ACTION | DELIVERABLE   | TIMELINE                        | RESPONSIBILITY   |
|--------|---|---------------------------------|--|
|        | Organise one workshop per year for up to 20 staff to undertake the Acknowledgement of Country workshop with Curtin University's Centre for Aboriginal Studies.  | By December 2023, 2024, 2025    | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor<br/>RAP Internal Champions</p>   |
|        | Hold at least one Smoking Ceremony for both the AFL and AFLW teams each season, inviting external stakeholders if feasible.   | May and August 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Head of Events</p> <p><b>Supported by:</b><br/>Events Coordinator</p>  |
|        | Display two Acknowledgment of Country plaques at our office, one at reception and one at the Victor George Kailis Oval viewing area, with the Aboriginal and Torres Strait Islander flags to be featured on the reception plaque and the Aboriginal and Torres Strait Islander flags to be flown in view of VGK Oval. | October 2023                    | <p><b>Responsibility</b><br/>Head of Strategic Projects and Facilities</p> <p><b>Supported by:</b><br/>Facilities and Projects Administrator</p>   |
|        | Review our customer relationship management systems, e-commerce platforms and mailing systems to include Traditional Place Names on all physical mail in line with Australia Post address guidelines.   | March 2024                      | <p><b>Responsibility:</b><br/>Head of Premium Sales and Merchandise<br/>Head of Membership</p> <p><b>Supported by:</b><br/>Facilities and Projects Administrator<br/>CRM Administrator</p> |

| ACTION   | DELIVERABLE   | TIMELINE                            | RESPONSIBILITY   |
|--|---|-------------------------------------|--|
| 13. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | RAP Working Group to participate in an external NAIDOC Week event.  | First week in July 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>   |
|  | Review HR policies and procedures and work with the football schedule to remove barriers to players and staff participating in NAIDOC Week. | May 2024, 2025, 2026                | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p>Director of Football Performance and Innovation</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> <p>Football Operations Specialist</p>                               |
|  | Subject to the football and administration schedule, support all staff to participate in one NAIDOC Week event in our local area.           | First week in July 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p>Director of Football Performance and Innovation</p> <p>RAP Internal Champions</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> <p>Football Operations Specialist</p> |
|  |   |                                     |  |

| ACTION | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--------|---|---|---|
|        | In consultation with Aboriginal and Torres Strait Islander Peoples, host an internal NAIDOC Week event each year (in line with the football and administration schedule), giving our Aboriginal and Torres Strait Islander staff and AFL and AFLW players the opportunity to share their cultures with the staff, board and playing groups. | First week in July 2024, 2025, 2026                                       | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p>Director of Football Performance and Innovation</p> <p>Indigenous Player Liaison</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> <p>Football Operations Specialist</p> |
|        | Investigate the opportunity to recognise NAIDOC Perth Awards recipients and their significant community contribution at the next home game.   | Nearest home game to the first week in July 2024, 2025, 2026              | <p><b>Responsibility:</b><br/>Head of Events</p> <p>RAP Internal Champions</p>  |
|        | Seek permission from the AFL to wear our Indigenous guernsey for one game that falls during NAIDOC Week.  | Seek permission in May 2024, 2025, 2026                                   | <p><b>Responsibility:</b><br/>Merchandise Manager</p> <p><b>Supported by:</b><br/>Property Services Manager</p>   |
|        | In consultation with Aboriginal and Torres Strait Islander stakeholders, support external NAIDOC Week events each year.   | June 2024, 2025, 2026 for events held first week in July 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p>  |

| ACTION   | DELIVERABLE  | TIMELINE   | RESPONSIBILITY   |
|--|--|--|--|
| 14. Utilise identified home games to recognise the contribution of Aboriginal and Torres Strait Islander Peoples to our community. | Invite an Aboriginal and Torres Strait Islander person to toss the coin prior to at least one AFL and AFL Women's home game each year.   | By October 2023, 2024, 2025                          | <p><b>Responsibility:</b><br/>Senior Client Services Manager</p>   |
|  | Invite Aboriginal and Torres Strait Islander Peoples to form the guard of honour for the run through banner during Sir Doug Nicholls Round and AFLW Indigenous Round games, where feasible.  | May (AFL) and October (AFLW), 2023, 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>RAP Internal Champions</p> <p>Head of Events</p> <p><b>Supported by:</b><br/>AFLW and Corporate Events Executive</p> <p>Events Coordinator</p> |
|  | Hold one Aboriginal and Torres Strait Islander themed AFL and AFLW game each season, including activities such as interviews with Aboriginal and Torres Strait Islander stakeholders, cultural performances and match day experiences. | May (AFL) and October (AFLW), 2023, 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>RAP Internal Champions</p> <p>Head of Events</p> <p><b>Supported by:</b><br/>AFLW and Corporate Events Executive</p> <p>Events Coordinator</p> |
|  | AFL Women's team to wear an Indigenous guernsey for one home game each season and to also wear the guernsey for one training session in the week leading in to the game.   | September 2024, 2025, 2026                           | <p><b>Responsibility:</b><br/>Head of Leadership, Development and AFLW</p> <p><b>Supported by:</b><br/>Team Store Manager</p> <p>Property Services Manager - AFLW</p>        |
|  | <p><i>Please refer to the 'Creating Opportunities' section for our commitment around the design of the jumper.</i></p> <p><i>Please see action 19 around the launch and promotion of the artist and guernsey.</i></p>                  |  |  |

| ACTION  | DELIVERABLE   | TIMELINE                     | RESPONSIBILITY   |
|---|---|------------------------------|--|
|   | Develop and implement a strategy to invite one Aboriginal and Torres Strait Islander community or organisation per game to receive 10 match tickets at each AFL and AFLW home games (excluding finals).   | February 2024, 2025, 2026    | <b>Responsibility:</b><br>RAP Internal Champions   |
| 15. Build a broader understanding in the community of our Club's connection with Aboriginal and Torres Strait Islander Peoples. | Produce at least three Aboriginal and Torres Strait Islander player or staff features each year, with two features to be the players or staff involved with the design of each year's AFL and AFLW Indigenous guernsey.   | By December 2023, 2024, 2025 | <b>Responsibility:</b><br>Head of Communications<br><br>Team Leader - Digital Production |
|   | Produce at least one feature each year that showcases the work one of our external stakeholders is doing within their community, and how the Club is supporting this stakeholder in their work.   | By December 2023, 2024, 2025 | <b>Responsibility:</b><br>Head of Communications<br><br>Team Leader - Digital Production |
|   | Empower players and staff with the opportunity to work on 26 January (where it falls on a usual work day), where feasible in exchange for an alternate day of leave, in recognition of this day as a day of hurt to many Aboriginal and Torres Strait Islander Peoples. | January 2024, 2025, 2026     | <b>Responsibility:</b><br>Chief Operating Officer<br><br>Head of People and Culture      |





# Opportunities

An important part of our RAP is that we work to establish opportunities that allow us to make a meaningful difference to the social, physical, employment and other outcomes for Aboriginal and Torres Strait Islander Peoples. The Fremantle Football Club will work with Aboriginal and Torres Strait Islander organisations and communities to establish opportunities of shared value. As a Club, we understand our distinctive and privileged position to be able to have a positive impact on our

community and through strengthening existing strategies and opportunities in place the Club will be able to continue make a meaningful difference.

**Focus area:**

Community: More than football. Members and Fans: The centre of all we do. Culture: One club, one family Football: Success through character, culture and performance.

| ACTION   | DELIVERABLE  | TIMELINE                                   | RESPONSIBILITY  |
|--|--|--|---|
| 16. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | Engage with Aboriginal and Torres Strait Islander staff and players to consult on the effectiveness of our recruitment, retention and professional development strategy. | March 2024                                 | <p><b>Responsibility, player personnel:</b><br/>Director of Football Performance and Innovation</p> <p><b>Supported by:</b><br/>Indigenous Player Liaison</p> <p><b>Responsibility, non-player personnel:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> |
|  | Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy for players, coaches and off-field roles.       | Ongoing, reviewed January 2024, 2025, 2026 | <p><b>Responsibility, player personnel:</b><br/>Director of Football Performance and Innovation</p> <p><b>Supported by:</b><br/>Indigenous Player Liaison</p> <p><b>Responsibility, non-player personnel:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p> |

| ACTION | DELIVERABLE   | TIMELINE                                    | RESPONSIBILITY  |
|--------|---|---|---|
|        | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including implementing specialised recruitment channels in line with our Diversity and Inclusion Action Plan and explicitly inviting First Nations people to apply on all job advertisements.  | Ongoing, reviewed November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p>                               |
|        | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace, including appointing an Aboriginal and Torres Strait Islander panellist to interview panels for Aboriginal and Torres Strait Islander candidates. | Ongoing, reviewed November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor<br/>Indigenous Player Liaison</p> |
|        | Develop and implement a work experience program (or traineeship) and annual careers tradeshow, with education and commercial partners to support Aboriginal and Torres Strait Islander students looking to pursue a career in sport and/or business.  | December 2024                               | <p><b>Responsibility:</b><br/>Chief Operating Officer</p> <p><b>Supported by:</b><br/>Head of People and Culture</p>                                  |
|        | Aboriginal and Torres Strait Islander employees to be mentored and supported to take on management and senior level positions, by investing in professional development programs on an annual basis for First Nations staff to enhance their leadership and management capabilities.            | Ongoing, reviewed November 2023, 2024, 2025 | <p><b>Responsibility:</b><br/>Chief Operating Officer</p> <p><b>Supported by:</b><br/>Head of People and Culture</p>                                  |
|        | Employ a minimum of four (3%) people who identify as Aboriginal and/or Torres Strait Islander Peoples in non-player, non-casual roles.  | July 2026                                   | <p><b>Responsibility:</b><br/>Head of People and Culture</p> <p><b>Supported by:</b><br/>People and Culture Advisor</p>                               |

| ACTION  | DELIVERABLE   | TIMELINE                                    | RESPONSIBILITY   |
|---|---|---|--|
| 17. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.  | February 2024                               | <b>Responsibility:</b><br>Chief Financial Officer<br><br>Chief Operating Officer<br><br><b>Supported by:</b><br>Assistant Accountant<br><br>Head of Contracts, Risk and Governance |
|   | Investigate Supply Nation membership.   | January 2024                                | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br>Chief Operating Officer   |
|   | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.                       | March 2024                                  | <b>Responsibility:</b><br>Chief Financial Officer<br><br>Chief Operating Officer<br><br><b>Supported by:</b><br>Assistant Accountant   |
|   | Maintain commercial relationships with two Aboriginal and/or Torres Strait Islander businesses.   | Ongoing, reviewed December 2023, 2024, 2025 | <b>Responsibility:</b><br>Chief Commercial Officer<br><br>Chief Operating Officer  |
|   | Procure at least \$4,000 worth of goods and services from Aboriginal and Torres Strait Islander businesses during the NRW and NAIDOC Week all of Club activities. | June and July 2024, 2025, 2026              | <b>Responsibility:</b><br>Head of People and Culture<br><br><b>Supported by:</b><br>People and Culture Advisor   |

| ACTION  | DELIVERABLE  | TIMELINE   | RESPONSIBILITY  |
|---|--|--|---|
| 18. Increase Aboriginal and Torres Strait Islander Peoples participation in our community programs. | Work with food and beverage suppliers to incorporate Indigenous ingredients and flavours into their catering at Club events, including match day.  | Reviewed, December 2023, 2024, 2025                | <b>Responsibility:</b><br>Head of Events<br><br><b>Supported by:</b><br>AFLW and Corporate Events Executive<br><br>Events Coordinator |
|   | Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.  | Ongoing, reviewed, December 2023, 2024, 2025       | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br>Chief Operating Officer            |
|   | Engage with Aboriginal and Torres Strait Islander youth through the Next Gen Academy program by visiting the schools and communities of the Club's NGA regional zones at least three times per year (at least three days per visit). | Ongoing, reviewed, December 2023, 2024, 2025       | <b>Responsibility:</b><br>NGA Manager<br><br>NGA Coach<br><br>Regional Engagement Manager   |
|   | Engage with Aboriginal and Torres Strait Islander youth through the Next Gen Academy program and running formal training sessions at Victor George Kailis Oval for our allocated metropolitan WAFL zones at least 10 times per year. | Ongoing, reviewed, December 2023, 2024, 2025       | <b>Responsibility:</b><br>NGA Manager<br><br>NGA Coach  |
|   | Review key learnings from Intercept pilot program (run March-April 2023) which engages youth aged 13-16 in the City of Cockburn and apply this to the roll out of the program in 2024 and beyond.                                    | Reviewed November 2023. Implemented February 2024. | <b>Responsibility:</b><br>Operations Manager – Purple Hands Foundation  |

| ACTION | DELIVERABLE   | TIMELINE                                     | RESPONSIBILITY   |
|--------|---|--|--|
|        | Host one curtain raiser game each year for Aboriginal and Torres Strait Islander students.  | Review August 2024, 2025, 2026               | <b>Responsibility:</b><br>Fans and Community Manager<br><br>Regional Engagement Manager  |
|        | Visit at least two regional or remote communities each year through our fans and community or Purple Hands Foundation programs that will have a majority participation from Aboriginal and Torres Strait Islander Peoples with one of these visits to include the Kimberley 9's carnival which gives primary and secondary students in the Kimberley with the opportunity to participate in an AFL 9's carnival on Cable Beach as a reward for engaging with the Kimberley Connect program during the year. | Ongoing, reviewed, December 2023, 2024, 2025 | <b>Responsibility:</b><br>Head of Community Engagement<br><br>Operations Manager- Purple Hands Foundation<br><br>Regional Engagement Manager |
|        | Support external community programs to help drive Aboriginal and Torres Strait Islander participation and engagement, including the Nicky Winmar Cup and Kirby Bentley Cup and/ or Syd Jackson Cup carnivals.   | Ongoing, reviewed November 2023, 2024, 2025  | <b>Responsibility:</b><br>Fans and Community Manager<br><br>Regional Engagement Manager  |
|        | Work with the Kimberley Aboriginal Medical Service to deliver workshops to students in the Kimberley on health matters including nutrition (Fuel to Play), vaping / smoking and sexual health.  | Ongoing, reviewed November 2023, 2024, 2025  | <b>Responsibility:</b><br>Head of Community Engagement<br><br>Operations Manager- Purple Hands Foundation                                    |

| ACTION   | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--|---|---|---|
| 19. Promote Aboriginal art at key Club events. | Engage an Aboriginal and Torres Strait Islander current or past player alongside an Aboriginal and Torres Strait Islander artist to design Fremantle's Aboriginal and Torres Strait Islander themed jumper to be worn during Sir Doug Nicholls Round. As part of this, we will:<br><br>· Invite the artist and player to tell the story of their artwork both in video and written formats<br>· Put together a marketing and PR plan to highlight the artist and their artwork, the player and launch the guernsey<br><br>· Invite the artist to come into the Club and/or Club event to meet players and staff and tell the story of their artwork with the player and<br><br>· Invite the artist, and past player if applicable, to attend the game home where their guernsey will be worn. | January 2024, 2025, 2026                          | <b>Responsibility:</b><br>RAP Internal Champions<br><br>Indigenous Player Liaison<br><br><b>Supported by:</b><br>Graphic Designer<br><br>Team Store Manager |
|  | Commission an Aboriginal and Torres Strait Islander artist to help create a gift to exchange at the coin toss with the opposition team during Sir Doug Nicholls Round, AFLW Indigenous Round and any NAIDOC or away Sir Doug Nicholls Round games.  | April (AFL) and September (AFLW) 2024, 2025, 2026 | <b>Responsibility:</b><br>RAP Internal Champions<br><br>Indigenous Player Liaison<br><br>Events Coordinator   |



| ACTION | DELIVERABLE  | TIMELINE                      | RESPONSIBILITY  |
|--------|--|-------------------------------|---|
|        | <p>Run a Kimberley 9's shirt design competition for students participating in the Kimberley Connect program, which will be worn by all students participating in the Kimberley 9's carnival. The winning design will also be featured on the AFL team's warm-up tops for the Purple Hands Foundation Round home game the following AFL season.</p> | <p>March 2024, 2025, 2026</p> | <p><b>Responsibility:</b><br/>Operations Manager – Purple Hands Foundation</p> <p><b>Supported by:</b><br/>Merchandise Manager<br/>Team Store Manager</p> |





# Governance

| ACTION   | DELIVERABLE   | TIMELINE   | RESPONSIBILITY  |
|--|---|--|---|
| 20. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.            | Maintain Aboriginal and Torres Strait Islander representation on the RWG.   | February, April, June, November 2023, 2024, 2025, 2026 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community   |
|  | Review and update the Terms of Reference for our RWG.   | Reviewed November 2023, 2024, 2025                     | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Meet at least four times per year to drive and monitor RAP implementation.  | February, April, June, November 2023, 2024, 2025, 2026 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Indigenous Player Liaison and one RAP Internal Champion to meet with full Indigenous playing groups at least two times per year to separately discuss RAP progress. | February and July 2024, 2025, 2026                     | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br>Indigenous Player Liaison                          |
| 21. Maintain an effective RAP External Advisory Group (REAG) to drive governance of the RAP. | At least three quarters majority Aboriginal and Torres Strait Islander representation on the REAG.  | Ongoing, reviewed May 2024, 2025, 2026                 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |

| ACTION   | DELIVERABLE   | TIMELINE   | RESPONSIBILITY  |
|--|---|--|---|
| 22. Provide appropriate support for effective implementation of RAP commitments. | Review and update the Terms of Reference for our REAG.                                    | May 2024, 2025, 2026                                   | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Meet at least four times per year to drive and monitor RAP implementation.                | February, April, June, November 2023, 2024, 2025, 2026 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Embed resource needs for RAP implementation.  | Ongoing, reviewed November 2023, 2024, 2025            | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Embed key RAP actions in performance expectations of senior management and all staff.     | Ongoing, reviewed November 2023, 2024, 2025            | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Embed appropriate systems and capability to track, measure and report on RAP commitments. | Ongoing, reviewed November 2023, 2024, 2025            | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |

| ACTION   | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--|---|---|---|
|  | Maintain an internal RAP Champion from senior management.   | Ongoing, reviewed November 2023, 2024, 2025       | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community   |
|  | Include our RAP as a standing agenda item at senior management meetings.  | Ongoing, reviewed November 2023, 2024, 2025, 2026 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community   |
|  | Include questions around our RAP in the annual staff engagement survey.   | October 2023, 2024, 2025                          | <b>Responsibility:</b><br>Head of People and Culture<br><br><b>Supported by:</b><br>People and Culture Advisor                                    |
| 23. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June annually                                     | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 August annually                                 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |

| ACTION | DELIVERABLE   | TIMELINE  | RESPONSIBILITY  |
|--------|---|---|---|
|        | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 September, annually                                  | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|        | Report RAP progress to all staff and senior leaders quarterly.  | November, February, June, August 2023, 2024, 2025, 2026 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|        | Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings via:<br>· Docker Annual<br>· Web article leading in to Sir Doug Nicholls Round | May and December 2023, 2024, 2025, 2026                 | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|        | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | May 2024, 2026  | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |
|        | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | July 2026   | <b>Responsibility:</b><br>Executive General Manager Communications, Marketing and Community<br><br><b>Supported by:</b><br>RAP Internal Champions |

| ACTION  | DELIVERABLE   | TIMELINE                                    | RESPONSIBILITY   |
|---|---|---|--|
|   | Ensure at least one major RAP update is provided each year to the Board, with monthly reporting on club activities as well. | Major update provided June 2024, 2025, 2026 | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p> |
| 24. Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia's website to begin developing our next RAP.   | November 2025                               | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p> |
|   | Consult with REAG and RWG to develop a new RAP based on learnings and achievement from this RAP                             | November 2025                               | <p><b>Responsibility:</b><br/>Executive General Manager Communications, Marketing and Community</p> <p><b>Supported by:</b><br/>RAP Internal Champions</p> |





## Contact Details

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