

# STRETCH RECONCILIATION ACTION PLAN

MARCH 2020 - FEBRUARY 2023



RECONCILIATION  
ACTION PLAN

STRETCH



FREMANTLE  
DOCKERS



Woodside

INDIGENOUS  
PROGRAM PARTNER



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).

Language is used throughout this document in consultation with local Traditional Custodians.

The artwork used on the front cover and throughout this Reconciliation Action Plan (RAP) is used with the permission of Noongar Elder and the club's number one ticket holder Dr Richard Walley, OAM, and former player Dale Kickett, who designed the club's second Indigenous guernsey worn during the 2017 and 2018 seasons. The design continued the theme of Fremantle's first Indigenous guernsey, with the three chevrons altered to boomerangs to represent the past, present and future of the club.

The guernsey also features artwork around the body of the jumper, with the disc in the centre representing the three layers of the club. The innermost layer signifies the body of the club in the playing group, who are at the centre of the club, with the four sections also representing the four quarters of a football game. The next layer symbolises the heart of the club in the football staff, administration and board members, who provide the support network around the players and help the club's heart to beat. The outer layer signifies the all-important spirit of the club which is represented by each of the club's members and fans, who provide waves of energy through their unwavering loyalty and passionate support.

The wider design denotes the six Noongar seasons, which are Birak, Bunuru, Djeran, Makuru, Djilba and Kambarang - and the waves of energy that flow through each of these seasons as nature changes during the year. From a football perspective, the six seasons represent the waves of emotions and energy, and the ebbs and flows felt within a football game and throughout the season - with the energy becoming stronger towards a climactic finish.





## OUR VISION

Our vision is 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 actively work towards our vision to the best of our capability. We continue to be determined to use our position of influence to strengthen the Fremantle Dockers existing engagement with and contribution to the community, through the Fremantle Dockers Foundation. As part of this we will passionately demonstrate our ongoing commitment to reconciliation among Aboriginal and Torres Strait Islander and non-Indigenous Australians to a broader audience and continue to learn and grow along our journey.



# A MESSAGE FROM THE PRESIDENT

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 Reconciliation Action Plan (RAP). We see our RAP as an extension of our club trademark (The Freo Way), a commitment to respect and excellence. Our RAP allows us to formally acknowledge our Aboriginal and Torres Strait Islander links and provides us with the opportunity to honour and celebrate the many Aboriginal and Torres Strait Islander players who have represented our club since its inception and their cultures.

In 2017 during Sir Doug Nicholls Round, we were proud to break the AFL (and our own) record of Aboriginal and Torres Strait Islander players to play in a single side, with eight players in our starting 22 being Aboriginal and Torres Strait Islander Peoples. Eight was also the number of Aboriginal and Torres Strait Islander players across our 2017 and 2018 AFL Women's playing lists, more than double any other club. The club's Aboriginal and Torres Strait Islander jumper worn for 2017 Sir Doug Nicholls Round was designed by club number one ticket holder Richard Walley and former Aboriginal and

Torres Strait Islander player Dale Kickett to be a jumper that would include all Australians, celebrating our great game as a place where everyone comes together; where everyone is equal and unified. You will find this artwork on the cover of and throughout this document as a visual reminder of this message with unity, equality and equity and race relations being three of the five interrelated dimensions of reconciliation. The other two dimensions are institutional integrity and historical acceptance, and this RAP is a formal acknowledgement of our club's commitment to reconciliation. Approximately 10 per cent of players in the AFL system are Aboriginal and Torres Strait Islander Peoples; however, this number is consistently, significantly higher for Fremantle at 21 per cent for the 2020 Toyota AFL Premiership Season.

The club would like to thank our Indigenous Program Partner in Woodside, number one ticket holder Dr Richard Walley, OAM, board member Professor Colleen Hayward, AM, AFL RAP Managers over the course of this process Jaynaya Winmar and Kirby Bentley, and the club's internal RAP Working Group 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.

Kalyakoort Walyallup (Forever Freo).

**Dale Alcock**  
President  
Fremantle Football Club

# A MESSAGE FROM RECONCILIATION AUSTRALIA



On behalf of Reconciliation Australia, I congratulate the Fremantle Football Club on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP); its first Stretch RAP.

The RAP program is a fast-growing collective of over 1,000 organisations that aim to drive reconciliation across three key pillars: relationships, respect and opportunities. This Stretch RAP sees the Fremantle Football Club continue to play an important leadership role in a growing community of corporate, government, and not-for-profit organisations that have formally committed to reconciliation.

With over 50,000 members and approximately 300,000 supporters nationwide, the club is in a prime position to progress reconciliation in Australia.

The Fremantle Football Club have made critical strides to bring reconciliation to the fore of its work. This includes the appointment of senior Noongar woman, Colleen Hayward AM to its Board in 2017, demonstrating a firm commitment to Aboriginal and Torres Strait Islander engagement at all levels of the game, and a deep recognition of the importance of Aboriginal and Torres Strait Islander perspectives in Australia's political, business and community structures.

Looking ahead, the Fremantle Football Club envisions a reconciled Australia, united and built on respect; where all are welcome and have the opportunity to thrive. This Stretch RAP commits to develop and implement a formal internal and external racial vilification policy and education strategy. Addressing racism both on and off the field will have a long-lasting and far-reaching impact on Australia's journey towards reconciliation.

This Stretch RAP is a fine example of an organisation using its position and resources to drive reconciliation. I commend the Fremantle Football Club on its continued dedication and look forward to following its future achievements.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# PLAYER FOREWORDS



**MICHAEL WALTERS**  
(NOONGAR)

On behalf of the men's playing group, I am proud and excited to present the club's second Reconciliation Action Plan (RAP) to you. Many of the Aboriginal and Torres Strait Islander members of our playing group have had significant and ongoing input in to the development and implementation of the actions contained within this RAP so it has been a real team effort.

Here at Fremantle, we have a moorditj (strong) Aboriginal and Torres Strait Islander history, with 35 Aboriginal and Torres Strait Islander men and 8 Aboriginal and Torres Strait Islander women having played an AFL or AFL Women's game for this club. We also have a moorditj (strong) history with the club's work with the community. As players we enjoy being able to give back to our community where we can and many actions in this RAP reflect this great work and commitment that the club is already doing and that we commit to doing in the future particularly with our Next Generation Academy locally and in the Kimberley.

We are also grateful for the ongoing support of Uncle Richard (Walley). Even before he was our number one ticket holder you would often see him around the club helping with Welcome to Country ceremonies, designing the club's first Indigenous jumper and assisting with many other things behind the scenes. We believe Richard also performed the first Welcome to Country for an AFL club at our first Len Hall Tribute match back in 1996.

I am honoured to play a key part in representing our present, past and future Aboriginal and Torres Strait Islander players on the RAP Working Group and look forward to seeing how the club and our loyal fans can continue to build upon our Aboriginal and Torres Strait Islander history and achievements together. It's exciting and it's great to be part of.



**GEMMA HOUGHTON**  
(YINDJIBARNDI)

Just as the club welcomed the inaugural AFL Women's team back in 2017, we welcome all members of our community, including Aboriginal and Torres Strait Islander Peoples. The club, like football overall, is a place where all are equal and can be part of it. Like the men's playing group, our women's playing group are also proud and excited to present the club's second RAP to the community.

It's important to engage with our fans and communities and particularly for our Aboriginal and Torres Strait Islander communities to try and have a meaningful impact and make a difference. The club engages girls and boys through our Next Generation Academy as well as our community and school programs and also through the Kirby Bentley Cup and Nicky Winmar Cup which showcases the talents of young Aboriginal and Torres Strait Islander female and male footballers from across WA and for which the club has committed to support in this RAP.

Such opportunities are crucial to engaging young Aboriginal and Torres Strait Islander girls and boys not only in football but in providing these girls and boys with positive social and physical opportunities and outcomes. It's important for both the growth of the game and our communities; to raise proud, strong and resilient young women and men.

As part of the club's reconciliation commitments, this 2020 NAB AFL Women's season, we are also proud to unveil our first AFLW Indigenous jumper, with artwork by Uncle Richard Walley and designed by Jasmin Stewart and with assistance from Aunty Colleen Hayward, Kara Antonio, Ebony Antonio and me.

## 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, honouring Fremantle's rich football history. At the end of the 2019 season, the club had 51,234 members and more than 307,500 supporters (Nielsen survey) Australia-wide, allowing the club to engage with Australians from all walks of life. Fremantle Football Club currently has 225 permanent, fixed term and casual employees, including 74 players in season, across two office locations in Cockburn Central and Melbourne. The club plays its qualifying home games at Optus Stadium (AFL) and Fremantle Oval (AFL Women's). There are 13 (3 AFL Women's and 10 AFL) Aboriginal and Torres Strait Islander players on the 2020 AFL and AFL Women's playing lists and two Aboriginal and Torres Strait Islander staff members, Roger Hayden and Michael Johnson, with Roger being only one of three current Aboriginal or Torres Strait Islander coaches among the AFL coaching ranks.

The club is proud of its community engagement, which reaches more than 250,000 people annually. This includes the Fremantle Dockers Community Goals program, and the over-arching Fremantle Dockers Foundation, which was established in 2015 to support the club's important on and off field work. The initial project was the development of the club's new elite training and administration

facility at Cockburn Central, which also provides facilities that support the foundation's four key pillars; community engagement and social inclusion, elite performance and sustained on field success, pathway and development programs for aspiring athletes and securing our future. This project is a vital part of the club's future and will provide an avenue to make a meaningful contribution to our community, now and into the future, using football as the vehicle for a healthy, vibrant and stronger community.

In 2017, the club established its Next Generation Academy (NGA). The aim of this academy is to provide strong, supportive development pathways for Aboriginal and Torres Strait Islander players as they look pursue a career in the AFL and AFLW, attract multicultural talent that otherwise may not have played AFL or AFLW, and to engage children aged 11-16 in participation programs to help drive positive social and health outcomes. The NGA allows the club to increase its engagement within the community through identifying and developing young talent, introducing kids to school and community football competitions and feeding into the existing state and national talent programs. 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.



On behalf of the Fremantle Dockers Dale Alcock presented a 'message stick' in the form of a football to the City of Cockburn mayor Logan Howlett at the official opening of Cockburn ARC in May 2017. The football was painted by Dr Richard Walley. Dr Walley painted waves of energy in the colours of the Fremantle Dockers and the City of Cockburn on the football to represent the merging together of the two stakeholders in the new facility.

# APPROACH TO OUR RAP

The Fremantle Dockers Football Club has a corporate and social responsibility to the community in which it thrives. Continuing to have a Reconciliation Action Plan, that guides 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 work to support the community through consistently driving positive community engagement and fostering social inclusion opportunities.

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 genuine steps to achieve reconciliation is important to everyone involved with our club – players, coaches, staff, board, members, fans and sponsors. We work as one club, united in our pursuit of our vision for reconciliation.

Work on the club's RAP commenced in April of 2017, following the move to our new elite training and administration facility. To form this Reconciliation Action Plan, the RAP Working Group first looked at the deliverables and outcomes from its previous RAP as well as meeting each department within the club to understand more about efforts that weren't currently being identified in the RAP or areas that provided new opportunities to deepen the club's work and extend our commitment towards achieving reconciliation. Particular focus was held on assessing the club's work within the community with what the club is currently doing and the impacts of these actions, and what opportunities there are to ensure the club continues to strive towards excellence and respect.

From here the internal champions continued to work with each department and representatives of our men's and women's playing groups to build and refine this document. While this meant that the RAP development process took a much longer time than anticipated, the result means that the club has a strong document in place to guide our reconciliation journey for the next three years. A plan to which all areas and levels of the club have had continued input on the deliverables we are working towards and clarity on their responsibilities to deliver outcomes over this time.

Along the way, the club continued to engage with external stakeholders to seek feedback on our direction with this RAP and particularly on the deliverables that were being proposed for inclusion. To this end the club wishes to thank Dr Richard Walley OAM, Jaynaya Winmar (AFL RAP Manager – 2017), Kirby Bentley (AFL RAP Manager – current) and the Indigenous and Corporate Affairs areas at club major sponsor and Indigenous Program Partner Woodside.

The internal working group involved in the development of the club's RAP over part or the entirety of this time period included staff from all departments across the club and was championed by:

Jana Gernhoefer, Partnerships Account Manager and Michael Johnson, Indigenous and Multicultural Liaison Officer and past player.

And the club is extremely grateful for the leadership and efforts these two staff members as well as Scott Gooch, Chief Commercial Officer, and Mark Anderson, Player Development Manager have displayed.

We wish to also especially acknowledge the outstanding contributions of the club's Aboriginal and Torres Strait Islander playing group, staff and board. Their passion and input were vital in the creation and implementation of this plan:

Colleen Hayward, AM, Board Member

Roger Hayden, Development Coach and past Player  
Jade Narkle, HR Coordinator (parental leave cover)

Harley Bennell, past player  
Kirby Bentley, past player  
Cassie Davidson, past Player  
Jon Griffin, past Player  
Stephen Hill, Player  
Gemma Houghton, Player  
Alicia Janz, past Player  
Danyle Pearce, past Player  
Jasmin Stewart, Player  
Michael Walters, Player  
....and the broader Aboriginal and Torres Strait Islander and non-Indigenous AFL and AFL Women's playing groups during 2017, 2018 and 2019.

Looking forward to the implementation of this RAP, the current members of the RAP Working group, led by the internal champions, will take responsibility for ensuring goals are met according to timelines and encourage the active participation of all staff and

our stakeholders in the journey towards reconciliation. This will be governed by the timelines we are committing to below and is explicitly outlined in the governance section of our goals including RAP Working Group meetings and terms of reference commitments and reporting dates. Furthermore, we will always look for further opportunities to learn and grow and continue to uphold The Freo Way at all times.



# OUR JOURNEY

The club's first Reconciliation Action Plan (RAP) ran from 2013-2014 and was then rolled over for the following two years following advice from Reconciliation Australia, due to impending changes in the club's training and playing locations and new programs. A key learning for the club from this time was the importance of organisations having a RAP in order to have a strong foundation of accountability and direction in its contributions towards reconciliation. It provides a framework in which to not only deliver on outcomes but in the reporting of these outcomes as well. In a time of substantive change, it was a challenge to continually make sure we were informally adapting to new opportunities as they arose in order to keep providing a meaningful contribution towards achieving reconciliation and ensure we were adequately demonstrating and communicating this both within the club and externally.

With the club's securing of an inaugural AFL Women's licence in 2016; the move to a new facility, and implementation of the Next Generation Academy in 2017 and the move to Optus Stadium in 2018, the time came for the club to develop a new RAP to better fit our new landscape by capturing the opportunities the new facets of our club's existence presented. At its core, the time had come to once again formally deepen our commitment to reconciliation and to continue to recognise and celebrate the cultures, contributions and achievements of our Aboriginal and Torres Strait Islander players and communities.

The club recognises the importance of ensuring we make a consistent, sustained contribution towards reconciliation and to continue to ensure that our players and staff feel informed and empowered to be champions of change through regular education sessions, information and resource dissemination and opportunities to be immersed in cultures and learn about histories and contributions by Aboriginal and Torres Strait Islander peoples and communities.

The key indicator for this is that all staff are educated and feel confident enough to answer the questions 'What is a RAP and why does the Fremantle Football Club believe it is important to have one?' We acknowledge we are not quite there yet and through the implementation of this new RAP, this will become a key focus moving forward. Ultimately, we see our members and fans being able to answer these questions as well as representing an indicator of meaningful impact for not only this RAP but the club's ongoing contributions in to the future.

In the following section, with the contribution of the club's communications team, we share eight moments in our reconciliation journey and kaartdijin (knowledge) we have gained. This is in recognition of the record 8 Aboriginal and Torres Strait Islander Fremantle AFL players who played in a single match and the 8 Aboriginal and Torres Strait Islander AFL Women's players on the club's AFL Women's playing list across 2017 and 2018.





## COLLEEN HAYWARD BOARD APPOINTMENT

The club's board recognised there was a need and an opportunity to further diversify its board and following a rigorous process, in September 2017, Fremantle president Dale Alcock confirmed the appointment of now retired Edith Cowan University professor Colleen Hayward AM to the board of the Fremantle Football Club. A Fremantle member since 2004, professor Hayward is a senior Noongar woman with extensive family links throughout WA's South-West. Alcock stated that "Colleen's appointment adds further to the depth and diversity of our board. "The current make-up of the board is very strong in the business, finance, risk and strategic planning areas. What Colleen will add is further depth in terms of culture and humanities. We also believe Colleen's appointment is a natural progression of the club's proud tradition of having a significant Aboriginal and Torres Strait Islander cohort within our playing group." As a proud Fremantle supporter and member, professor Hayward said she was "privileged to be involved with the club as a whole and as part of the board specifically. "My father, grandfather and countless other relatives played for South Fremantle in the WAFL so there has only ever been one choice for me in terms of the AFL – it had to be Fremantle," professor Hayward said. "I am impressed with the culture of the club, the care it takes in player management and its links with its fan-base. I am a Noongar, so seeing Aboriginal involvement at all levels of the game from supporters to players to Dr Richard Walley OAM as our number one ticket-holder is particularly inspiring. "Like other board members, I bring passion and commitment as well as board and life experience, together with a different cultural lens through which to consider our deliberations. Above all, I am excited to be able to serve."



## RICHARD WALLEY

FREMANTLE FOOTBALL CLUB NUMBER ONE TICKET HOLDER  
2016 – PRESENT

Aboriginal and Torres Strait Islander Elder and renowned WA artist Dr Richard Walley OAM has been the Fremantle Dockers Number 1 Ticketholder since the 2016 season. A significant contributor to the WA community, Dr Walley is an artist in every sense of the word, establishing himself as a writer, director, dancer, musician, painter, and teacher of Noongar culture.

Dr Walley has had a strong connection to the Fremantle Dockers over the years, having played a pivotal role in designing two of the club's Aboriginal and Torres Strait Islander guernseys and he has also been a key contributor in delivering actions such as all of staff activities and Welcome to Country ceremonies as part of our RAP commitments.

Dr Walley enjoys football's ability to bring people together. "Football has no age and no barriers," he said. "Fremantle over the years have had people from all ages, all backgrounds, and have been very inclusive and innovative, and to be a part of that is very exciting."



# INDIGENOUS GUERNSEYS



## 2013-2016: THE FIRST INDIGENOUS GUERNSEY

The club's inaugural Indigenous guernsey was designed by former Fremantle player and current development coach, Roger Hayden, and Richard Walley, and was officially launched with the club's first RAP in May 2013. The club wore the jumper in the 2013 season for its round 9 clash against Melbourne at Patersons Stadium (Subiaco Oval).

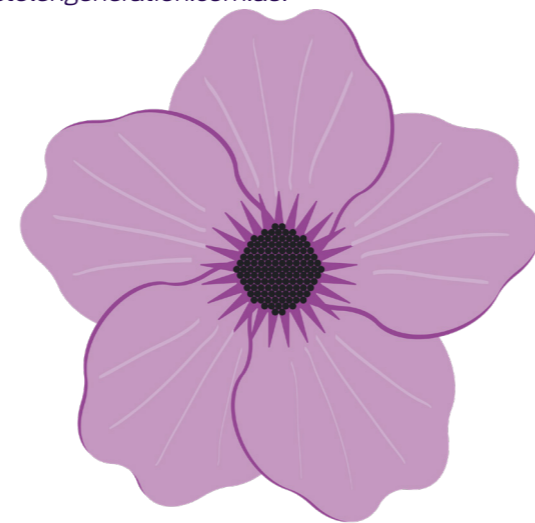
The jumper features three boomerangs, which represent a weapon, a musical instrument and "the strength of coming back home." It also features four waves, which are symbolic of the ocean and the game's four quarters. The 2013 Indigenous Round jumper was extremely well received by the playing group and garnered wide support among Fremantle members and supporters.

Launched by Michael Johnson, the club's 2014 Indigenous Round jumper (also worn in 2015) was the clash version of the 2013 home jumper, which also featured the Stolen Generation Flower above the three boomerangs, with permission of the Kimberley Stolen Generation Aboriginal Corporation. This flower has continued to be featured on every Fremantle Dockers Indigenous guernsey.

The flower, a native hibiscus, is the national symbol for the Stolen Generations across Australia. It aims to create awareness of the removal policy that affected many families, people and cultural groups. It was adopted because it is found widely across Australia and is a survivor. Its colour denotes compassion and spiritual healing. Johnson's stepfather was part of the Stolen Generations, and he is very passionate about raising awareness of the impact the policy had and still has on families today. At the time, KSGAC spokesman Mark Bin Bakar said the gesture of support would resonate throughout the country. "The Stolen Generations is not a closed

chapter in Australian history; it has affected and continues to affect Aboriginal Australians over the past seven decades," he said. "the National Stolen Generation Flower will contribute to the collective healing process."

*Each year the club seeks permission from the Kimberley Stolen Generation Aboriginal Corporation to feature the 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).*



# INDIGENOUS GUERNSEYS



## 2017-2018 'A JUMPER FOR ALL AUSTRALIANS'

Richard Walley and former player Dale Kickett designed the club's second Indigenous guernsey- the artwork which was chosen to feature on the cover of this document. The design continued the theme of Fremantle's first Indigenous guernsey, with the three chevrons altered to boomerangs to this time represent the past, present and future of the club. The guernsey also features artwork around the body of the jumper, with the disc in the centre representing the three layers of the club.

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Kickett, who was a special guest at the club's 2017 season launch where the jumper was presented, spoke about how he and Walley came up with the design. "My input was to get my ideas on a sheet of paper," Kickett said. "Richard modernised my artwork, we borrowed from the Noongar culture, our culture, using the six seasons and we came up with this design."

Then during the week of 2017 Sir Doug Nicholls Round, Richard

Walley presented the jumper to the playing group. Richard spoke to the players and coaches about what the jumper represented, but also touched on what the AFL's Aboriginal and Torres Strait Islander Round meant to him.

Walley touched on the past and noted that aside from being able to serve in the Australian Army, playing Australian Rules Football was one of only two ways Aboriginal Australians were treated as equals. "It's the only place where people stood side-by-side under the same laws," Walley said. "That's why football is important to Aboriginal people, it's the only place there was a level playing ground. Walley finished his address to the players with a strong message to the entire playing group. "When you are wearing the jumper you are not just wearing an Aboriginal jumper you are wearing an Australian jumper that is ours as a collective," Walley said. "It represents all of us."

Ross Lyon also touched on what Richard said and how footy has been used as a way to bring people together. "We understand the challenges of the past and footy has been a vehicle to break down prejudices, and give opportunity and equality," Lyon said. "It continues to be that. His (Richard's) overriding message is that it's an Australian jumper. (The jumper's) not just about Aboriginal and Torres Strait Islander culture(s) it's celebrating the game as a vehicle for equality. It's an Australian jumper. It was great to hear that from a respected Elder...and it's a great design."

The club's Aboriginal and Torres Strait Islander jumper continues to feature the Sorry Day Flower which symbolises the Stolen Generations across Australia. It denotes compassion and spiritual healing, helping contribute to the collective healing process for Australians affected by the removal policy.

# INDIGENOUS GUERNSEYS



## 2019- COOK'S HOMETOWN INSPIRES 2019 INDIGENOUS GUERNSEY

Fremantle Dockers life member Troy Cook looked to his hometown and heritage for inspiration when designing the club's Indigenous guernsey for the 2019 season. Cook, who grew up in Carnarvon 1000km north of Perth, utilised the landmarks, fauna and cultural connections that have had a lasting impression on his life. The 150-game player for Fremantle said the Gascoyne River is the central feature of the jumper.

"The middle feature is the Gascoyne River with 25 River Mullet, symbolising the 25-year history of the Fremantle Football Club," Cook said. "The river was my oasis. Spearing, lashing, fishing and swimming with family and friends was a regular occurrence. The Gascoyne is not a flowing river but to witness the river coming down after heavy rains inland is an amazing experience which brings the surrounding area to life. Either side of the river are the tracks of a kangaroo, emu and goanna. Each was hunted as a respected food source for many families. The animals survive around the permanent water holes.

The Gascoyne's language groups are acknowledged and represented in people meeting around a fire. They represent the groups that remain and also those who have passed through over time. Co-designed with up and coming artist Victor Bellotti, the jumper also represents the multicultural background of many Australians, including Cook. "This guernsey acknowledges a part of who I am and where I come from," Cook said. "I was born in the Year of the Dragon.

At the bottom right of the guernsey is the character of the Dragon, representing my Grandfather's Chinese heritage, on my mother's side.

As part of acknowledging Victor's input in to the design of the guernsey, the club commissioned Victor to create two gifts for the players to exchange at the coin tosses during the 2019 Sir Doug Nicholls Round in rounds 10 and 11.



2013-2016  
THE FIRST INDIGENOUS GUERNSEY



2017-2018  
'A JUMPER FOR ALL AUSTRALIANS'



2019  
COOK'S HOMETOWN INSPIRES 2019  
INDIGENOUS GUERNSEY

# WOODSIDE ENERGY

ABORIGINAL AND TORRES STRAIT ISLANDER PROGRAM PARTNER

A leader in the Reconciliation Action Plan area, co-Major partner Woodside is also the club's Aboriginal and Torres Strait Islander Program Partner. As part of this Woodside works with the club on Aboriginal and Torres Strait Islander initiatives and also consults with the club on the development of its Reconciliation Action Plan.

One initiative that the club and Woodside work together on each year is the running of the Woodside Cup which is a curtain raiser held prior to one Fremantle men's game each season. The cup is held between two Clontarf Academy teams made up of students from around WA who have been nominated by their teachers to attend based on a number of measures including school attendance and behaviour. As part of this experience the young men and their teachers attend an employment session where Woodside staff speak to the men about their school and life experiences, and the opportunities Woodside can offer them. Fremantle players also share their experiences, including ex-Clontarf student Michael Johnson.

"Being an ex-student from Clontarf, I was able to speak about my experiences at school and the goals I set to make it at AFL level," Johnson said. "I was lucky enough to play AFL but I also spoke about the other avenues, so it was all about completing school, doing your studies and seeking advice from your teachers. Being a young Aboriginal and Torres Strait Islander kid growing up I really looked up to the Aboriginal boys playing AFL, so it's good to give something back to these guys and I hope they took something out of it."



## NEXT GENERATION ACADEMY (NGA)

The Kimberley region is one of a handful of areas allocated to Fremantle's Next Generation Academy, which is a program that engages multicultural and Aboriginal and Torres Strait Islander children across Western Australian communities in football. The NGA consists of two phases for participants. The participation phase engages boys and girls aged 11-16 in communities within the Kimberley, while the talent phase focuses on boys aged 14-18 and is designed to give participants the best preparation and support to make it through to the AFL. Through the Kimberley, Fremantle have exclusive access to developing and signing Aboriginal and Torres Strait Islander players from an area renowned for its football talent. There are already a handful of players from the Kimberley forging their way in the AFL, including Fremantle defender Joel Hamling, who grew up in Broome.

One member of the academy was Jason Carter, who joined the program in 2016 and trained with the club for a two-week period. Carter hails from Wyndham, more than 3000km north of Perth near the WA/NT border, and completed year 12 as a boarder at Aquinas College in 2017. Carter said the most valuable part of being part of Fremantle's NGA was the education. "I was born and bred a Freo fan and I've always looked up to the players, so getting the chance to train with them has been great," Carter said. "It's been amazing, just having coaches like (development coach) Roger Hayden pass his knowledge on to me, it really helps me move forward with my career in football."

The club visits the Kimberley region several times each year to run clinics and talent days. A visit in June 2018 saw Next Generation Academy coach Tendai Mzungu and Community Goals coordinator Brandon Donaldson run clinics over a week long visit in conjunction with key stakeholders in the WAFC, Indigenous organisations Clontarf Foundation and Garnduwa, as well as local schools. The visit saw club reach more than 250 boys and girls from across the Kimberley, including four main centres in Kununurra, Halls Creek, Fitzroy Crossing and Derby as well as communities in the Fitzroy Valley. "It was a great result, Mzungu said. "We were working with the schools, the communities and really trying to promote football from a grass roots level. The focus was to embed some good habits with the kids and deliver education sessions around living a healthy lifestyle and the importance of playing sport and enjoying footy."

Fremantle's NGA isn't just for the Kimberley region, with the club also working on developing players from multicultural backgrounds all around the State. The AFL has allocated five WAFL club regions to Fremantle's NGA as covered under 'Our Business.'



"It's a long process. We're trying to develop that elite talent, where we have 10 players from around WA signed to the academy, but also working at a grass roots level working on building that community engagement and participation."

# NGA: FOUR DRAFTEES ACROSS TWO DRAFTS

History was made at the 2018 NAB AFL Draft with the club signing its first Next Generation Academy player to the AFL list with Jason Carter, also quoted in the previous section, selected as a category B rookie. Carter is the first footballer from his hometown of Wyndham to be selected on an AFL list and made his debut in 2019. At the WA state combine, Carter recorded a 2.87 second 20m time, which was faster than any time recorded at the national combine. NGA coach Tendai Mzungu said Carter's signing was a great result for the player and the club.

"It's really exciting for Jason and his family," Mzungu said.

"He's really developed and matured as a person and it's really pleasing to see him become our first NGA Fremantle-listed player. He's a very fast player who competes really strongly around the ball. We'll look to see him run and carry and, hopefully, he'll get that chance to line up for Freo."

"The academy gives the players up to three years – depending on how long they've been in the system – to get an understanding about what the AFL system is like and the expectations involved.

Then in 2019 Fremantle's Next Generation Academy continued to bear fruit with Liam Henry taken at pick no.9 in the 2019 draft with exciting duo Isaiah Butters and Leno Thomas signing on as Category B rookies.

Liam Henry has been connected to Fremantle for the past two years as part of the NGA, with his parents clearly emotional when Fremantle matched Carlton's bid at the draft, and the 18-year-old said he owed a lot to his family.

"My Mum and Dad encouraged me to do my best and be a role model for my younger siblings," Henry said.

"Once my name got called out, it was a very emotional time and I

just can't thank my parents enough."

Henry's family is based in Derby and he also spent time growing up in Fitzroy Crossing and Tammin, the hometown of Dale Kickett. He said he's found it easy to build a connection with Fremantle due to the club's close Indigenous links.

"Fremantle has a good history with their Indigenous players, especially Michael Walters, Stephen Hill and past players like Dale Kickett," Henry said.

"There's definitely a good relationship there, we have Michael Johnson there and you have Roger Hayden as a coach as well.

"They've given me so much guidance and support. It makes it easy to connect with others of Indigenous backgrounds with the similarities that we have, you can just get straight into it."

Speaking on Butters and Thomas, Mzungu praised both players for adapting to city life as they focused on developing their football careers.

"It's great to see these boys, on a football and personal level, work through the challenges and show the resilience and the hard work that they've put in," Mzungu said.

"I'm really proud and happy for them, it's great for our academy program and we hope that from here, it grows for other kids who see them as examples.

"Having four NGA graduates at Fremantle is certainly an endorsement of the hard work that we do put in with these kids. It also shows the return that they've given to me, as their coach, and to all their teachers and their WAFL coaches.

"I think everyone will be very proud of the journey they've made so far."

# FRIENDS OF THE FOUNDATION

The Fremantle Dockers Foundation was established to support the important on and off field work of the Fremantle Football Club. As part of this it aims to engage and support the community through creating shared value with key charity partners. The foundation is proud to support a number of community organisations as 'Friends of the Foundation' each year and as part of the club's commitment to reconciliation the club endeavours to have at least one Friend each year that is an Aboriginal and Torres Strait Islander organisation or is working primarily with Aboriginal and Torres Strait Islander Peoples and communities. These Friends have included:

## Yirra Yaakin

In 2016, Michael Walters and Michael Johnson were ambassadors for Yirra Yaakin's Culture 2.0 | Respect Yourself, Respect Your Culture workshop program filming a video to promote the program and also attending a performance of So Long Suckers surprising the school children in attendance and having a yarn after the performance.

## ICEA

In 2017, during Reconciliation Week, ICEA conducted an interactive session with all players, coaches and administration staff that explored invasion, colonisation, ethnocentricity and how the past impacts the future. ICEA also had a precinct presence at the club's Foundation Round where fans could go and make a pledge to put on ICEA's reconciliation wall.

## Garnduwa

Established in 1992, Garnduwa Amboorny Wirnan Aboriginal Corporation is a not for profit organisation that promotes and supports sport and recreation in the Kimberley. The club's work with Garnduwa has grown through the Next Generation Academy, including running academy programs at hubs in Broome, Fitzroy Crossing, Derby, Kununurra and Halls Creek.

## Clontarf Foundation

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so equips them to participate more meaningfully in society. A large part of this partnership is focussed on collaboration in the Kimberley with visits and the donation of playing kits as well as strong engagement with WA academies in other areas including Clontarf (Manning) and Fremantle.

## Stephen Michael Foundation

A significant number of the areas within the South Fremantle Football Clubs' recruiting zones are identified as low socio-economic and feature a high number of at-risk and disengaged youth. The Stephen Michael Foundation was formed to deliver programs that support the development of these youth. This partnership includes engagement in the Upper Great Southern region with female carnival and training attendance, collaboration on umpire development for local umpires in Next Generation Academy carnivals, and exploring other opportunities to align our programs for mutually beneficial outcomes and visits to the club.



# FREMANTLE DOCKERS ALL OF CLUB ACTIVITIES

Each year the club holds an all of club activity during both National Reconciliation Week and NAIDOC Week. This gives the club's Aboriginal and Torres Strait Islander players the chance to share their cultures with everyone at the club.

In 2018, with the National Reconciliation Week theme of 'Don't Keep History A Mystery', Richard Walley led the club in an early morning smoking ceremony out on Victor George Kailis Oval. As a part of the smoking ceremony, Walley spoke about the importance of reconciliation, sang songs and told stories. "We have a lot of young non-Indigenous players from over east who wouldn't have had a smoking ceremony like that before," Walters said. "I think we've done it for the past four or five years so it's very important to us as a club."

Then as part of the club's 2018 NAIDOC Week celebrations, the team at Something Wild flew over from South Australia to cook up a sausage sizzle for fans at the club's open training session, using kangaroo, wild boar and other meat sausages. Following this players, staff and board members listened to a reflection from board member Colleen Hayward on the national theme of 'Because of Her We Can' before Daniel Motlop spoke to the group on his journey from AFL player to his success with Something Wild and prepared some meats and bush relish for everyone to sample.

More recently in 2019, in the week prior to National Reconciliation Week the club took part in a dawn smoking ceremony at Fremantle's

Monument Hill led by Richard Walley which was followed by a cultural awareness session back at the club. This was then followed the next week by Roger Hayden, Jason Carter and Michael Johnson sharing their life stories, family history and their journey in football with all players and staff as well as an internal screening of The Final Quarter.

Then during NAIDOC Week, Gail Barrow took players and staff through an Acknowledgement of Country workshop. Attendees developed a deeper respect for and understanding of Indigenous protocols used in the community and gained tools and skills needed to develop and personalise their own Acknowledgement of Country to use when required.



"It's good to bring the culture to the club, not only for the players but also for the coaches and staff as well."  
- Michael Walters



# ENHANCING RELATIONSHIPS

We are committed to continuing to maintain and grow our respectful relationships with Aboriginal and Torres Strait Islander Peoples, making 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.

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FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote, support and celebrate National Reconciliation Week to strengthen and maintain relationships between Aboriginal and Torres Strait Islander players and staff, non-Indigenous staff and the broader community.	Host an internal National Reconciliation Week event each year (in line with the football and administration schedule), giving our Aboriginal and Torres Strait Islander staff and players the opportunity to share their cultures with the entire staff, board and playing group and register this via the Reconciliation Australia NRW website.	27 May – 3 June 2020, 2021 and 2022	HR Manager <b>In Conjunction With:</b> HR Coordinator Indigenous and Multicultural Liaison Officer Player Development Manager
	Invite current and past Aboriginal and Torres Strait Islander players and their families to a Fremantle Dockers home game or to participate in a club activity acknowledging their Aboriginal and Torres Strait Islander cultures during National Reconciliation Week (or NAIDOC Week if the club is away for Sir Doug Nicholls Round).	27 May – 3 June 2020, 2021 and 2022	Indigenous and Multicultural Liaison Officer <b>In Conjunction With:</b> Player Development Coordinator Player Development Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote, support and celebrate National Reconciliation Week to strengthen and maintain relationships between Aboriginal and Torres Strait Islander players and staff, non-Indigenous staff and the broader community.	Wear an Indigenous guernsey both during the AFL's Sir Doug Nicholls Round and at one training session during the week of the round.  <i>For our commitment to wearing an Indigenous guernsey during the NAB AFL Women's Season, please refer to the deliverable under Creating Respect</i>	27 May – 3 June 2020, 2021 and 2022	Football Operations Manager <b>In Conjunction With:</b> Merchandise Manager Partnerships Account Manager
	Encourage and support players and staff to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May – 3 June 2020, 2021 and 2022	Chief Operating Officer GM – Football <b>In Conjunction With:</b> Community Goals Manager HR Manager Indigenous and Multicultural Liaison Officer Player Development Manager
	Ensure RAP working group members and management team attend at least two external National Reconciliation Week events each year.	27 May – 3 June 2020, 2021 and 2022	Chief Operating Officer
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 and put in place an action plan to assign a mentor to each of our Aboriginal and Torres Strait Islander AFL and AFLW players if this is of interest to individual players.	Ongoing, reviewed December 2020 December 2021 December 2022	Player Development Manager AFLW Player Development Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer Player Development Coordinator



FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Provide mentor support to Aboriginal and Torres Strait Islander players within the Next Generation Academy (and any other programs) to help ensure cultural safety	Ask all AFL and AFLW players at the start of each season if they wish to be involved in the Next Gen Academy or related programs which gives them the opportunity to mentor or coach Aboriginal and Torres Strait Islander youth within the community.	January 2021, 2022, 2023	Football Operations Manager <b>In Conjunction With:</b> NGA and AFLW Coordinator NGA and AFLW Manager
	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. Such support options will be assessed on an individual basis through the NGA and AFLW Manager 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 2020, 2021 and 2022	NGA and AFLW Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer NGA and AFLW Coordinator NGA Coach Player Development Manager
Promote reconciliation through our sphere of influence, demonstrating our commitment to reconciliation to staff, board, sponsors, community and Aboriginal and Torres Strait Islander stakeholders.	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	AFL's Sir Doug Nicholls Round (May or June) 2020, 2021 and 2022	Chief Operating Officer <b>In Conjunction With:</b> Internal Champions
	Support all players and staff to be champions of reconciliation through ongoing dissemination of information, resources and tools from Reconciliation Australia and other providers on the intranet and at staff and player meetings to encourage each person to play an active role in the delivery of our RAP.	Ongoing, reviewed December 2020, 2021, 2022	Chief Operating Officer <b>In Conjunction With:</b> HR Manager Indigenous and Multicultural Liaison Officer
	Host the RAP on the club website and that of Reconciliation Australia.	March 2020	Digital Media and Marketing Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence, demonstrating our commitment to reconciliation to staff, board, sponsors, community and Aboriginal and Torres Strait Islander stakeholders.	As part of the re-launch the Fremantle Dockers Foundation as a separate entity and with Indigenous outcomes to be one pillar of the Foundation, create a fund-raising and philanthropic activity strategy for Indigenous community organisations and causes.	June 2020  Reviewed November 2020, 2021, 2022	Chief Commercial Officer  In conjunction with: Foundation Manager
	Play an active role as a participant in the set-up and operations of the Kimberley Steering Committee with the purpose of 'developing a plan that enables all stakeholders to focus on enhancing football in the region, supporting an effective player pathway (males and females) through good governance models and ensuring football plays its role in connecting and enhancing communities in the region.'	March 2020  Reviewed September 2020, 2021, 2022	Chief Operating Officer
	Develop a media and communications plan for public distribution of the RAP, including key internal and external stakeholders, and implement.	March 2020	Chief Operating Officer GM – Media and Communications
	Encourage and work with partners and other organisations in our sphere of influence to develop their own RAP.	October 2020	Chief Commercial Officer <b>In Conjunction With:</b> Chief Operating Officer
	RAP working group members and relevant staff to contact corporate partner or other organisations' to express interest in attending their RAP meetings and activities and vice versa to exchange ideas and share experiences to advance and drive reconciliation outcomes	Report on findings by October 2020, 2021 and 2022	Chief Commercial Officer <b>In Conjunction With:</b> Chief Operating Officer
Provide formal updates via stand-a-lone email to our internal and external stakeholders at least two times per year on our reconciliation journey and commitments.	March 2020, 2021, 2022  November 2020, 2021, 2022	Chief Operating Officer <b>In Conjunction With:</b> Chief Commercial Officer GM – Media and Communications	

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence, demonstrating our commitment to reconciliation to staff, board, sponsors, community and Aboriginal and Torres Strait Islander stakeholders.	Provide opportunities for engagement by inviting external stakeholders to participate in club reconciliation activities and initiatives, where feasible.	Ongoing, reviewed March 2020, 2021, 2022	Chief Operating Officer <b>In Conjunction With:</b> Chief Commercial Officer
	Utilise the AFL's Sir Doug Nicholls Round to share the commitments in our RAP via the weekly media conference, Freo Fan Mail e-newsletter, DockerTV video piece (promoted digitally and played on game day) and via the super screens and match day MC's on game day.	May 2020 May 2021 May 2022	Chief Operating Officer <b>In Conjunction With:</b> GM – Media and Communications
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Select at least one Aboriginal and Torres Strait Islander organisation to become a Friend of the Foundation each year to work with the club and also build capacity and positive outcomes in both organisations.	December 2020 December 2021 December 2022	Digital and PR Coordinator <b>In Conjunction With:</b> Digital Media and Marketing Manager
	Meet with at least two Aboriginal and Torres Strait Islander community organisations to develop guiding principles for future engagement.	March 2020	Chief Operating Officer <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	May 2020	Chief Operating Officer <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer
	Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander communities and/or organisations, including Kimberley Stolen Generation Aboriginal Corporation	Reviewed October 2020, 2021 and 2022	Chief Operating Officer Chief Commercial Officer <b>In Conjunction With:</b> Partnerships Account Manager



## ELEVATING RESPECT

Respect is a foundation block of forming solid relationships and working together to achieve goals and outcomes. The Fremantle Dockers 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.

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FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase the knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements within our club.	Host at least one face-to-face cultural awareness training session each year for at least 80% (180) of staff and players to help build cultural competency, preferably as an all of club session.	Reviewed April & August, 2020, 2021, 2022	HR Manager <b>In Conjunction With:</b> Football Operations Manager HR Coordinator Indigenous and Multicultural Liaison Officer Player Development Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase the knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements within our club.	Invite management team and RAP working group members each year to attend at least one Aboriginal and Torres Strait Islander community event/program during the year in order to both demonstrate our respect and recognition of Aboriginal and Torres Strait Islander Peoples and Cultures and to further strengthen key internal staff's cultural competency and understanding.	By December 2020 By December 2021 By December 2022	Chief Operating Officer  <b>In Conjunction With:</b>  Indigenous and Multicultural Liaison Officer
	15 (10%) football and administration staff to undertake a cultural immersion learning activity per year.	By December 2020 By December 2021 By December 2022	(administration): HR Manager  (football): Football Operations Manager
	Include the RAP and cultural awareness training as part of all new staff and (continue for) new player induction process, 1st year players: AFLPA cultural awareness module (face to face) New staff: Club cultural awareness module during induction (online)	Reported November 2020, 2021, 2022	(non-players): HR Manager  Responsibility (players): HR Coordinator  Player Development Coordinator  Player Development Manager
	Annually review and communicate the Aboriginal and Torres Strait Islander cultural learning strategy	Reviewed November 2020, 2021, 2022	(non-players): HR Manager  Responsibility (players): Player Development Manager  In conjunction with: Football Operations Manager
	Conduct a review of cultural learning needs within our organisation.	April 2020	HR Manager  <b>In Conjunction With:</b>  HR Coordinator
	Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of the cultural learning strategy.	Reviewed November 2020, 2021, 2022	HR Manager  <b>In Conjunction With:</b>  HR Coordinator

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase the knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements within our club.	All RAP working group members and management team to undertake cultural learning activities as opportunities present, with one activity annually at a minimum.	Report on participation: October 2020 October 2021 October 2022	Chief Operating Officer  <b>In Conjunction With:</b>  HR Manager  Indigenous and Multicultural Liaison Officer
	Provide at least one opportunity each year for our Aboriginal and Torres Strait Islander players and staff to share their cultures with all of the club.	By December 2020 By December 2021 By December 2022	Indigenous and Multicultural Liaison Officer  <b>In Conjunction With:</b>  Player Development Manager
Promote, support and celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with cultures and communities	Review HR policies and procedures and work with the football schedule to ensure there are no barriers to staff participating in NAIDOC Week	June 2020 June 2021 June 2022	Chief Operating Officer  GM – Football  <b>In Conjunction With:</b>  Football Operations Manager  HR Manager
	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 players the opportunity to share their cultures with the entire staff, board and playing group.	July 2020 July 2021 July 2022	HR Manager  <b>In Conjunction With:</b>  HR Coordinator  Indigenous and Multicultural Liaison Officer  Player Development Manager
	Invite current and past Aboriginal and Torres Strait Islander players and their families to participate in a club activity acknowledging their Aboriginal and Torres Strait Islander cultures during NAIDOC Week (or alternate week depending on fixture).	July 2020 July 2021 July 2022	Indigenous and Multicultural Liaison Officer  <b>In Conjunction With:</b>  Player Development Coordinator  Player Development Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote, support and celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with cultures and communities	If the club plays away for Sir Doug Nicholls Round, look at holding one Aboriginal and Torres Strait Islander themed home game for AFL, preferably during NAIDOC Week.	Reviewed November, 2020, 2021, 2022	Event Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer Partnerships Account Manager
	Seek permission from the AFL to wear our Indigenous jumper for one AFL game that falls during NAIDOC Week.	July 2020 July 2021 July 2022	Merchandise Manager <b>In Conjunction With:</b> Partnerships Account Manager
	In consultation with Aboriginal and Torres Strait Islander stakeholders, identify local external NAIDOC Week events and support all players and staff to participate in at least one.	July 2020 July 2021 July 2022	Chief Operating Officer GM- Football <b>In Conjunction With:</b> Community Goals Manager HR Manager Indigenous and Multicultural Liaison Officer Player Development Manager
	Develop a cultural protocols document (including key contacts) and communicate the internal protocols around Acknowledgement of Country and Welcome to Country each year to all staff, in discussion with Dr Richard Walley, OAM, and Professor Colleen Hayward AM.	March 2020 March 2021 March 2022	Chief Operating Officer <b>In Conjunction With:</b> Event Manager Indigenous and Multicultural Liaison Officer
Continue to demonstrate respect to Aboriginal and Torres Strait Islander communities through embedding cultural protocols	Continue to invite a Traditional Owner to perform a Welcome to Country for major club events including the AFL season launch, International Women's Day Luncheon, AFL Women's Fairest and Best, gala dinner and the Doig Medal, in discussion with Dr Richard Walley, OAM, and Professor Colleen Hayward AM.	2020-2023, as events are scheduled. Reviewed November 2020, 2021 and 2022	Event Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Continue to demonstrate respect to Aboriginal and Torres Strait Islander communities through embedding cultural protocols	In consultation with local Traditional Custodians of the Whadjuk, Noongar Boodja, Club President and CEO to learn and perform an Acknowledgement of Country in language at relevant club events.	2020-2023, as events are scheduled Reviewed November 2020, 2021 and 2022	CEO President <b>In Conjunction With:</b> Event Manager
	Include an Acknowledgement of Country at all other club events.	2020-2023, as events are scheduled Reviewed November 2020, 2021 and 2022	Event Manager
	Include an Acknowledgement of Country at the commencement of relevant internal meetings and in club publications Docker, the year book and club website.	2020-2023, as events are scheduled. Reviewed November 2020, 2021 and 2022	Management Team GM – Media and Communications (publications and website)
	Undertake a smoking ceremony, with match jumpers, for the AFL Women's team at Fremantle Oval or other venue, prior to the commencement of each NAB AFL Women's season.  Note: the team chooses to wear their match jumpers that they will wear for the first home, to further invite blessings of good spirits upon our land and people.	January 2021 January 2022 January 2023	Event Manager Indigenous and Multicultural Liaison Officer
	Seek permission each year to feature the Sorry Day flower on the Sir Doug Nicholls Round jumper with the Kimberley Stolen Generation Aboriginal Corporation and the AFL and publish an article on the club website explaining what the flower represents.	September 2020 September 2021 September 2022	Responsibility (permission): Partnerships Account Manager  Responsibility (article): Digital Media and Marketing Manager
	Install a plaque and other signage where applicable at the club office at Cockburn Central acknowledging the Traditional Owners of the land, the Whadjuk People of the Noongar Nation.	March 2020	Strategic Projects Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Continue to demonstrate respect to Aboriginal and Torres Strait Islander communities including through embedding cultural protocols	Commit to flying the Aboriginal Flag at the club offices at Cockburn and at Fremantle Dockers home games at Optus Stadium, as well as the Torres Strait Islander flag during National Reconciliation Week and NAIDOC Week.	March 2020	Responsibility (Optus Stadium): Event Manager  Responsibility (Club offices): Strategic Projects Manager
	Continue to invite a Traditional Owner to perform a live Welcome to Country prior to at least one AFL and AFL Women's home game each year, with vision of the ceremony to appear on the big screens (if available).	January 2021, 2022, 2023	Event Manager  <b>In Conjunction With:</b> Partnerships Account Manager
	Play the club's Welcome to Country, including Acknowledgement of Country, and respect video prior to bounce down at each AFL and AFLW home game on the big screens (if available).	January 2021, 2022, 2023	Event Manager
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 or AFL Women's home game each year.	January 2021, 2022, 2023	Partnerships Account Manager
	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, match day experiences in addition to the three above deliverables.	November 2020, 2021, 2022	Event Manager  <b>In Conjunction With:</b> Partnerships Account Manager
	AFL Womens' team to wear an Indigenous guernsey for one home game each season.  <i>Please refer to the 'Creating Opportunities' section our commitment around the design of the jumper.</i>	March 2020, 2021, 2022	AFLW/NGA Manager  <b>In Conjunction With:</b> Merchandise Manager Partnerships Account Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Build a broader understanding in the community of our club's connection with Aboriginal and Torres Strait Islander Peoples.	Produce at least one Aboriginal and Torres Strait Islander player feature each year for Docker TV.	March & August 2020, 2021, 2022	Digital Media and Marketing Manager  <b>In Conjunction With:</b> Digital Production Manager
	Invite Aboriginal and Torres Strait Islander players to share their Cultures at Community Goals gala days through speaking to the group in attendance	Ongoing, reviewed October 2020, 2021, 2022	Community Goals Manager  <b>In Conjunction With:</b> Community Goals Coordinator Football Compliance and Administration Manager
	Produce at least one feature each year for Docker TV 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	September 2020, 2021, 2022	Digital Media and Marketing Manager  <b>In Conjunction With:</b> Digital Production Manager
Annually review racial vilification policy	Commit to annually reviewing the racial vilification policy, including education of internal and external stakeholders, procedures for responding to incidents of racial vilification and education strategy for breaches.	Reviewed October 2020 October 2021 October 2022	Chief Operating Officer  <b>In Conjunction With:</b> GM – Football Operations HR Manager Indigenous and Multicultural Liaison Officer Player Development Manager
		Communicate racial vilification policy internally to staff and players and externally to our members, fans and the wider	May 2020



# CREATING OPPORTUNITIES

The Fremantle Dockers 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 to the social, physical, employment and other outcomes of Aboriginal and Torres Strait Islander Peoples.

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**We live by our club trademark to demonstrate respect and excellence and to be passionate, determined and united.**

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander Peoples participation in our community programs.	Involve AFL and AFL Women's players with the Nicky Winmar Cup and Kirby Bentley Cup carnivals (or other such events) to help drive participation.	February & March 2020, 2021, 2022, 2023	:Community Goals Manager <b>In Conjunction With:</b> Community Goals Coordinator Football Operations Coordinator Football Operations Manager NGA and AFLW Coordinator NGA and AFLW Manager
	Work with the Kimberley Steering Committee to form actions to increase Aboriginal and Torres Strait Islander Peoples participation in community programs, including the NGA, in the Kimberley.	March 2020  Reviewed September 2020, 2021, 2022	Chief Operating Officer

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase outcomes for Aboriginal and Torres Strait Islander employment initiatives and training, including recruitment and retention.	Engage with Aboriginal and Torres Strait Islander youth through the Next Gen Academy program by visiting the schools and communities of the Kimberley at least three times per year (at least three days per visit), and running formal training sessions at Victor George Kailis Oval for our allocated metropolitan WAFL zones at least 10 times per year.	April & August 2020, 2021, 2022	NGA and AFLW Manager <b>In Conjunction With:</b> Community Goals Coordinator Community Goals Manager NGA and AFLW Coordinator NGA Coach
	Establish baseline data for Aboriginal and Torres Strait Islander staff i.e. non-players	March 2020	HR Manager <b>In Conjunction With:</b> HR Coordinator
	Engage with Aboriginal and Torres Strait Islander players and staff to form employment strategies for Aboriginal and Torres Strait Islander Peoples including recruitment, professional development and retention.	March 2020	HR Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer Player Development Manager
	Annually review and update Aboriginal and Torres Strait Islander recruiting and retention strategy, including establishing key performance indicators.	September 2020 September 2021 September 2022	Chief Operating Officer GM – Football Operations <b>In Conjunction With:</b> HR Manager Indigenous and Multicultural Liaison Officer List Manager Player Development Manager
	Advertise vacancies via relevant Aboriginal and Torres Strait Islander digital channels.	Reviewed September 2020, 2021, 2022	HR Manager <b>In Conjunction With:</b> HR Coordinator

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Increase outcomes for Aboriginal and Torres Strait Islander employment initiatives and training, including recruitment and retention.	Employ a minimum of four (3%) people who identify as Aboriginal and/or Torres Strait Islander Peoples in non-player, non-casual roles.	February 2023	HR Manager
	Host one careers initiative and/ or curtain raiser game each year for Aboriginal and Torres Strait Islander students.	February , 2021, 2022, 2023	Partnerships Account Manager In conjunction with: Community Goals Manager
Provide opportunities for Aboriginal and Torres Strait Islander enterprises to obtain supply opportunities, to increase supplier diversity	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	April 2020	Chief Operating Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy , including setting annual targets.	July 2020	Chief Operating Officer
	Increase procurement from Aboriginal and Torres Strait Islander businesses (as a percentage of overall spend with Aboriginal and Torres Strait Islander businesses) by 10% each year.	October 2020 October 2021 October 2022	Chief Operating Officer
	As part of the above deliverable, procure at least \$7,000 worth of goods and services across the home Sir Doug Nicholls Round (or alternate) game, and one AFL Women's game.	July 2020, 2021, 2022	Event Manager <b>In Conjunction With:</b> Partnerships Account Manager
	As part of the aforementioned deliverable, procure at least \$3,000 worth of goods and services from Aboriginal and Torres Strait Islander businesses during the NRW and NAIDOC Week all of club activities.	May, July 2020, 2021, 2022	HR Manager <b>In Conjunction With:</b> HR Coordinator Indigenous and Multicultural Liaison Officer

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Provide opportunities for Aboriginal and Torres Strait Islander enterprises to obtain supply opportunities, to increase supplier diversity	Develop at least two commercial relationships with an Aboriginal and/or Torres Strait Islander owned business.	December 2020 December 2021 December 2022	Chief Commercial Officer <b>In Conjunction With:</b> Chief Operating Officer
	In vestigate Supply Nation membership.	July 2020	Chief Operating Officer <b>In Conjunction With:</b> Chief Commercial Officer
Promote Aboriginal Art and Artists at high profile club events.	Work with food and beverage suppliers to incorporate Indigenous ingredients and flavours in to their catering at club events, including match day	Reviewed December 2020, 2021, 2022	Event Manager
	Engage a West Australian Aboriginal and Torres Strait Islander artist and/or Aboriginal and Torres Strait Islander AFL player (past or present) to design Fremantle's Aboriginal and Torres Strait Islander themed jumper to be worn during Sir Doug Nicholls Round.	Commence process annually July 2020 July 2021 July 2022	Partnerships Account Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer Merchandise Manager
	Engage a West Australian Aboriginal and Torres Strait Islander artist and/or Aboriginal and Torres Strait Islander AFL Women's player (past or present) to design a Fremantle Aboriginal and Torres Strait Islander themed jumper to be worn for one game during the AFL Women's season	Commence process (every second year) March 2021	Partnerships Account Manager <b>In Conjunction With:</b> Indigenous and Multicultural Liaison Officer Merchandise Manager
	Work with Woodside to include Aboriginal and Torres Strait Islander art each year in the club's annual online auction and/or gala dinner	April 2020, 2021, 2022	Partnerships Account Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Promote Aboriginal Art and Artists at high profile club events.	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 plus stand-alone AFLW Aboriginal and Torres Strait Islander themed game	March & May 2020, 2021, 2022	Partnerships Account Manager  In conjunction with: Indigenous and Multicultural Liaison Officer
	Work with the City of Cockburn to commission an Aboriginal and Torres Strait Islander artist to help develop a football themed piece of artwork within the Cockburn ARC and club facility.	September 2020	Strategic Projects Manager
Share information on Aboriginal and Torres Strait Islander cultures by integrating materials and initiatives into our schools program.	Include content about Aboriginal and Torres Strait Islander cultures into our schools online collateral	December 2020 December 2021 December 2022	Community Goals Manager  <b>In Conjunction With:</b> Community Goals Coordinator
	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, July 2020 27 May-3 June, July 2021 27 May-3 June, July 2022	Community Goals Manager  <b>In Conjunction With:</b> Community Goals Coordinator Football Operations Coordinator Football Operations Manager
	Visit at least three regional/remote communities each year through our Community Goals or Next Gen Academy programs.	September 2020, 2021, 2022	(community goals): Community Goals Manager  Responsibility (NGA): NGA and AFLW Manager  In conjunction with: Community Goals Coordinator  NGA and AFLW Coordinator  NGA Coach

## GOVERNANCE

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Provide appropriate support for effective implementation of RAP commitments	Embed resource needs for RAP implementation	March 2020	Chief Operating Officer
	Include questions around key RAP actions in 15Five check-ins of senior management and all staff	April 2020	HR Coordinator  <b>In Conjunction With:</b> Chief Operating Officer  HR Manager
	Develop and embed appropriate systems and capability to track, measure and report on RAP commitments	March 2020	Chief Operating Officer
	Maintain an internal RAP Champion from senior management.	Ongoing, reviewed October 2020, 2021, 2022	Chief Operating Officer
	Include our RAP as a standing agenda item at fortnightly senior and department management meetings.	Fortnightly, 2020, 2021, 2022	Executive Assistant and Office Manager
Maintain our internal RAP Working Group to actively monitor RAP development and implementation and maintain momentum for achieving RAP outcomes	RAP working group to meet four times per year to discuss RAP progress	March, May, August, December of 2020, 2021, 2022	Chief Operating Officer
	Maintain Aboriginal and Torres Strait Islander representation including present players and/or staff on the RAP Working Group	Confirm representatives November 2020, 2021, 2022	Chief Operating Officer



FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Maintain our internal RAP Working Group to actively monitor RAP development and implementation and maintain momentum for achieving RAP outcomes	RAP internal champions to meet with full Indigenous playing group at least three times per year to separately discuss RAP progress	February, June, August of 2020, 2021, 2022, 2023	Indigenous and Multicultural Liaison Officer  <b>In Conjunction With:</b> Player Development Manager
	Establish and apply a term of reference for the RAP Working group	April 2020	Chief Operating Officer  <b>In Conjunction With:</b> RAP Working Group
Re-introduce a RAP External Reference Group to maintain momentum and accountability for achieving RAP outcomes and to guide future initiatives.	Re-form a RAP External Reference Group, who meet with Internal Champions at least twice per year.	April, October 2020, 2021, 2022	Chief Operating Officer
Report on the outcomes achieved, challenges and learnings against our RAP commitments externally and internally	Publish a minimum of one RAP update each year in Docker magazine.	March & September 2020, 2021, 2022	Digital Media and Marketing Manager  <b>In Conjunction With:</b> Content Producer
	Ensure at least one RAP related story is produced each year for Docker TV.	March & September 2020, 2021, 2022	Digital Media and Marketing Manager  <b>In Conjunction With:</b> Digital Production Manager
	Ensure at least one RAP related story is published each year on the club website, which is then promoted in Freo Fan Mail and Corporate Update.	March & September 2020, 2021, 2022	Digital Media and Marketing Manager  <b>Supported By:</b> Content Producer  Customer Operations Manager  Premium and Corporate Sales Manager

FREMANTLE DOCKERS WILL...	MEASURABLE GOAL	TIMELINE	RESPONSIBILITY
Report on the outcomes achieved, challenges and learnings against our RAP commitments externally and internally	Ensure at least one major RAP update is provided each year to the Board, with monthly reporting on club activities as well.	January & December 2020, 2021, 2022, 2023	Chief Operating Officer
	Provide staff with formal quarterly RAP updates each year in Freo Voice Mail and/or at staff meetings	February, May, July, October 2020 February, May, July, October 2021 February, May, July, October 2022 February 2023	Chief Operating Officer  <b>In Conjunction With:</b> Internal Champions
	Compile an annual public RAP report each year and host it on our club website, and distribute it to key external stakeholders	November 2020 November 2021 November 2022	Chief Operating Officer  <b>In Conjunction With:</b> Digital Media and Marketing Manager
Report on the outcomes achieved, challenges and learnings against our RAP commitments externally and internally	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2020 September 2021 September 2022	Chief Operating Officer
	Investigate participation in the RAP Barometer.	May 2020 May 2022	Chief Operating Officer
Review, refresh and update RAP	Work with Reconciliation Australia, RAP Working Group and External Reference Group to develop a new RAP based on learnings and achievement from this RAP.	August 2022	Chief Operating Officer
	Send draft RAP to AFL RAP Manager for feedback.	September 2022	Chief Operating Officer
	Start RAP feedback and endorsement process with Reconciliation Australia	January 2023	Chief Operating Officer

## CONTACT

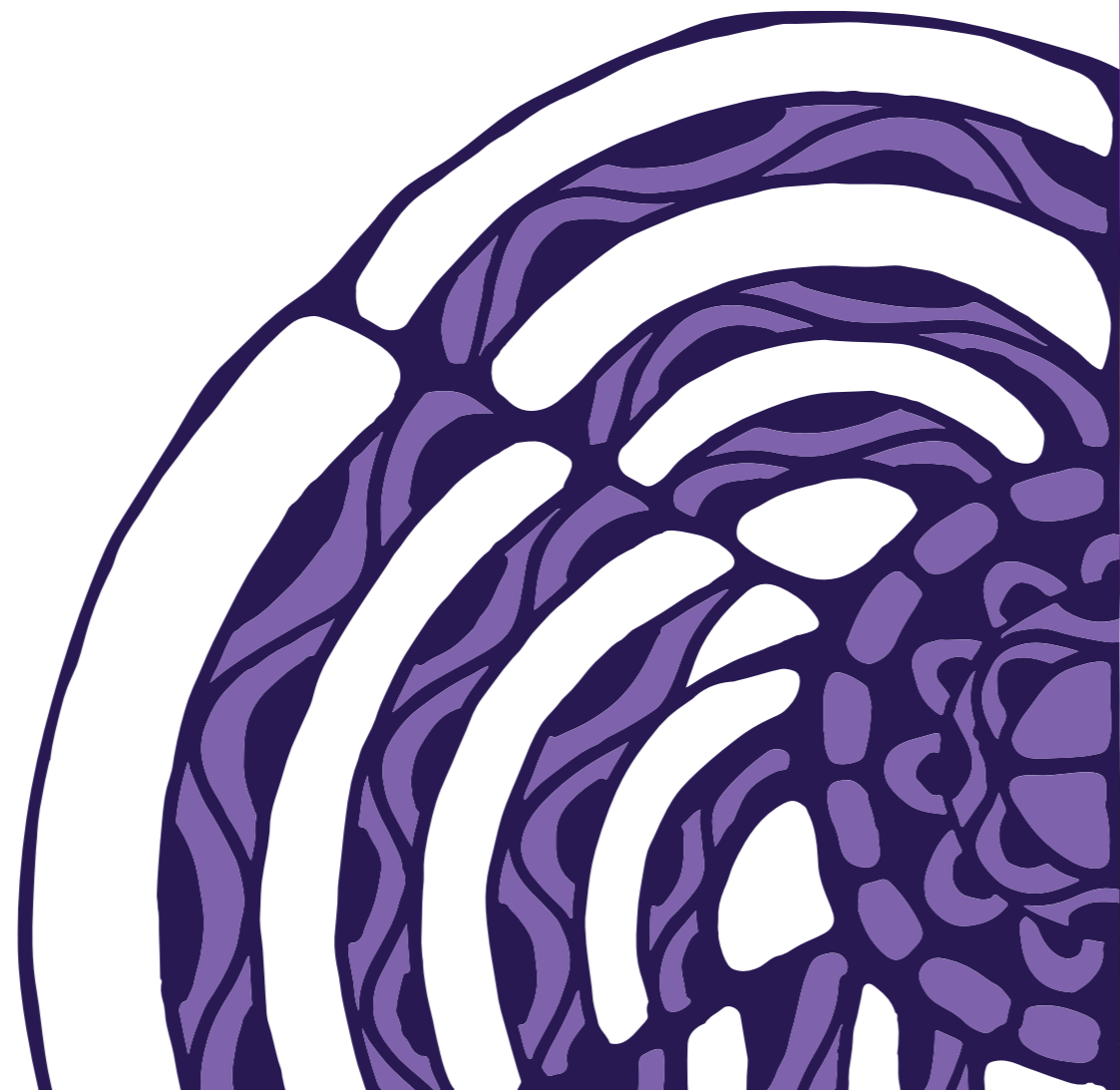
For enquiries or further information regarding the club's Reconciliation Action Plan please contact:

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