



STRETCH RECONCILIATION ACTION PLAN

MAY 2025 – DECEMBER 2027





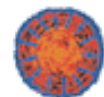
ACKNOWLEDGEMENT OF COUNTRY

The West Coast Eagles Football Club acknowledge and pay respect to the Whadjuk people of the Noongar Nation who are the Traditional Custodians of the land on which we are located.

We extend that respect to all First Nations peoples who have contributed and continue to contribute to our national identity.

We pay respect to Elders; past and present.

The West Coast Eagles are committed to reconciliation across the nation.



ReconciliationWA



Waalitj
FOUNDATION



United Nations
Association
of Australia
WA Division



ARTIST STORY ► KRSTEL PETREVSKI

My name is Krstel Petrevski, I am a proud Kija and Jaru woman who calls Halls Creek, in the heart of the Kimberly region home. I've been very fortunate with my upbringing being closely connected to my culture, family and football. Inspired through my culture is where I found my love for art. The power of sharing stories through design is a deeply meaningful experience and is what I fell in love with. Halls Creek is where I spent most of my early childhood, being surrounded by my village of family and friends and the beautiful country I get to call home, living off the resources our land provided us.

At the age of 11 I made the move to Sydney, NSW then on to Melbourne, Victoria for boarding school and football opportunities. This move to the city has blessed me with many opportunities and life experiences. I lived out my childhood dream of being a Melbourne Demons & West Coast Eagles AFLW player. Another opportunity is being involved in the West Coast Eagles Reconciliation Action Plan, it is something I am incredibly proud of and grateful to be a part of.

In 2023, the West Coast Eagles had given me an opportunity to design our First Nations jumper. The design of the jumper I wanted to bring to life was inspired by cultural features which symbolise the unity of the football club. It was important for me to pay my respects and work closely with the clubs Elders in residence Simon Forrest and Vivienne Hansen on

appropriate elements to represent the jumper. The design of the jumper allowed for me to share my cultural heritage with a wider audience and to honour the legacy of our First Nations players who had made invaluable contributions to the club. I also hoped to inspire pride and belonging among Indigenous fans and players, through promoting reconciliation and unity within the broader community.

The circles represent the club's programs and their connection, while the feathers are a symbol of past players and officials who have contributed to the West Coast Eagles. The pathway drawing reflects the unique journey each individual has in coming to the club. The symbols display acceptance of individualism, and the boomerangs unite the club through the strength of mind, body and spirit. The guernsey's front facing display is the Waalitj, the Eagle, proudly spreading its wings and watching over the football club. The design is a powerful reminder of the enduring connection between the West Coast Eagles and First Nations people of Australia. And, is a symbol of solidarity and respect embodying the spirit of reconciliation and mutual respect that the club and its supporters strive to uphold.



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OUR VISION FOR RECONCILIATION

West Coast Eagles are committed to Reconciliation and are unapologetic in our progress towards a reconciled Australia. We will use our influence to have a greater social impact, promote truth telling and champion anti-racism to our membership and the Australian football public.

We will be brave and authentic in our actions, and work with the right partners to become a destination club for First Nations players and members, and employer of choice for First Nations Australians.

Our vision for reconciliation is to lead our organisation and members to have a greater understanding of Aboriginal and Torres Strait Islander people through breaking the cultural barriers within the Australia Football League.



WEST COAST EAGLES CEO STATEMENT ► DON PYKE

On behalf of the West Coast Eagles, I am proud and honoured to present the Club's new Stretch Reconciliation Action Plan for May 2025 through until December 2027.

This is our Club's fourth Reconciliation Action Plan, and it is built upon four pillars of Relationships, Respect, Opportunities and Governance.

These pillars closely align with our Club values of Belonging, Honesty, Elite Standards and Shared Ambition, while our long-standing commitment to reconciliation stands alongside our overall vision of Progress.

At the West Coast Eagles, we are immensely proud of our rich history of producing some incredible First Nations players, but equally proud of our reconciliation journey.

Established by the Club in 2005, the Waalitj Foundation will celebrate its 20th anniversary this year and its success empowering First Nations people over that time has been truly remarkable.

As a Club, we are thrilled to continue investing in our vast Community programs which are also having a profound impact, particularly in remote regions and First Nations communities.

Another highlight last year was the Club's re-branding as Waalitj Marawar (Eagles of the West in Noongar language) during Sir Doug Nicholls (AFL) and Indigenous Rounds (AFLW), paying respect to the Wadjuk people, the Traditional Custodians of the land on the swan coastal plain and east beyond the hills.

Our Club recognises its position as a social leader and will continue to learn from, work collaboratively with and walk alongside Aboriginal and Torres Strait Islander peoples in our pursuit of reconciliation.

We are committed to ensuring our players, coaches, staff and members work in a culturally safe and diverse environment, while gaining a deeper understanding of Aboriginal and Torres Strait Islander cultures.

In closing, I would like to thank reconciliation specialists Wonnit Partners, the Eagles RAP committee and First Nations Elders in residence Uncle Simon Forrest, Auntie Vivienne Hansen and Reconciliation Australia for their guidance and support developing our Stretch Reconciliation Action Plan.

Fly Higher.

DON PYKE
Chief Executive Officer
West Coast Eagles



WEST COAST EAGLES CHAIR OF THE BOARD STATEMENT ► ELIZABETH GAINES

Reconciliation is deeply instilled within the Club and its core values. Our vision for reconciliation is to lead our organisation and members to have a greater understanding of Aboriginal and Torres Strait Islander people through breaking the cultural barriers within the Australia Football League. This Reconciliation Action Plan enables the West Coast Eagles to continually improve and publicly account for the way we acknowledge, respect, relate to and partner with Aboriginal and Torres Strait Islander peoples, communities and organisations.

We are proud of the achievements, growth and continued hard work our staff, volunteers and players to make a difference for Aboriginal and Torres Strait Islander peoples now and in the future. We recognise there is still significant work to do but we are incredibly excited to join our passionate supporters in celebrating the reconciliation journey we are on together.

ELIZABETH GAINES
Chair of the Board
West Coast Eagles



STATEMENT FROM ► ELDERS IN RESIDENCE

VIVIENNE HANSEN

BALLARDONG WHADJUK NOONGAR ELDER

I am delighted to represent the West Coast Eagles as Elder in Residence and fully endorse this Reconciliation Action Plan.

The club has shown a strong commitment to setting a standard of cultural embracement within the club and the wider community.

May you continue this commitment on our journey of learning, sharing, walking and talking together. It is the only way forward in ensuring a better future, understanding and acknowledging the past, and facing the challenges of today's society together.

Gnung koort djurip - my heart is happy.

PROFESSOR SIMON FORREST

BALLARDONG WHADJUK NOONGAR ELDER

Congratulations to the West Coast Eagles Football Club on the development of their Reconciliation Action Plan.

The organisation players and staff have showed a ongoing commitment to reconciliation which at this point in time in our nation's history is important.

I am proud to be involved with the West Coast Eagles as an Elder in Residence for the provision of cultural advice and cultural learning opportunities.

The club's Reconciliation Action Plan in outlining its reconciliation goals for the next three years is significant and impactful as they continue to build a respectful and culturally diverse Australia.

Congratulations again on displaying Leadership in reconciliation.

Professor Simon Forrest second from left,
Vivienne Hansen third from left.



MESSAGE FROM RECONCILIATION AUSTRALIA ► KAREN MUNDINE

On behalf of Reconciliation Australia, I congratulate West Coast Eagles Football Club (WCEFC) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth overall.

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.

As a team in one of Australia's most popular sporting codes, the scope of the club's sphere of influence is considerable. Through the creation of this Stretch RAP, WCEFC continues to leverage its reach to transform its community's goodwill into action.

This Stretch RAP is built upon the considerable experience garnered in previous RAPs around cultural understanding and community support, forging deeper connections between sporting and First Nations communities. The club's First Nations Elders in Residence program has played a crucial role in bridging the gap between the club and Indigenous communities and its Community and Game Development Department delivers free programs and Aboriginal and Torres Strait Islander focused content.

With these learnings, WCEFC has built solid foundations upon which to expand and embed its commitments in

this RAP. Now more than ever, it is not enough to simply not be racist, we must demand actively anti-racist plans and actions. WCEFC highlights this with its renewed commitment to develop a pro-active approach to anti-racism amongst supporters, members, and fans with WA Football Commission, SportWest, Sports RAP RING and the AFL.

The effort to create culturally safe spaces for First Nations AFL players continues through the weekly Brothers Catch Up and will be expanded to include First Nations AFLW players and staff. These catch ups importantly facilitate a supportive and safe space for Aboriginal and Torres Strait Islander players and staff to discuss challenges and opportunities at the club and in the community.

With its players, staff, programs and supporter base, the West Coast Eagles 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



STATEMENT FROM UNAAWA ► DR SANDY CHONG

Reconciliation is not simply about acknowledging the past, it's about building a future where Indigenous Australians can thrive. It requires us to listen, to learn from their rich cultures and traditions, and to work together to address inequalities in education, healthcare, and economic opportunity.

At the UNAAWA, we believe that reconciliation benefits all Australians because a reconciled nation is a stronger one, a country that embraces its full diversity and draws strength from its shared history.

I therefore welcome the West Coast Eagles Football Club's Stretch Reconciliation Action Plan and join my voice to theirs in calling for sustainable development that leaves no one behind.

DR SANDY CHONG

Founding Chair of SDG Forum, United Nations Association of Western Australia (UNAAWA)

National Board Director, United Nations Association of Australia (UNAA)



OUR BUSINESS

► WEST COAST EAGLES FOOTBALL CLUB

Since its inception in 1986, the West Coast Eagles Football Club has established itself as one of the most successful clubs in the Australian Football League. We have a proud and rich history that includes developing, supporting, and producing some of the most decorated Aboriginal and Torres Strait Islander players of the modern era.

From its establishment, the West Coast Eagles Football Club has demonstrated a substantive and multifaceted commitment to the broader Western Australian community, which has been reciprocated through league-leading membership, community, and corporate support. Through the vehicle of Australian football, the West Coast Eagles Football Club has brought people together from all walks of life, from all social and cultural backgrounds, and understands and respects the value of reconciliation in action.

The commitment of the West Coast Eagles Football Club to sustained success on and off the field is framed by our core values – elite standards, shared ambition, honesty and belonging. The club's community, education and game development programs are delivered across the Perth metropolitan area, and throughout the vast geographic expanse of Western Australia by place-based community and game development staff.

The West Coast Eagles have been actively supporting the WA community since its establishment. We are constantly striving to increase the ways we can positively contribute to our state. From helping to develop and grow our national game, improving educational and social outcomes among our youth or raising much-needed funds for local charities, the West Coast Eagles is committed to giving back to the WA community.

Eagles Rock My School program is a two-part program conducted currently employs 190 permanent, fixed-term, and casual staff, with 7 First Nations staff members (3.61%). There are 110 players that participate in the, AFL (45), AFLW (35) and WAFL (30) programs; with 6 AFL, and 5 WAFL First Nations players (10%).

The Club is based on Whadjuk Noongar Country at Mineral Resources Park in Lathlain. We are privileged to have dedicated staff and programs operating on country across the nation including, Wurundjeri (Melbourne), Kurna (Adelaide), Wadandi Noongar (Bunbury, Busselton and Dunsborough), Menang Noongar (Albany), Wongatha (Kalgoorlie), Nyiyaparli / Martu (Newman / Western Desert) and Kariyarra (Port Hedland).



WAALITJ FOUNDATION

The West Coast Eagles is committed to reconciliation and empowering First Nations peoples through the establishment of the Waalitj Foundation in 2005 which remains a wholly owned subsidiary of the Club.

The Waalitj Foundation leads the provision of education, employment and business opportunities for First Nations peoples by working together to empower and build capacity amongst individuals, their families and their communities. The principal activities of the Foundation are to deliver mentoring programs aimed at increasing opportunity for First Nations peoples across the pillars of education, employment, justice and business. Program delivery covers Perth Metro, regional Western Australia, Queensland and Victoria.

A diverse range of programs are run by the Foundation and include the following:

WAALITJ HUB (BUSINESS PILLAR)

Waalitj Hub is a mentoring program that focuses on building capacity in Aboriginal and Torres Strait Islander businesses across Western Australia. The Hub provides advice to Aboriginal businesses at a variety of stages in their journey, providing access to professional independent support as well as facilitating introductions with third-party businesses looking to engage with Aboriginal and Torres Strait Islander Businesses.



DEADLY SISTA GIRLZ™ (EDUCATION PILLAR)

DSG is an education and mentoring program for First Nations girls run in schools across Western Australia. The Program amongst other things focuses on building self-esteem and confidence, pride in Aboriginal and Torres Strait Islander identity and building relationships based on mutual respect. The program is delivered by strong First Nations role models and participants are empowered to make informed decisions about their personal health, education and employment pathways.

WAALITJ SCHOOLS REMOTE SCHOOL ATTENDANCE STRATEGY (EDUCATION PILLAR)

Our "Waalitj Schools" Education, Engagement, and Attainment Initiative is a community-focused program run in partnership with Wiluna Remote Community School in the Mid-West town of Wiluna. The Program aims to improve school attendance for Aboriginal and Torres Strait Islander children by working together with families and the wider community to ensure attendance and retention at school.



WAALITJ CLUB (COMMUNITY ENGAGEMENT AND EDUCATION PILLARS)

Waalitj Club is a weekly engagement program for local youth which utilises our strong Aboriginal and Torres Strait Islander role models to deliver activities focusing on a mix of health, wellbeing, physical activity.

ONSLOW FAMILY SUPPORT PROGRAM (EDUCATION PILLAR)

The Onslow Family Support Program is aimed at Aboriginal families in Onslow and the Bindi Bindi community with the primary focus of improving school attendance and capacity in parents and caregivers.

Local mentors work with the community and local services to provide support to overcome any barriers that may prevent children from regular school attendance. Intensive mentoring is provided to families and covers support for establishing routines, school pick-ups, dealing with departmental agencies, paperwork and medical issues.

PLAN 2DAY 4 2MORROW™ (P242) (EMPLOYMENT PILLAR)

Plan 2day 4 2morrow (P242) is a pre-employment program assisting Indigenous job seekers in the Perth Metropolitan, Peel, and Goldfields regions of Western Australia.

P242 focuses on improving employability of Indigenous job seekers through the development of foundation skills and work readiness. Program delivery combines weekly pre-employment group sessions (Fit 4 Work) with individual mentoring support.

INDIGENOUS SCHOLARSHIPS PROGRAM (EMPLOYMENT PILLAR)

The Indigenous Scholarships program is aimed at increasing the number of Indigenous Australians with tertiary and trade qualifications to enhance employment outcomes, with a specific focus in the resources sector.

The Foundation provides mentoring services to support the administration of tertiary and vocational scholarships.

RESET REINTEGRATION SERVICES (JUSTICE PILLAR)

Using a comprehensive suite of tailored, culturally competent and evidence-based reintegration services, ReSet provides support to men and women while in prison and after leaving prison.

The Foundation’s ReSet team specialise in the employment and education space of the program, and work closely with other providers using a throughcare model aimed at addressing individual barriers to employment that a person exiting the justice system may be facing.

These programs collectively contribute to improving school retention rates, increasing opportunities for sustainable employment, decreasing the rate of recidivism in offenders and empowering Aboriginal and Torres Strait Islander communities to cultivate competitive and resilient businesses.



COMMUNITY DEVELOPMENT PROGRAM, AND WORKFORCE AUSTRALIA (EMPLOYMENT PILLAR)

The CDP and Workforce Australia programs support job seekers to build skills, address barriers and contribute to their communities through a range of flexible activities. CDP It is designed around the unique social and labour market conditions in remote Australia.

BUNURU YOUTH TRANSITION PROGRAM (JUSTICE PILLAR)

Bunuru provides intensive mentoring support and development for participants involved in youth justice across the key development areas of education and training with the ultimate aim of reducing recidivism and providing employment pathways for young males.

Alicia Janz with Deadly Sista Girlz



OUR RAP JOURNEY

The West Coast Eagles Football Club is committed to reconciliation. Throughout the history of our game, as in our nation, the football environment has been a challenging one for First Nations Australians. Using our platform to elevate First Nations stories and call out racism has been an ongoing priority for our organisation, highlighted through the real actions and commitments of our Reconciliation Action Plan. Like our nation’s own journey to reconciliation, ours has had moments of success and of frustration, but our resolve to achieve our goals remains unbreakable.

The West Coast Eagles commenced its RAP journey in 2014, however we have been committed to celebrating First Nations culture since the club’s inception in 1987 which featured four First Nations players and a coach. Over the 37 years we have had 4 RAPs which have driven learning through action and intent.

Our inaugural Innovate Reconciliation Action Plan was consultatively and collaboratively developed in 2014. The process was facilitated by specialist consultants, former West Coast Eagles premiership player, Craig Turley (Principal Moodjarlea Community and Indigenous Relations Consultants) and Simon Forrest (Elder in Residence - Curtin University and longest-serving Aboriginal academic in Western Australia). It involved a comprehensive internal assessment of existing Aboriginal and Torres Strait Islander programs, partnerships and commitments, together with extensive internal engagement and consultation, and the formal establishment of a Reconciliation Action Plan Working Group.

In 2005 we establish the Waalitj Foundation, and our club’s second and third Reconciliation Action Plans were developed in partnership with the Waalitj Foundation and to build on the solid foundation of the inaugural plan, with input and feedback from the Reconciliation Action Plan Working Group and Waalitj Foundation staff to extend our commitment to Reconciliation.

Over this period the 42 First Nations Players who have worn the official gurnsey, include six females since we were awarded a AFLW licence in 2020. We remain committed to maintaining as many of these relationships as possible and regularly feature these role models in Club events and matches. Following the conclusion of their playing careers 8 players have transitioned into employment with either the West Coast Eagles or the Waalitj Foundation.

This fourth phase will see the West Coast Eagles move to implement a Stretch Reconciliation Action Plan that will build on the achieved objectives of the previous Reconciliation Action Plans. The West Coast Eagles will continue to seek support and guidance from the Waalitj Foundation on reconciliation and other First Nations issues.

The development of our RAP has been championed by the Club’s General Manager – People and Culture, First Nations Player Development Manager and Manager – Regional Programs. During the development phase, the RAP Working Group, both internal and external members, met monthly to discuss and determine the key actions and deliverables outlined in the Stretch RAP.



Throughout this process ongoing cultural guidance was sought from respected West Coast Eagles Elders in Residence, Emeritus Professor Simon Forrest (Whadjuk, Ballardong Noongar with kin connections to Badima and Wongutha peoples) and Vivienne Hansen (Bibbulmen, Ballardong and Whadjuk Noongar). Additionally, the Club engaged Wonnil Partners as reconciliation specialists to assist in the development of the RAP; through

their expertise, Wonnil Partners assisted the Club in conducting a comprehensive reconciliation survey, facilitating workshops, and collaborating with us to develop a clear vision for reconciliation.

We proudly show our connection to First Nations cultures through staff uniform, players training tops and game guernseys plus regularly painted boots. Our home at Mineral Resources Park includes a Welcome to Country message from Elders in Residence Professor Simon Forrest and Viv Hansen, a large sandstone carving depicting the story adorns the wall overlooking the playing surface. Our home is a building which also houses the Waalitj Foundation office space and we share classrooms and learning spaces for education use.

Our Community and Game Development Department delivers free programs across metropolitan and regional settings. Some of the curriculum featured in these programs is First Nations specific content, designed to assist young First Nations people to make good life decisions. The department also runs First Nations specific football programs for boys and girls, of which thousands of youths have participated in over the past decade.

With over 500,000 supporters we are committed to continuing to both celebrate cultures and educate reconciliation, growing a powerful bedrock of community advocates who can influence their peers, families and workmates.

THE CLUB WISHES TO ACKNOWLEDGE THE VALUABLE CONTRIBUTIONS OF THE RAP WORKING GROUP IN THE DEVELOPMENT OF OUR STRETCH RAP:

WEST COAST EAGLES STAFF:

- ▶ Richard O’Connell - General Manager – Community & Game Development
- ▶ Fiona Dillon - General Manager – People & Culture
- ▶ Chance Bateman – First Nations Player Development Manager, RAP Champion & Co-Chair (Ballardong Noongar)
- ▶ Chris Summers – Partnerships Account Manager
- ▶ Jai-Tasma Kulynycz - Manager - Licensing & Product Development
- ▶ Kate Heath – Lawyer
- ▶ Kayleigh Davis – Manager – SuperStore & Retail
- ▶ Kate Orme – Head of Content
- ▶ Krstel Petrevski (Kija & Jaru)

WEST COAST EAGLES PLAYERS:

- ▶ Jamaine Jones (Barkindji)
- ▶ Liam Duggan

IN COLLABORATION WITH OUR VALUED EXTERNAL MEMBERS:

- ▶ Collene Castle (Menang Ngundju Noongar)
- ▶ Andrew Beck (Wudjari Ngadju Mirning)

PAST EMPLOYEES WHO HAVE CONTRIBUTED TO THIS RAP:

- ▶ James Grabski – Manager – Regional Programs, RAP Champion & Co-Chair
- ▶ Emily Oliphant – Senior Human Resources Advisor

Plus, all other members of Staff, Players, the Waalitj Foundation, and our fans and members who continue to support us on our Reconciliation journey.

FIRST NATIONS HISTORY

The West Coast Eagles has a proud history of contribution from First Nations players and fostering their talents within the sport. Since its inception in 1986, the club has seen numerous First Nations athletes make significant contributions to its success on and off the field.

One of the most notable Aboriginal players to don the blue and gold is Yamatji man Chris Lewis, who was an integral part of the team during the late 1980s and early 1990s. Known for his electrifying pace and skills, Chris was instrumental in the Eagles' maiden premiership victory in 1992, solidifying his status as a fan favourite and a trailblazer for First Nations players in the AFL.

Following in Chris' footsteps, other First Nations athletes have left their mark on the Eagles, including champions such as Noongar brothers Peter and Phil Matera, and Yorta-Yorta man David Wirrpanda. Peter 'Roo' Matera is revered for his exceptional talent and remarkable performances, which earned him numerous accolades, including a Norm Smith medal for his outstanding display in the 1992 Grand Final.

In recent years, the West Coast Eagles have continued their tradition of nurturing First Nations talent, with players like Liam Ryan and Tim Kelly making significant impacts on the team's performance, winning All Australian and club champion honours.

First Nations women have been integral to the foundations of the club's nascent women's team. Five First Nations players are inaugural Eagles, Alicia Janz, Imahra Cameron, Emily McGuire, Cassie Davidson and Tarnee Tester. A senior leader of the playing group, Janz' contribution to the game was recognised as the 2022 AFLW Indigenous Round Honouree. Contributions to

the game have extended off the field, with AFLW player Krstel Petrevski designing the club's magnificent 2023 First Nations jumper.

First Nations players continue to shape the identity and success of the club, while also serving as powerful symbols of resilience, talent and pride.



CHRIS LEWIS

From the moment Chris Lewis joined the Eagles in their inaugural side, he brought a unique flair to the game of Australian Rules Football. A proud Yamatji man, his lightning speed and precise kicking made him a force to be reckoned with. But it wasn't just his athletic prowess that set him apart, his resilience and determination to succeed in a challenging era for First Nations players was inspirational.

As the Eagles soared to greater heights, Chris became a central figure in their early success. He claimed the club Best and Fairest award in 1990 and would go on to claim several individual honours across his career. In 1992, the team reached the pinnacle, claiming their maiden AFL premiership. Chris' performances throughout the season had been stellar, and on the biggest stage of all, the Grand Final, he delivered when it mattered most.

Chris became a dual premiership player in the club's 1994 Grand Final victory over Geelong. He would finish his career after an illustrious 259 AFL games, retiring in 2000. Chris Lewis was named in the Indigenous Team of the Century, was a winner of the Glendinning medal and a life member of the club.

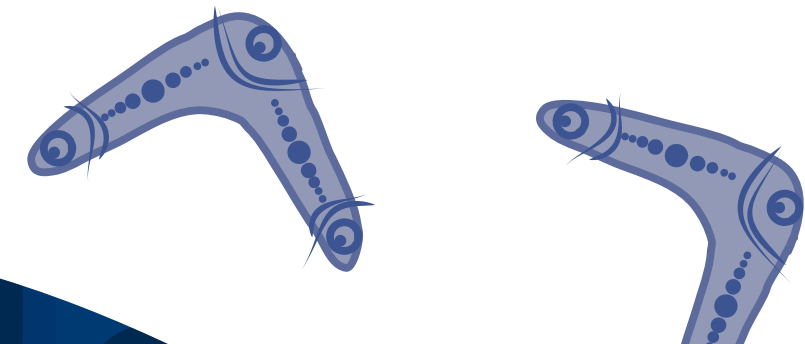


Chris' impact extended far beyond the football field. As an Aboriginal man playing in a predominantly white sport, he faced his share of challenges and prejudices. Yet these obstacles did not deter him. Instead, he used his platform to advocate for greater diversity and inclusion in the AFL.

Off the field, Chris was actively involved in mentoring young First Nations players, sharing his experiences and wisdom to help them navigate the complexities

of professional sport. He also used his voice to raise awareness about issues facing First Nations communities, from social inequality to the importance of preserving cultural heritage.

In 2011, the tenacious midfielder was recognised with the club's highest honour and was inducted to the West Coast Eagles Hall of Fame. The trailblazer etched his name into the annals of club history, for his determination on field and his advocacy off it.



CHANCE BATEMAN ► FIRST NATIONS PLAYER DEVELOPMENT MANAGER

Chance 'Changa' Bateman, a former Australian rules footballer who played for the Hawthorn Football Club, transitioned into a significant role within the West Coast Eagles as a development coach and Indigenous player services support. In this capacity, Chance utilized his personal experiences as a First Nations athlete and his deep understanding of both the football industry and culture to foster greater inclusion and support for First Nations players within the club. After a period of work with the Waalij Foundation in 2020, Chance returned to the club in 2022 as First Nations player development manager. Chance is a Ballardong Noongar man who played 177 AFL games, winning a Premiership with Hawthorn in 2008.

As the First Nations Player Development Manager, Chance plays a crucial role in providing cultural support and guidance to players, helping them navigate the challenges of professional football while staying connected to their cultural identity. He works closely with players, coaches, and staff to ensure that First Nations players felt valued, respected, and supported both on and off the field.

Chance's role also involves collaborating with community organizations and First Nations stakeholders to develop programs and initiatives aimed at promoting First Nations participation in football and addressing broader social issues affecting Indigenous communities. Through his work, Chance helps raise awareness about the importance of cultural diversity and reconciliation within the AFL and the wider community. 'Changa's is an active driver of the club's Reconciliation Action Plan committee and the club's match day activations such as Sir Doug Nicholls Round and NAIDOC Week round.



ALICIA JANZ

Alicia Janz, a proud Miriam Mer woman, has left an indelible mark on the AFLW and the West Coast Eagles through her unwavering commitment both on and off the field. As one of the few First Nations players in the AFLW, Alicia's presence represents a significant step forward in the league's efforts to promote diversity and inclusion. Raised in Derby, Western Australia, Alicia's journey to professional football was paved with determination and resilience, switching to football after a successful netball career.

As an inaugural West Coast Eagle, Alicia's impact as a senior leader was profound. With the latter part of her on-field career cruelled by injury, she would come to impact the AFLW program through off-field leadership. As ever, Alicia has embraced her role as an advocate for First Nations youth, using her platform to inspire and empower the next generation of athletes.

Working at the Waalij Foundation for over 10 years, she tirelessly promotes education, leadership, and cultural pride among First Nations youth, demonstrating the transformative power of sport as a vehicle for positive change. A key driver of the Deadly Sista Girlz program, Alicia's work brings the joy of football to First Nations girls across the country.

Named the 2022 Indigenous Round honouree, Alicia Janz' contributions to the West Coast Eagles and the AFL were recognised at the highest level. Alicia continues to drive social change, championing diversity, inclusion, and cultural awareness within the sport and the wider community. As an assistant coach in the Western Australian U/16s program, Alicia continues to contribute to football with her trademark commitment and passion.



2023 FIRST NATIONS JUMPER

► DESIGNED BY KRSTEL PETREVSKI

In 2023, the West Coast Eagles unveiled a stunning First Nations jumper designed by the AFLW player and artist Krstel Petrevski. A proud Kija and Jaru woman, Krstel's design is inspired by cultural features which symbolise the unity of the football club. 'KP' is from Western Australia's Kimberly region, but sought advice and consultation from club Elders in Residence Simon Forrest and Vivienne Hansen on appropriate elements to represent on the guernsey.

The circles represent the club's programs and their connection while the feathers are a symbol of past players and officials who have made a contribution to the West Coast Eagles. The pathway drawings reflects the unique journey each individual has in coming to the club. The symbols display acceptance of individualism and the boomerangs unite the club through the strength of mind, body and spirit. The guernsey's front facing display is the Waalitj, the Eagle, proudly spreading its wings. The guernsey design was worn by all three football programs at the club AFL, AFLW and WAFL, with the design also adapted onto all team pre-game warm up shirts.

For Krstel, the opportunity to design the jumper was a deeply meaningful experience. It allowed her to share her cultural heritage with a wider audience and to honour the legacy of First Nations players who had made invaluable contributions to the club. Through her art, 'KP' hoped to inspire pride and belonging among Indigenous fans and players, while also promoting reconciliation and unity within the broader community.

The unveiling of the Krstel's guernsey was met with widespread acclaim, both for its visually striking design and its profound cultural significance. It served as a powerful reminder of the enduring connection between the West Coast Eagles and the First Nations peoples of Australia, while also highlighting the importance of representation and recognition within the AFL. As fans proudly donned the jumper and players wore it with pride on the field, it became a symbol of solidarity and respect, embodying the spirit of reconciliation and mutual respect that the club and its supporters strive to uphold.



Ella Roberts wearing Krstel Petrevski's jumper design



AFLW Player Krstel Petrevski with school student

MATCH DAY ACTIVATIONS

Match day celebrations at Sir Doug Nicholls round (AFL) and Indigenous Round (AFLW) are a vibrant and meaningful affair, reflecting the West Coast Eagles' commitment to honouring First Nations cultures and heritage. Both Optus Stadium and Mineral Resources Park buzz with excitement as fans and players alike come together to celebrate the contributions of First Nations Australians to the sport and the community. Throughout the day, various match day activations immerse attendees in the spirit of reconciliation and cultural appreciation.

Performances by Indigenous artists and cultural groups are a highlight of the match day celebrations, captivating audiences with their mesmerizing music, dance, and storytelling. From traditional Welcome to Country ceremonies to contemporary music performances, these acts showcase the diversity and vibrancy of Indigenous talent. The atmosphere is electric as spectators are treated to dynamic displays, fostering a sense of unity and pride among fans of all backgrounds.

The significance of Sir Doug Nicholls Round extends beyond the football field, serving as a platform for promoting awareness and understanding of Indigenous matters and history. Through these match day celebrations, the West Coast Eagles aim to amplify First Nations voices and promote reconciliation and respect within the community. As players don specially designed Indigenous guernseys and take to the field with pride, they honour the legacies of First Nations players who went before them and those who have made their mark on the sport, embodying the spirit of unity and inclusion that defines Australian rules football.

During the matches, First Nations and non-Indigenous players wear painted football boots, elevating local artists with personal connections to them. The boots feature striking designs and offer a direct cultural connection between the player, the game and the fans. Designs often feature family totems, significant places or player journeys and are a powerful storytelling piece for reconciliation in football.



NAITANUI ACADEMY

The Naitanui Academy is a Next Generation Academy focused on First Nations and Multicultural players. Named after Nic Naitanui, the academy is more than a pathway program, it is a symbol of inclusion and diversity within football.

Next Generation Academies are a joint initiative between the AFL and AFL Clubs aimed at the attraction, retention, and development of all talented players whilst growing participation in the under-represented segments of our community.

A key objective of the Naitanui is to increase the talent pool of First Nations and Multicultural players. These groups are significantly under-represented in the AFL comparative to the population, and therefore AFL Clubs are incentivised through draft concessions for their role in growing this talent pool. Established in 2016, the Naitanui Academy has produced AFL and WAFL talent, including current Eagles Jordyn Baker, Tyrell Dewar and Coen Livingstone. Talent developed within the female Next Generation Academies are expected to land on AFLW lists in the very near future as the game continues to grow.

Under the watchful eye of Nic Naitanui - The Naitanui Academy is a holistic program consisting of on field training, skill development, game play and off field education all taking place inside the High-Performance environment of our Mineral Resources Park facility.



The Academy aims to create well rounded players, empowering them with the tools required to be successful at all levels of football and in life.

Ultimately, the impact of the Naitanui Academy extends far beyond the realm of football. By empowering young First Nations and Multicultural Australians to pursue their passions and realize their potential, the program contributes to building stronger, more inclusive communities. Through the stories of its graduates, who go on to become role models and leaders, the academy inspires future generations to dream big and defy expectations. the Naitanui Academy serves as a shining example of the power of football to drive social outcomes.



ELDERS IN RESIDENCE

The club's First Nations Elders in Residence represent a significant step towards cultural reconciliation and understanding within and outside of the organisation. Dr Simon Forrest is a Whadjuk Ballardong Noongar man and Vivienne Hansen is a Whadjuk Ballardong Noongar woman. Together, they play a crucial role in bridging the gap between the club and Indigenous communities, offering their wisdom, guidance, and cultural insights. Their presence not only fosters a sense of belonging for First Nations people within the club but also educates non-Indigenous members about the rich cultural heritage and traditions of Australia's First Nations peoples.

The roles of the First Nations Elders in residence extend beyond cultural education, they serve as mentors and advocates for First Nations players, providing them with a supportive environment where they can connect with their heritage while pursuing their sporting aspirations. By offering spiritual guidance, counselling, and cultural ceremonies, these Elders contribute to the holistic development and well-being of the staff and players, helping them navigate the challenges they may face on and off the field. Their presence also ensures that the club's initiatives and programs are culturally sensitive and respectful, fostering a more inclusive and equitable environment for everyone involved.

Through broader engagement efforts and events, our Elders in Residence facilitate meaningful connections between the club and First Nations communities across Western Australia. By promoting cultural awareness, reconciliation, and mutual respect, Elders play a pivotal role in fostering positive relationships and driving social change within the club and beyond. Their invaluable contributions not only enrich the club's culture but also help to promote unity and diversity within the wider community.



Vivienne Hansen



RELATIONSHIPS

Developing strong and meaningful relationships with Aboriginal and Torres Strait Islanders staff, stakeholders, organisation and communities is a key defining factor in our RAP and the commitment of the club. Our aim is to build stronger relationships with Aboriginal and Torres Strait Islander communities by acknowledging the skills and experience of First Nations People and the education they can provide. The power that the AFL and the club's brand can lead the way to influence public reach and to establish, promote, and champion genuine reciprocal partnerships with First Nations communities in the locations we play and operate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Establish and maintain relationships with Traditional Owners across all operational locations:	May 2025, 2026, 2027
	▶ Mineral Resources Park in Lathlain - Whadjuk Noongar		
	▶ Melbourne - Wurundjeri		
	▶ Adelaide - Kurna,		
	▶ Bunbury, Busselton and Dunsborough - Wadandi Noongar		First Nations Player Development Manager
	▶ Albany - Menang Noongar		
	▶ Kalgoorlie - Wongatha		
	▶ Newman/Western Desert - Nyiyaparli / Martu		
	▶ Port Hedland - Kariyarra.		Manager – Regional Programs
	Continue to develop, implement and communicate our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, ensuring alignment to regional strategy.	Develop November 2025 and Reviewed 26, 27	Chief Operating Officer
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	August 2025, 2026, 2027	First Nations Player Development Manager

FOCUS AREA:

WCEFC “We continue to grow our community programs. Community is ingrained into the club's culture and is part of our DNA and what we do at the club”.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Establish and maintain a minimum of four (4) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including:	December 2025, 2026,2027
	▶ Ngurra Kujungka (NK)		General Manager - Community & Game Development
	▶ Karlka Nyiyaparli Aboriginal Corporation (KNAC)		
	▶ Jamukurnu Yapalikurnu Aboriginal Corporation (JYAC)		
	▶ Plus, a minimum of one (1) other.		
	Continue to collaborate with Ngurra Kujungka (NK) to actively support Martu communities across the Western Desert region, including:	May 2025	General Manager - Community & Game Development
	▶ Attending the Martu Youth Festival annually		
	▶ Supporting the sustainable establishment and delivery of Auskick to identified remote Western Desert communities		
	▶ Inviting aspiring players to register for and access talent pathway opportunities via the West Coast Eagles' Naitanui Academy.		
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate information to all staff on the importance of reconciliation, as part of the Club's past, present and future.	27 May – 3 June 2025, 2026, 2027
		Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	27 May – 3 June 2025, 2026, 2027
		RAP Working Group members to participate in 2 external NRW events.	27 May – 3 June 2025, 2026, 2027
		Develop and execute a communications plan aligned with the annual theme to promote NRW across WCE social and digital platforms.	1 May – 15 June annually 2025, 2026, 2027
	▶ Include “NRW Wrap Up” content, detailing the activations and participation in regional NRW activities featured on our website.		General Manager – People & Culture
			General Manager – People & Culture
			RAP Co-Chairs
			General Manager – Brand, Marketing & Digital Growth

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
2	Build relationships through celebrating National Reconciliation Week (NRW).	Support staff and senior leaders to participate in 3 external events to recognise and celebrate NRW, including: <ul style="list-style-type: none">▶ Reconciliation Walk (all regional locations)▶ Sir Doug Nicholls Round▶ Reconciliation WA Breakfast.	27 May – 3 June 2025, 2026, 2027	Chief Operating Officer General Manager – People & Culture
		Organise one internal organisation wide NRW event each year in collaboration with the Waalitj Foundation and/or other Aboriginal & Torres Strait Islander organisation/s.	27 May – 3 June 2025, 2026, 2027	Manager, Entertainment and Experiences General Manager – People & Culture
		Register all our NRW events on Reconciliation Australia’s NRW website.	May 2025, 2026, 2027	Manager, Entertainment and Experiences
		Pursue a collective impact approach to reconciliation outcomes by inviting our commercial and community partners to join WCE in walking together at the Reconciliation Walk.	27 May – 3 June 2025, 2026, 2027	Manager, Partnerships and Business Development and General Manager – Community and Game Development
		Develop and implement a call to action via EDM and social media to our fans and members inviting them to attend NRW events in conjunction with WCE, including: <ul style="list-style-type: none">▶ Reconciliation Walk▶ Sir Doug Nicholls Round and▶ Any public WCE events leading up to NRW.	1 May – 15 June annually (2025, 2026, 2027)	Manager – Consumer Strategy General Manager – Brand, Marketing & Digital Growth
		Specifically align education programs, including Eagles Rock My School, to acknowledge and celebrate the NRW theme in the lead up to and as part of NRW.	June 2025	Education and Inclusion Manager
3	Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2025	General Manager – People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3	Promote reconciliation through our sphere of influence.	Actively seek staff feedback through annual surveys and workshops to gauge staff sentiment around our RAP and reconciliation outcomes.	December 2025, 2026, 2027 General Manager – People & Culture
	Communicate our commitment to reconciliation publicly, including on the West Coast Eagles website and social media channels. Specifically, consult with Aboriginal and Torres Strait Islander stakeholders to develop public statements around: <ul style="list-style-type: none">▶ January 26▶ National Reconciliation Week▶ NAIDOC Week▶ AFL Sir Doug Nicholls Round▶ AFLW Indigenous Round.	May, July, October 2025, January, May, July, October 2026, January, May, July, October 2027 General Manager – Brand, Marketing & Digital Growth	
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including commercial and community partners including: <ul style="list-style-type: none">▶ Provide a copy of the RAP to all sponsors, partners, and key stakeholders▶ Provide a copy of the RAP to all prospective partners and sponsors▶ Provide annual updates to our external stakeholders on our RAP commitments and activities▶ Promote the launch of our RAP through the club website and digital channels▶ Actively promote our club's First Nations hub on the website▶ Physical artwork at Mineral Resources Park highlighting First Nations Players (past and present)▶ Promote of content featuring past and present First Nations players▶ Including of past First Nations Players in current match day activations (for example guard of honour, player functions).	Ongoing. Reviewed annually July 2025, 2026, 2027 Head of Partnerships and Growth General Manager – Brand, Marketing & Digital Growth	
	Collaborate with four RAP organisations and other like-minded organisations to implement ways to advance reconciliation, including: <ul style="list-style-type: none">▶ BHP▶ Town of Victoria Park▶ Waalitj Foundation▶ Reconciliation WA.	June, 2025, 2026, 2027 General Manager – Community & Game Development	



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3	Promote reconciliation through our sphere of influence.		
	Develop and implement a program dedicated to reconciliation, to be delivered as part of our suite of education programs across WA, whilst ensuring content is delivered in a culturally appropriate format by consulting with Aboriginal and Torres Strait Islander stakeholders within the respective communities.	July 2025	Education and Inclusion Manager
	The program will focus on: <ul style="list-style-type: none">▶ Aboriginal Language and Story Telling▶ Sacred Land, Objects and Art▶ Aboriginal Family Structures and Kinship▶ AFL Indigenous Round Education (Sir Doug Nicholls, Dreamtime at the G).		
	Minimum of two (2) senior leaders to attend two (2) quarterly RAP Leadership Gatherings per year.	November 2024, 2025, 2026	Chief Operating Officer General Manager – Community and Game Development
	All staff to be aware of the RAP and their requirements to meet its objectives: <ul style="list-style-type: none">▶ Quarterly update presentation at the Staff Meeting▶ Quarterly email to all staff.	September, December 2025, March, June, September, December 2026, 2027, March 2028	Chief Operating Officer General Manager – People & Culture
4	Promote positive race relations through anti-discrimination strategies.		
	Continuously review HR policies and procedures concerned with anti-discrimination.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors on a quarterly basis to continuously improve our anti-discrimination policy.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
	Implement and communicate an anti-discrimination policy for our organisation. This policy would be included in our induction program and compliance training program.	July 2025, ongoing, reviewed 2026, 2027	General Manager – People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4	Promote positive race relations through anti-discrimination strategies.		
	Provide ongoing education opportunities for all staff on the effects of racism. New staff will receive have the opportunity for education as part of their onboarding program. Current staff will be given the opportunity on an annual basis.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism., including “Racism. It Stops With Me”.	Ongoing. Reviewed annually July 2025, 2026, 2027	Chief Executive Officer General Manager - Brand, Marketing & Digital Growth
	Be a leader by utilising the profile of the West Coast Eagles and players to support anti-discrimination campaigns and call out racism within the AFL industry.	Ongoing. Reviewed annually July 2025, 2026, 2027	General Manager - Brand, Marketing & Digital Growth
	Collaborate with and take more of a lead with other sporting clubs, codes, and organisations to develop a pro-active approach to anti-racism amongst supporters, members, and fans: <ul style="list-style-type: none">▶ WA Football▶ SportWest▶ Sports RAP RING▶ AFL.	AFL Season 2025, 2026, 2027 AFL Preseason Jan-Feb, 2026, 2027, 2028 Align with AFL National plans and messaging	General Manager – Community and Game Development First Nations Player Development Manager
5	Elevate the West Coast Eagles’ annual AFL Sir Doug Nicholls Round and AFLW Indigenous Round match/es and associated activities, to drive reconciliation outcomes on a national scale.		
	Continue to engage current AFL First Nations players in weekly ‘Brothers Catch Up’, allowing a culturally safe space for players to discuss and address challenges and opportunities at the club and in the community. To widen these ‘catch ups’ to include AFLW First Nations Players and First Nations Staff, to give them the same opportunities.	Weekly, November – September annually	First Nations Player Development Manager
	Engage an Aboriginal and Torres Strait Islander artist to co-design our First Nations Guernsey, alongside past and present First Nations players.	Annually November to March 2025-26, 2026-27, 2027-28	Manager – Merchandising and Product Licencing
5			
	Ensure Sir Doug Nicholls Round is actively promoted though the clubs digital and social channels., including Facebook, X, Instagram, LinkedIn and club website.	April – June annually, September – October annually	Head of Content

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
5	Elevate the West Coast Eagles' annual AFL Sir Doug Nicholls Round and AFLW Indigenous Round match/es and associated activities, to drive reconciliation outcomes on a national scale.	Complete club name change to <i>Waalitj Marawar</i> for the duration of Sir Doug Nicholls round (AFL) and Indigenous Round (AFLW) across all relevant social and digital club platforms.	Annually May and October 2025, 2026, 2027	Head of Content
		Provide complimentary opportunities for Aboriginal and Torres Strait Islander businesses to host stalls as part of our Sir Doug Nicholls Round home game.	Annually May 2025, 2026, 2027	Manager, Entertainment and Experiences
		Leverage Sir Doug Nicholls Round and the West Coast Eagles brand to enhance the profile of the Waalitj Foundation through promotion and fundraising on match day.	Annually May 2025, 2026, 2027	Manager, Entertainment and Experiences
		Continue to invite the Waalitj Foundation's Deadly Sista Girlz to play in the Sir Doug Nicholls Round curtain raiser.	Dates as per AFL Fixtures release May 2025, 2026, 2027, subject to AFL Fixture release	General Manager – Community and Game Development
		Continue to invite past and present Aboriginal and Torres Strait Islander players to attend Sir Doug Nicholls Round match.	Annually May 2025, 2026, 2027	First Nations Player Development Manager
6	Maintain and strengthen the relationship with the Waalitj Foundation.	Further enhance the relationship with the Waalitj Foundation with a structured communication strategy to co-brand activations and engagement for key cultural dates and programs, across all operational locations, including: <ul style="list-style-type: none">▶ Sir Doug Nicholls Round▶ NAIDOC Week▶ Waalitj Boys program at Clontarf Aboriginal College▶ Regional school and community mentor visits▶ Waalitj Foundation Justice Programs▶ Our Chief Operating Officer mentoring Waalijt Foundation CEO.	July 2025 March 2026 March 2027	General Manager – Community and Game Development
		Continue to maintain the shared services agreement between the Waalitj Foundation and the Club.	Annually, November 2025, 2026, 2027	Chief Operating Officer
		Initiate a strategic collaboration between the WCE RAP WORKING GROUP and the Waalitj Foun- dation by appointing a dedicated representative from each organisation to actively participate in the other's RAP Working Group (WCE) & Cultural Advisory Committee (WF) meetings.	May 2025, 2026, 2027	General Manager – Community and Game Development

RESPECT

Through truth-telling, and education, we will actively increase our organisational and broader stakeholders cultural understanding, to make our club one of true inclusivity and belonging. We can only earn respect and trust from one another by consistently demonstrating actions such as treating others the way we expect to be treated, and by acknowledging, accepting and celebrating differences. It is crucial to WCE to continue to increase understanding of strong cultural training and protocols about Aboriginal and Torres Strait Islander peoples, cultures and histories. With guidance from First Nations People, the club will continue to foster a cultural of education for staff, players, members and stakeholders on respect for Aboriginal and Torres Strait Islander peoples.

FOCUS AREA:

We continually grow our community programs; Community is ingrained into the club's culture and is part of our DNA and what we do at the club. Our mission is "To unite, connect and excite communities through sustained success and the pursuit of excellence on and off the field."

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
1	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 once per year.	Annually, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, including the Waalitj Foundation, on the design and implementation of a cultural learning strategy.	Annually, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Commit all RAP Working Group members, P&C Manager, senior executive group and all new staff to undertake formal and structured cultural learning.	December 2025, 2026, 2027	General Manager – People & Culture
		Implement and communicate a cultural learning strategy for our staff.	July 2026	General Manager – People & Culture
		All full-time and part-time staff to undertake formal and structured cultural learning: <ul style="list-style-type: none">▶ 80% of all staff to complete online cultural awareness training▶ 60% of all staff to complete face-to-face cultural awareness training▶ 10% of all staff to participate in cultural immersion or on-country activity.	Ongoing review July 2025, 2026, 2027	General Manager – People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Engage local Traditional Owners and/or Aboriginal and Torres Strait Islander businesses to provide cultural awareness training specific to the club's operational locations.	Annually, reviewed July 2025, 2026, 2027 General Manager – People & Culture General Manager – Community & Game Development
2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Consult in the development of a minimum of two (2) cultural education videos annually to be distributed across digital platforms and shared with members and fans. Examples include Welcome to Country, Smoking Ceremonies, First Nations Guernsey artwork and artist stories.	May and September annually, 2025, 2026, 2027 General Manager – Brand, Marketing & Digital Growth Marketing Campaign Manager
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledge of Country.	December 2025	Manager – Regional Programs
	Ensure the consistent delivery of the digital Welcome to Country at every home match, while also coordinating an appropriate live Welcome to Country ceremony specifically for Sir Doug Nicholls Round and AFLW Indigenous Round.	May 2025, 2026, 2027	Manager, Entertainment and Experiences
	Continue to maintain and update our “First Nations Hub” on the Club website with our RAP journey.	Ongoing, review monthly, December 2025, 2026, 2027	General Manager - Brand, Marketing & Digital Growth
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country by implementing a cultural protocols document, including: <ul style="list-style-type: none">Tailored cultural protocols for local communities in which the club operatesWelcome to Country and Acknowledgement of Country guidelinesSpecific education on the difference between a Welcome to Country and Acknowledgement of Country included in our online cultural awareness training course.	Reviewed July 2025, 2026, 2027	General Manager – People & Culture First Nations Player Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
	Develop and implement an internal “First Nations Hub” where all documentation is easily accessible for staff, including: <ul style="list-style-type: none">▶ Online cultural awareness training▶ Cultural Protocols document▶ Registry of Aboriginal and Torres Strait Islander businesses, for procurement of goods and services▶ Plus any other applicable resources and information.	July 2025	General Manager – People & Culture Manager – IT Operations
	Engage Elders in Residence and/or appropriate Elder/s to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none">▶ Season Launch - AFL & AFLW▶ NAIDOC Week Event/s▶ John Worsfold Medal / AFLW Club Champions▶ Naitanui Cup▶ Sir Doug Nicholls / AFLW Indigenous Round.	May 2025, 2026, 2027	Manager, Entertainment and Experiences First Nations Player Development Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of identified meetings as determined.	Ongoing, reviewed May 2025, 2026	Chief Operating Officer
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Ongoing, reviewed July 2025, 2026, 2027	Chief Operating Officer General Manager – Brand, Marketing & Digital Growth Manager Entertainment and Experienced
	Continue to display a Welcome to Country plaque at Mineral Resources Park and consult with Traditional Owners to develop culturally appropriate signage at all office locations around the country.	July, 2025, 2026, 2027	Club Operations Manager First Nations Player Development Manager
	Continuously consult with Aboriginal & Torres Strait Islander Elders to agree on consistent, appropriate, and respectful language used within all club communications.	July, 2025, 2026, 2027	First Nations Player Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
3	Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Develop and execute a strategic communications plan aligned with the annual theme to promote NAIDOC Week across WCE social and digital platforms. Including facebook, X, Instagram, LinkedIn and club website.	June 2025, 2026, 2027	General Manager – Brand, Marketing & Digital Growth
		Encourage our First Nations Players to wear boots painted by First Nations students during NAIDOC week.	July 2025, 2026, 2027	First Nations Player Development Manager
		Review HR policies and procedures to provide opportunities for staff to participate in NAIDOC Week.	Annually, reviewed June 2025, 2026, 2027	General Manager – People & Culture
		RAP Working Group members to participate in at least two (2) external NAIDOC Week event (e.g., NAIDOC Ball).	July 2025, 2026, 2027	General Manager – Community and Game Development
		Collaborate with a local Aboriginal and Torres Strait Islander business and/or community member/s to actively facilitate and host an internal NAIDOC Week event, inviting all staff, AFL & AFLW players, and Waalitj Foundation staff to participate.	First week in July 2025, 2026, 2027	Manager, Entertainment and Experiences General Manager – People & Culture
		In consultation with Aboriginal and Torres Strait Islander stakeholders, support external NAIDOC Week event requests each year, including: <ul style="list-style-type: none">▶ School and community NAIDOC Week events, across all WCE operational locations▶ Waalitj Foundation event/s.	July 2025, 2026, 2027	General Manager - Community & Game Development
		Continue to seek permission from the AFL to wear our First Nations guernsey for our AFL home game that falls during NAIDOC Week.	May 2025, 2026, 2027	Manager Merchandising and Licencing Products

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
3	Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Arrange for the Perth NAIDOC award winners to participate in the guard of honour during the home game held within NAIDOC week.	July, 2025, 2026, 2027	Manager, Entertainment and Experiences
		Provide complimentary opportunities for Aboriginal and Torres Strait Islander businesses to host stalls as part of our NAIDOC Week home game.	July 2025	Manager, Entertainment and Experiences
4	Actively acknowledge and pay respect to Aboriginal & Torres Strait Islander people and communities across the state and country.	Engage a Traditional Owner to provide a Welcome to Country for our travelling party on the first visit to each new match destination of each season.	April 2025, 2026, 2027	First Nations Player Development Manager General Manager - Football
		Include an Acknowledgement to Country on staff email signatures and website across all club areas of operation.	May 2025	General Manager – People & Culture Manager – IT Operations
		Maintain and strengthen relationship with Aboriginal & Torres Strait Islander past players (AFL & AFLW) across the country by:	Ongoing, reviewed July 2025, 2026, 2027	First Nations Player Development Manager
		<ul style="list-style-type: none">▶ Continuing to engage in Sir Doug Nicholls Round celebrations▶ Extend invitations to attend Club annual NAIDOC and NRW Event▶ Extend invitation to at least one (1) past player to speak with the current players in the week of Sir Doug Nicholls Round▶ Extend invitation to at least one (1) AFL past player to attend ‘Brothers Catch Up’.		

OPPORTUNITIES

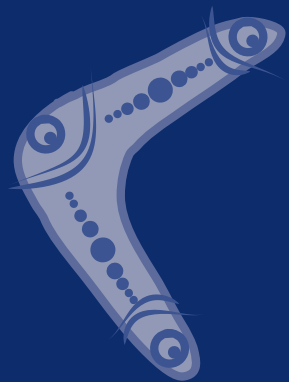
We recognise our unique position to implement, and influence, employment, procurement and engagement opportunities for First Nations organisations and people. We are committed to realising outcomes that are real, mutually beneficial, and that make genuine difference to the communities we work with.

FOCUS AREA:

We are recognised as industry leaders in relation to employee retention and satisfaction levels. We achieve this through best-practice recruitment and induction processes, equal opportunity policies, a strong employee support network, esteemed professional development and training opportunities and a thorough performance management program. Our working environment is vibrant, and a place people want to be employed. All employees are flexible and conducive to change. We maintain a strong employment brand by continually looking for innovations and ways to engage our staff in line with best practice.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
1	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review HR and recruitment and selection procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of out recruitment, retention and professional development strategy.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Encourage the employment of First Nations people to work (casually) in remote areas of WA as part of the Regional Program, with the aim to provide training and upskilling to assist in their future career paths.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – Community & Game Development
		Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	Ongoing, reviewed July 2025, 2026, 2027	General Manager – People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
1	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review, update and communicate our recruitment, retention, and professional development strategy in consultation with Aboriginal and Torres Strait Islander staff and the Waalitj Foundation, with a view to improve employment outcomes for Aboriginal and Torres Strait Islander Peoples at the club.	Annually, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Maintain an Aboriginal & Torres Strait Islander talent pool for vacancies and actively advertise position through Aboriginal & Torres Strait Islander networks, including the Waalitj Foundation.	Annually, reviewed July 2025, 2026, 2027	General Manager – People & Culture
		Identify and maintain one (1) senior level positions dedicated to an Aboriginal & Torres Strait Islander person.	Ongoing, July 2025, 2026, 2027	Chief Operating Officer General Manager – People & Culture
		Identify and maintain one (1) additional position , dedicated to an Aboriginal & Torres Strait Islander person, with a focus on professionally developing the role into leadership.	Ongoing, July 2025, 2026, 2027	Chief Operating Officer General Manager – People & Culture
		As part of the Naitanui Academy, create a recruiting policy to identify local players at all levels to join the program, with an understanding that all players will be developed up until they are 18 years old.	Ongoing, July 2025, 2026, 2027	Academy Manager
		As part of the Naitanui Academy, review talent pool process for talented players to provide assistance, advice and guidance, in an attempt to remove barriers for them to progress into AFL Footballers.	December 2025, 2026, 2027	Academy Manager
		Maintain a minimum of 3% of employees people who identify as First Nations peoples in non-player roles, with an aspirational goal of 4%.	Ongoing, July 2025, 2026, 2027	General Manager – People & Culture



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2	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, removing barriers to procuring goods and services.	October 2025 Chief Operating Officer Chief Financial Officer
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025, 2026, 2027 Chief Financial Officer
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025, 2026, 2027 Chief Financial Officer
		Investigate Supply Nation membership.	October 2025 Chief Financial Officer
		Develop and promote a registry of Aboriginal and Torres Strait Islander businesses, for procurement of goods and services, available to all staff. In particular, showcasing the Waalitj Foundation's 'Waalitj Hub' businesses as a first point-of-call.	November 2025 Chief Financial Officer
		Maintain commercial relationships with three (3) Aboriginal and/or Torres Strait Islander businesses.	Ongoing, reviewed November 2025, 2026, 2027 Chief Operating Officer
		Increase procurement from Aboriginal and Torres Strait Islander businesses by 10% each year.	Ongoing, November 2025, 2026, 2027 Chief Financial Officer
		As part of the above deliverable, procure at least \$3,000.00 worth of goods and services from Aboriginal and Torres Strait Islander businesses during the NRW and NAIDOC Week club activities/events.	Ongoing, November 2025, 2026, 2027 General Manager – Consumer Business Chief Financial Officer
		Develop and host an annual procurement best practice workshop of key internal stakeholders responsible for procurement, to educate on the procurement target and determine best practice for achieving.	Annually, July 2027, 2026, 2027 Lawyer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3	Increase opportunities for Aboriginal & Torres Strait Islander students and graduates to gain work placements and/or employment at West Coast Eagles.	Promote all Work Integrated Learning (WIL) opportunities at the Club specifically with our tertiary education partner, to support education and career opportunities for Aboriginal and Torres Strait Islander tertiary students.	Ongoing, July 2025, 2026, 2027 General Manager – People & Culture
		Promote all SEDA College WA placement opportunities at the Club to Baldja Mob students, to support education and career opportunities for Aboriginal and Torres Strait Islander high school students.	Ongoing, July 2025, 2026, 2027 General Manager - Community & Game Development Education and Inclusion Manager General Manager – People & Culture
		Attend and support annual Future Footprints Career Expo and promote opportunities directly to attending students.	June 2025, 2026, 2027 (as determined by Future Footprints WA) First Nations Player Development Manager
		Develop a partnership with an employment provider that specialises in Aboriginal and Torres Strait Islander employment, to identify future career entry employment opportunities for Aboriginal and Torres Strait Islander people.	July 2025, 2026, 2027 General Manager – People & Culture
		Increase our Aboriginal and Torres Strait Islander regional casual staff pool by partnering with local organisations and education providers to offer entry level employment in regional WA communities.	Ongoing, July 2025, 2026, 2027 General Manager - Community & Game Development General Manager – People & Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
4	Profile and Promote Aboriginal & Torres Strait Islander individuals or businesses through our existing partnerships and network groups.	Continue to provide the Waalitj Foundation with two (2) complimentary memberships to West Coast Connect.	May 2025, 2026, 2027	Head of Premium Sales – National
		Dedicate an annual West Coast Connect event to promoting an Aboriginal and/or Torres Strait Islander theme, business or individual and invite an Aboriginal and/or Torres Strait Islander representative to speak at the event.	November 2025	Head of Premium Sales – National
		Continue to partner with United Nations Association of Australia WA Division and commit to co-hosting a minimum of one (1) event annually that is dedicated to an Aboriginal and Torres Strait Islander theme.	2 nd Quarter annually June 2025, 2026, 2027 (as determined United Nations Association of Australia WA	General Manager – Community & Game Development



GOVERNANCE

Our Reconciliation activities will be prioritised through established leadership structures within our business. We will engage clearly, report our successes, challenges, progress and journey with our organisation, teams, partners and the public.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
1	Maintain an effective RAP Working group (RAP WORKING GROUP) to drive governance of the RAP.	Maintain a minimum of 25% representation of Aboriginal and Torres Strait Islander representation on the RAP WORKING GROUP. Including one (1) Aboriginal and Torres Strait Islander co-chair.	May, July, September & December 2025, 2026, 2027	RAP Co-Chairs
		Apply, review and update a Terms of Reference for the RAP WORKING GROUP.	Reviewed November 2025, 2026, 2027	RAP Co-Chairs
		Meet at least four times per year to drive and monitor RAP progress.	May, July, September & December 2025, 2026, 2027	RAP Co-Chairs
2	Embed Aboriginal and Torres Strait Islander voices in reconciliation discussions.	Maintain Elder-in-Residence relationships, to provide appropriate cultural guidance to senior management that informs WCE RAP commitments and strategic direction.	Annually November 2025, 2026, 2027	First Nations Player Development Manager
		Elder-in-Residence and senior management to meet on a quarterly basis.	May , July, September & December 2025, 2026, 2027	Chief Executive Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
2	Embed Aboriginal and Torres Strait Islander voices in reconciliation discussions.	Maintain two (2) First Nations external consultants on the RAP Working Group.	May, July, September & December 2025, 2026, 2027	RAP Co-Chairs
3	Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	Ongoing, reviewed November 2025, 2026, 2027	Chief Operating Officer
		Embed key RAP actions in performance expectations of senior management and all staff.	Ongoing, July 2025, 2026, 2027	Chief Operating Officer General Manager – People & Culture
		Embed appropriate systems and capability to track, measure and report on RAP commitments.	Ongoing, reviewed November 2025, 2026, 2027	RAP Co-Chairs
		Maintain an internal RAP Champion from executive leadership team.	Ongoing, reviewed November 2025, 2026, 2027	Chief Operating Officer
		Include our RAP as a standing agenda item at executive management meetings.	Ongoing, reviewed November 2025, 2026, 2027	Chief Operating Officer

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
4	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Co-Chairs
		RAP WORKING GROUP to provide quarterly update on RAP activities and initiatives at the weekly all-staff meeting.	May, July, September & December 2025, 2026, 2027	Chief Operating Officer
		CEO to provide comprehensive RAP update to all staff and players annually.	November 2025, 2026, 2027	Chief Executive Officer
		Prepare an annual RAP Progress Report, outlining achievements, challenges, and learnings, for submission to the WCE Board and to be made publicly available via the Club's website.	October 2025, 2026, 2027	General Manager – People and Culture
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	RAP Co-Chairs
		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	RAP Co-Chairs
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually	RAP Co-Chairs
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	RAP Co-Chairs
5	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	RAP Co-Chairs



For further information regarding the West Coast Eagles Football Club RAP
please contact: Fiona Dillon General Manager – People and Culture

West Coast Eagles Football Club
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