



RECONCILIATION ACTION PLAN

INNOVATE

November 2021 – November 2023



CEO STATEMENT

Reconciliation Australia commends Cronulla Sharks on the formal endorsement of its Third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Cronulla Sharks continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Cronulla Sharks will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Cronulla Sharks using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Cronulla Sharks to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Cronulla Sharks will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Cronulla Sharks future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Cronulla Sharks on your Third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to build and sustain a strong connection between Aboriginal and Torres Strait Islander peoples and non-Indigenous people whilst empowering all with the skills and knowledge to continue the journey towards reconciliation.

We aim to do this through embracing the heritage, learnings and knowledge of Aboriginal

and Torres Strait Islander cultures and communities and to integrate it into our organisation. As a respected, national sporting organisation we are committed to reaching, inspiring and affecting change not only within rugby league circles, but on a much wider scale. The journey towards recognition is one of discovery and transformation and our Club will play an integral role to ensure we deliver mutually beneficial outcomes for both our organisation and for Aboriginal and Torres Strait Islander communities.

OUR BUSINESS

The Cronulla-Sutherland Sharks entered the elite New South Wales National Rugby League (NSWNRL) competition in 1967, playing our first game against the Eastern Suburbs Roosters at the Sydney Showground, Moore Park. It marked our first victory and the beginning of a club now recognised and respected throughout the sporting world.

Buoyed by our recent successes as a football club, we continue to create a future that places us at the centre of our community, and is shaped through equal measures of innovation, pride and passion. At the Sharks, our people are important to us along with the fun and respect that comes with them. We possess an insatiable hunger and a resolute belief to achieve our goals while holding excellence, inclusiveness and integrity at the core of all our actions. We are the catalyst for positive social change and it is our mission to be the Club of Choice for all: from young children through to our fans and members of all ages; players and coaches both male and female; from local business to major corporate partners and brands; charities and positive social movements; government, diplomats, and international trade bodies. Currently the football administration offices are located within Pointsbet Stadium at 461 Captain Cook Drive, Woollooware, NSW.

Our high-performance staff are based out of the High-Performance Unit (HPU) located underneath the Monty Porter Grandstand, also within Pointsbet Stadium. We also employ Leagues Club staff at Sharks at Kareela, the latest licensed club to join the Sharks Group. The Football Club currently have 49 staff employed full time, as well as 2 intern and 41 total 'Sharkcrew' volunteers. A total of 170 players make up our playing roster in both the male and female forms of our game. We currently employ 88 staff across the Sharks Group (Football Club and Leagues Club). The organisation currently employs 7 staff members who self-identify as Aboriginal and/or Torres Strait Islander people.

We have strong ties to our proud and passionate members, but our reach and engagement of fans and the community is far broader. We are a brand with a national reach and a cumulative national TV audience of over of over 16.5 million. Our game day attendance total was 173,000 during the 2018 Premiership season and we maintained similar numbers during 2019, however we were greatly impacted by the COVID19 pandemic bubble and restrictions during the 2020 and 2021 seasons. We look forward to building our attendance as restrictions continue to relax in 2022.

There are over 343,000 people engaged through community and social programs and over 285, 000 fans reached through our digital and social media channels. Our Club reaches over 350 participants via our current Indigenous education programs, including Deadly Choices Healthy Lifestyles program, School to Work, Sharks Tomorrow's Stars, Kick Start, and the Sharks Aboriginal Cultural Awareness Program.



OUR FOUNDATIONS



BRAND

Trust, credibility, integrity, positive, pride and confidence.



LEGACY

What we are leaving behind



FINANCIAL STRENGTH & STABILITY

Growing sustainable financial health to serve the club, the community and the game



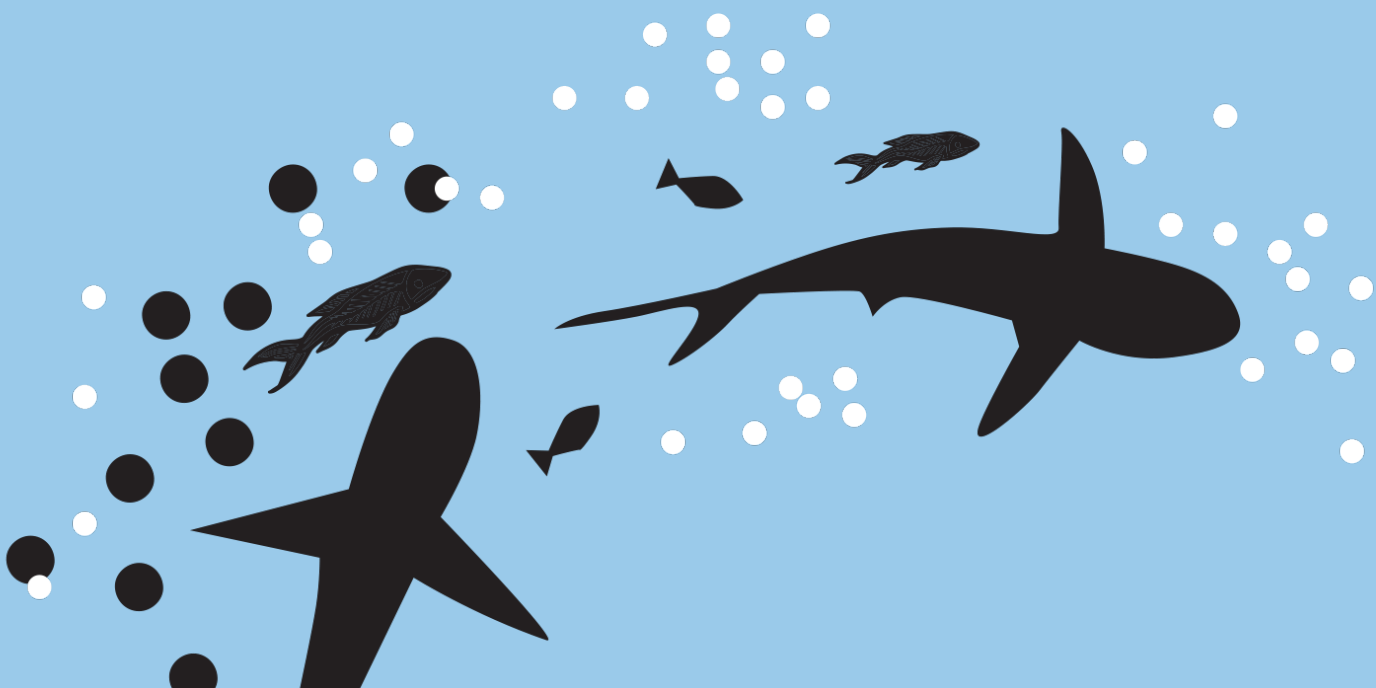
GOVERNANCE

Demonstrating best practice and true leadership



VALUES

Teamwork, fun, respect, belief, honesty and accountability



OUR RAP

Our organisation is creating our third RAP to continue consolidating all the work our Club is doing particularly in Aboriginal and Torres Strait Islander communities. We currently engage over 350 Aboriginal and Torres Strait Islander students from the Sutherland Shire through our football and community programs including Deadly Choices Healthy Lifestyles Program, School Cultural Awareness Program, School to Work, Tomorrow's Stars, Kick Start, and elite pathways. Our club have also had a long-standing relationship with the Sutherland Shire Council in supporting local community events including NAIDOC Week.

In 2018 we held our third annual players and staff Aboriginal and Torres Strait Islander cultural awareness workshop that was delivered by local Elder, Aunty Deanna Schreiber to all our players and staff. The program was very well received, and it will continue to develop in 2021 as we will include an Aboriginal and Torres Strait Islander painting class within the workshop. Our club has created a Welcome to Country video in collaboration with Aunty Deanna Schriber, which is played during each Sharks home game as well as before all proceedings for club events and initiatives. Our club made a Welcome to Country video with Gumbaynggir Elders for our regional game in Coffs Harbour and will look to do the same with local Elders for any other regional games.

We encourage all staff to deliver an Acknowledgment to Country before proceedings for club events such as all staff meetings and presentation events. The Cronulla Sharks NRL team will once again be embracing the NRL's Indigenous Round by wearing a specially painted jersey representing our local Aboriginal and Torres Strait Islander community. The artwork is designed each year by Aunty Deanna Schreiber, this will continue with our Aboriginal and Torres Strait Islander players from our NRL squad collaborating with Aunty Deanna Schreiber on the design for 2021. Our RAP enables us to strategically align our projects, programs and initiatives resulting in a consistent and clear direction to ensure what we are doing will make a real difference. Continuing with an 'Innovate' RAP allows us to continue strengthening the club's knowledge and understanding of Aboriginal and Torres Strait Islander peoples' cultures and histories. With the implementation of our new RAP and as leaders in the community,



our staff and greater family will continue the journey to help provide opportunities and pathways for Aboriginal and Torres Strait Islander peoples to engage with us and our stakeholders.

The internal RAP champion for our Innovate RAP is George Nour, General Manager Community, People and Culture, however the development was driven by our Sharks Have Heart Co-ordinator; Michael Vehtic and Indigenous Programs Coordinator, Rachal Allan. Our RAP will be led at the Sharks internally by Rachal Allan. The Sharks RAP Working Group consists of six members, two of whom are Aboriginal and Torres Strait Islander members. They are: George Nour (Sharks Have Heart – General Manager), Michael Vehtic (Sharks Have Heart Co-ordinator), Deanna Schreiber (Aboriginal Elder & local council Chair Person), Jeff Robson (Head of Welfare and Education) and Tayla Kafoa (NRL School to Work Program Manager) and Rachal Allan (Indigenous Programs Coordinator, Chair Person of the RWG).

Since the implementation of our organisations first ever RAP, it has guided us towards making significant achievements over the past four years as we continue the journey for reconciliation within our community. Our ongoing RAP Working Group has been successful in implementing many initiatives and tracking progress of our work. In May 2021, we secured a further 12 month grant to continue our partnership with Deadly Choices (Indigenous Urban Health Institute), which allows us to employ a full-time Indigenous Programs Coordinator. This identified position enables the Sharks to deliver the suite of Deadly Choices programs and allows us to continue to support Aboriginal and Torres Strait Islander peoples to make positive health decisions in directing them to the necessary health services to fit their needs.

We have seen our existing relationships with Aboriginal and Torres Strait Islander organisations strengthen and have been able to build new relationships with Aboriginal and Torres Strait Islander organisations we had not previously engaged with. In encouraging these positive relationships, a number of activities marked important events for Aboriginal and Torres Strait Islander Peoples, including National Close the Gap Day, National Reconciliation Week and NAIDOC Week Club staff, representatives from local Aboriginal and Torres Strait Islander organisations and community members, both Indigenous and non-Indigenous, have been involved in the planning, and invited to attend the events.

Not all actions we set out to accomplish in our previous RAP were achieved. Some of the areas which require more attention for planning and developing are:

- Develop, implement and communicate a cultural learning strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)
- Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.
- Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.
- Embed Aboriginal and Torres Strait Islander participation and inclusion in our business
- Measure the number of Aboriginal and Torres Strait Islander internships/work experience positions available through our Sharkcrew and Ambassador Networks and continue to offer these places

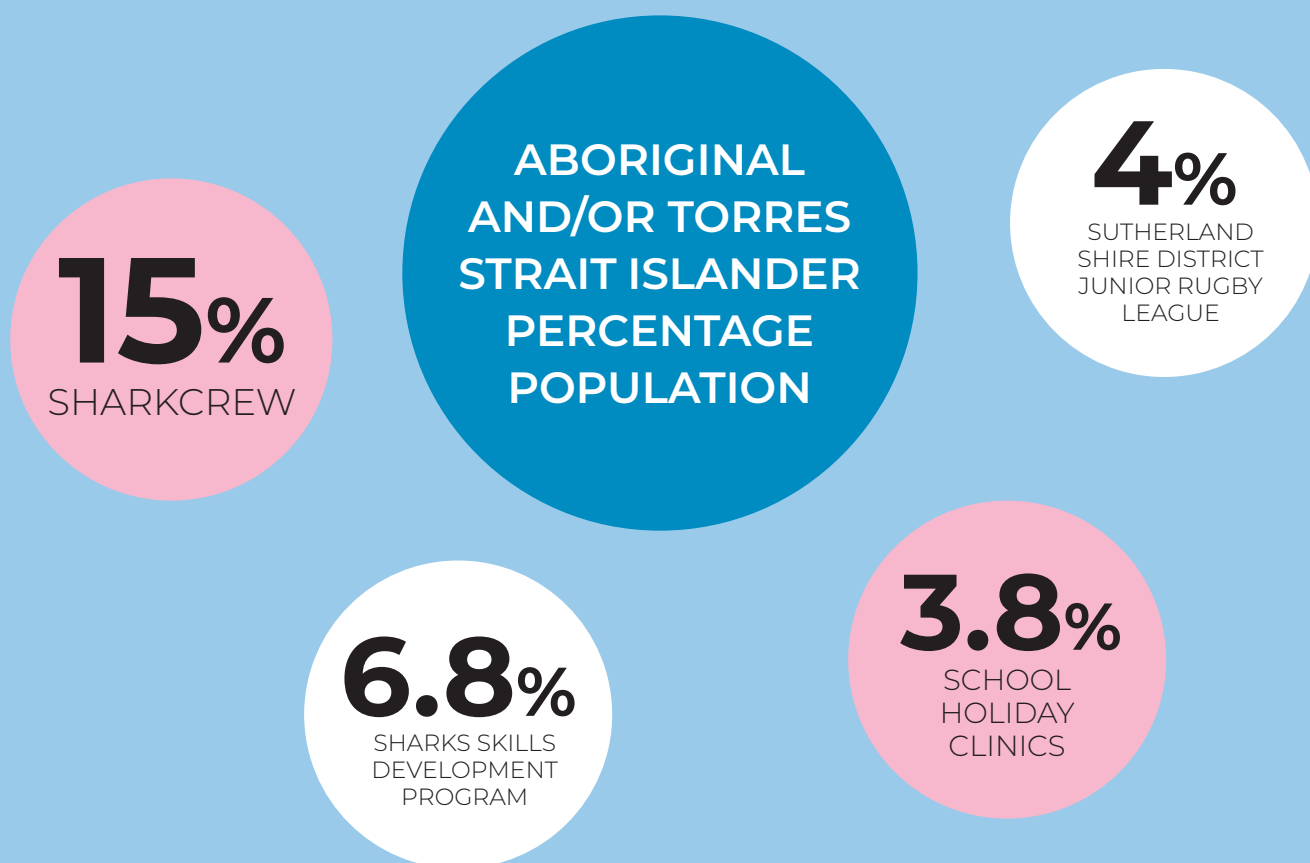
From these areas we can determine two main areas that require more attention moving forward – developing and implementing documents for cultural learning and cultural protocol, and areas relating to HR. We have recognised these areas and have begun the processes of focussing on how to overcome challenges faced in our last RAP period to achieve these outcomes..

Throughout 2020 we were faced with significant challenges presented by the COVID-19 pandemic crisis. Due to the NRL implementing a biohazard “bubble” and restrictions around gatherings, we were unable to proceed with many of the events we had planned for the year, including attending NAIDOC events, and program delivery. In addition to pausing the progress we could make, we were also challenged by limitations on applying for grants to bring on new staff, or train existing staff in delivering any new programs. The attention of our HR department was directed towards adapting to changes in the work environment and ability to pay employees. The challenges faced during the pandemic limited us in achieving many desired outcomes which were identified in our first two RAPs. Many of these deliverables we didn’t achieve are still in our plans and we hope that the coming years allow us to be in a better position to accomplish these as we remain committed to contributing to an equitable and inclusive community.

The challenges we faced during the COVID pandemic has presented us with a unique opportunity to look at our current methods of how we reach our Aboriginal and Torres Strait Islander fans and community members, and provides a valuable prospect to learn how we can do better in future.

OUR PARTNERSHIPS AND CURRENT INTERNAL ACTIVITIES COMMUNITY PARTNERSHIPS

Our Club has been extremely active in the community for a number of years. To date, we have invested over \$650,000 into Aboriginal and Torres Strait Islander community programs. Our players and staff have been represented in the planning and execution in over six programs delivered over this time.



The past four years since implementing our first RAP has been a great learning experience for ourselves as a club. Through our independent evaluation that was conducted on our programs, we quickly learnt the power and potential our work has to impact the lives of the Aboriginal and Torres Strait Islander students. Through this evaluation, we learnt that many of our programs also overlapped and the student cohorts were fairly similar. This allowed us to identify the opportunity and need to engage other Aboriginal and Torres Strait Islander students that we weren't previously and we have been able to do this through consultation with the RAP Working Group (RWG) and the launch of new programs and initiatives such as Deadly Choices and our School Cultural Awareness Program designed and delivered by Elder Deanna Schreiber.

KIRINARI YOUTH HOSTEL, SYLVANIA

The hostel is home to 20 Aboriginal and Torres Strait Islander male students between the ages of 13 and 17. The students are provided with tutoring, accommodation, meals, transportation, mentoring and social activities. All the students are members of the Clontarf Academy at Endeavour Sports High School. We regularly engage with the students at the hostel and provide support through donations including football boots, footballs, tickets to our home games and exclusive programming at the Club such as elite pathway seminars delivered by our high performance staff. The Kirinari Hostel has been a great supporter of our Deadly Choices Healthy Lifestyle Education program and we hope to continue presenting the program, along with others in the Deadly Choices suite in partnership with the hostel.

In October-December 2020, we had 8 students from Kirinari complete the Deadly Choices Healthy Lifestyle program and complete 715 health checks, with 2 students being nominated to attend leadership camps. Our relationship with the hostel has also introduced the students to local health clinics. Sharks Indigenous Programs coordinator continues to help facilitate partnerships between the hostel and headspace, and health clinics, advocating for local health clinics to attend the hostel in order for students to have better access to health care, including STI checks, 715 health checks and immunisations such as COVID19 vaccine and fluvax.

The Sharks at Kareela club is currently working towards building a relationship with the hostel to allow students to participate in golf days and dinners at the club as an incentive for good behaviour at school.

KURRANULLA ABORIGINAL CORPORATION

We have worked hand in hand with Kurranulla over the past few years to establish a positive working relationship within the community. Kurranulla has often come to the aid of the Sharks in times of recruiting young Aboriginal and Torres Strait Islander boys and girls to participate during pre-game and half time at our home games. Kurranulla has also been able to connect local and respected Elder Deanna Schreiber to the Sharks, who has agreed to once again sit on the RAP working group committee. Elder Deanna Schreiber's involvement at the club has continued to increase in the past four years from designing the 2017, 2018 and 2021 Sharks Indigenous Round jersey, to now holding cultural awareness workshops for all Sharks staff and NRL players as well as delivering our School Cultural Awareness Program which was launched in 2018. Kurranulla has been an important partner in supporting the Sharks Deadly Choices program, promoting Aboriginal and Torres Strait Islander health checks, participating in community health check days, and encouraging staff and clients to complete their 715 health checks. Our relationship with Kurranulla has strengthened through our involvement with their Mens, Womens and Youth Groups. As the only Aboriginal and Torres Strait Islander organisation in the Sutherland Shire, our continued relationship with Kurranulla is highly valued.

CLONTARF ACADEMY, ENDEAVOUR SPORTS HIGH SCHOOL

Clontarf Academies provide an important school-engagement mechanism for many at-risk students who would otherwise not attend or have low school attendance. Any Aboriginal male enrolled at the school is eligible to participate in the Clontarf Academy. Our Club works with the local Clontarf Academy (Endeavour Sports High School) by supporting their programs, giving presentations and arranging Cronulla Sharks player appearance visits. This relationship with the school has been in place for over ten years. Many of the Clontarf students are involved in the Sharks Aboriginal and Torres Strait Islander programs, some of which are listed below. Beyond the Goal Posts is one of the programs that the Clontarf Academy take part in. The program teaches Aboriginal and Torres Strait Islander students in year 10 to 12 to aid in rugby league refereeing and officiating. Their newly developed skills are then put into practice via volunteer roles in their school rugby league competition. Volunteering also gives the students a sense of purpose via giving back to the community and exposure to alternative pathways outside of just playing rugby league, such as, coaching, managing and refereeing.

The Sharks also support the Endeavour Sports High School 715 Health Check Days by supplying staff to help facilitate the event, providing apparel as incentives for completing health checks, and inviting players to attend to help spread awareness around health issues such as exercise, nutrition, and mental health.

The Sharks at Kareela club has built a relationship with the Clontarf Academy for students to participate in golf days as incentives for good behaviour at school. Students from the Clontarf Academy have been involved in a number of events at the club, including ADF Careers Open Days, NAIDOC events, National Reconciliation Week events, and Events in the lead up to the NRL Indigenous Round such as presenting the players with their Indigenous design jersey ahead of the game.

SCHOOL CULTURAL AWARENESS PROGRAM

Launched in 2018 and designed and delivered by Elder Aunty Deanna Schreiber, the focus of the program is to provide students with an awareness workshop on Aboriginal culture. This allows Aboriginal and Torres Strait Islander and non-Indigenous students the chance to learn, ask questions and experience the rich and proud history of the longest living culture in the world. Aunty Deanna covers a range of topics within the program, such as; food gathering, dance, art, This cultural awareness program has now evolved to include sessions during school holidays to allow children and their parents/carers to participate in the workshops.

KICK START

Kick Start is a healthy active lifestyles program. The program aims to promote the benefits of sport and recreation to young males who are participating in risk taking behaviour and criminal offences. Participants are picked up early on a Wednesday morning and are taken to Shark Park for an hour fitness session (gym, boxing, footy). After the fitness session, participants are provided with a healthy breakfast followed by return transport to school. Each participant is allocated a mentor who works with them through the program. The program has been established since 2013 and runs for 6 months of the year.

DEADLY CHOICES

In 2020, the Sharks secured a 12 month grant through the Central Eastern Sydney Primary Health District to employ a full-time Indigenous Programs Officer to deliver the suite of Deadly Choices programs to schools and community groups in the Sutherland Shire. Initially launched in August 2018, our partnership with Deadly Choices aims to improve the knowledge, attitudes and behaviours of Aboriginal and Torres Strait Islander peoples around living healthy lifestyles. Deadly Choices incorporates a number of behaviour change programs to improve the health, well-being and empower Aboriginal and Torres Strait Islander peoples to make healthy choices for themselves and their families. Deadly Choices also encourages people to access their local Community Controlled Health Service and complete an annual health check. Since October 2020, approximately 50 Aboriginal and Torres Strait Islander students from 3 local high schools, alongside the Kirinari Aboriginal hostel have completed the Deadly Choices Program and been encouraged to complete their annual 715 health check. Our partnership with Deadly Choices has enabled us to hold 3 community health checks days, where approximately 60 people have completed a 715 health check. The incentive of Deadly Choices apparel has been extended to all Aboriginal and Torres Strait Islander people in the Central Eastern Sydney Primary Health Network to complete their 715 health check.

SCHOOL TO WORK

Our Club is also involved with the NRL's very successful School to Work (S2W) Program. Tayla Kafoa, our project officer, has 115 students in her program in years 10, 11 & 12, both male and female throughout high schools in the Sutherland Shire. The aim of the program is to mentor and support students in high school as they embark on further education or meaningful employment post their HSC. The program also has a 6-month post school mentoring follow up. The program currently has a success rate of over 95%. Selected year 10, 11 and 12 students from participating schools conduct a one-on-one profiling session with their project officer to build Career Development Plans focussed on career aspirations and personal goals. Students work with their project officers to pursue these plans by participating in educational, cultural and leadership workshops. They also visit Club sponsors, partner organisations and other government and corporate supporters of S2W to undertake work experience and job-readiness training. To help guide students through a smooth transition to life after school, the S2W Program continues for six months after they graduate, with close mentoring of their progress on a structured 'post-school' plan.

Students who have been identified through the School to Work Program being committed to study and employment, demonstrating leadership and involvement in both school and community activities, are eligible for nominations to attend the NRL Indigenous Youth Summit

INTERNAL ACTIVITIES

Our Club supports annual events on the calendar and include National Reconciliation Week, NAIDOC Week, NRL Indigenous Round & National Indigenous Children's Week. In 2020 and 2021, many of the events we would have like to attend and support did not go ahead due to COVID19 restrictions. The Sharks held an internal NAIDOC morning tea hosted by Indigenous Programs Coordinator, Rachal Allan, with a Welcome to Country delivered by local Elder Aunty Deanna Schreiber and performances by Aboriginal and Torres Strait Islander students from the Clontarf Academy at Endeavour Sports High School. The event was attended by a large number of Sharks staff members, partners in our Aboriginal and Torres Strait Islander program delivery such as the Aboriginal Wellbeing Unit from CESPAN, alongside special guests from NSW Aboriginal Lands Council, Chairperson Anne Dennis, and Deputy Chair, Charles Lynch to speak to the theme of "Always was. Always will be."

Participants in the NRL School to Work Program attended a painting workshop in the lead up to the NRL Indigenous round, allowing local Aboriginal and Torres Strait Islander school students to paint Indigenous designs of boots for players to wear during the game. This initiative will continue as an annual event.

Going forward, we hope that restrictions allow us to continue with internal activities we have previously committed to, including cultural awareness workshops for all staff and game day engagement with the local Aboriginal and Torres Strait Islander community, including performances by local dance groups and inviting school aged children to run out with the team during home games.

In 2021 we hosted community days at the stadium including an Aboriginal and Torres Strait Islander Health Check Day coinciding with National Close the Gap Day. Staff participated in a Cultural Awareness event to coincide with National Reconciliation Week and in 2022 we will commit to attend and participate in NAIDOC events at local schools and community groups





RELATIONSHIPS

Our organisation recognises that working closely with Aboriginal and Torres Strait Islander peoples is vital to enhance business, education, awareness and opportunities in building relationships to support our RAP. Many of our relationships have been developed through local schools, key community figures, Kirrinari Aboriginal Hostel, Clontarf Academy, Deadly Choices (IUHI), CESPAN, NRL, education partners including School to Work and pathways through our Rugby League development programs. Partnerships hold the key to connecting with one another in order to share experiences and attain outcomes through reconciliation.

ACTION

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	February, June 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Formalise and continue to implement engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	January 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Maintain positive relationships with the Clontarf Academy through ongoing support of their programs, engagement through an annual visit from members of our NRL team and the implementation of our Deadly Choices educational workshops. 	February 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Strengthen our relationships with Aboriginal and Torres Strait Islander organisations such as Kurranulla Aboriginal Corporation, La Perouse Local Aboriginal Lands Council and associated youth and Elders groups through continuing to integrate their programs and initiatives throughout our current partnerships to provide awareness and positive outcomes including engagement and attendance, positive health outcomes and recognition for participants and other Aboriginal and Torres Strait Islander community members. 	December 2021, 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Aim to engage all residents at the Kirinari Youth Hostel to undertake our current programs and initiatives to further support the Kirinari Youth Hostel in their work and aid them in any challenges they face through ongoing support 	February 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Continue to strengthen our relationship with Kurranulla Aboriginal Corporation and evaluate ways we can utilise both party's resources to produce positive outcomes for our communities 	December 2021, 2022, June 2022,	Indigenous Programs Coordinator

ACTION

Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation year round. 	April 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Invite all staff members to Reconciliation Week events and provide opportunities for Cultural Awareness during NRW. 	May 27 – 3 June 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. Share articles, photo and videos relating to our activities with Aboriginal and Torres Strait Islander Peoples through our website and Sharks affiliated social media channels. 	May 27 – 3 June 2022, 2023	Brand and Communications Manager
<ul style="list-style-type: none"> Upload our endorsed Innovate RAP available on Sharks website. 	December 2021	Brand and Communications Manager
<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	May 2022, 2023	RWG Chair,
<ul style="list-style-type: none"> Engage staff in reconciliation as part of their induction process. Include RAP document in induction package. 	January 2022	Sharks HR Manager
<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	January, June 2022, 2023	RWG Chair
<ul style="list-style-type: none"> Maintain our strong relationship with the NRL to continue to support programs for Aboriginal and Torres Strait Islander Youth through the School to Work program and look to increase our support within the program through creating awareness and providing opportunities for program participants 	February, November, 2022, 2023	Sharks School to Work Project Officer



ACTION

Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July 2022	Sharks HR Manager
<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	August 2022	Sharks HR Manager
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	July 2022	Sharks HR Manager
<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	May 2022	Head of Welfare and Education

ACTION

Build relationships through celebrating National Reconciliation Week (NRW).

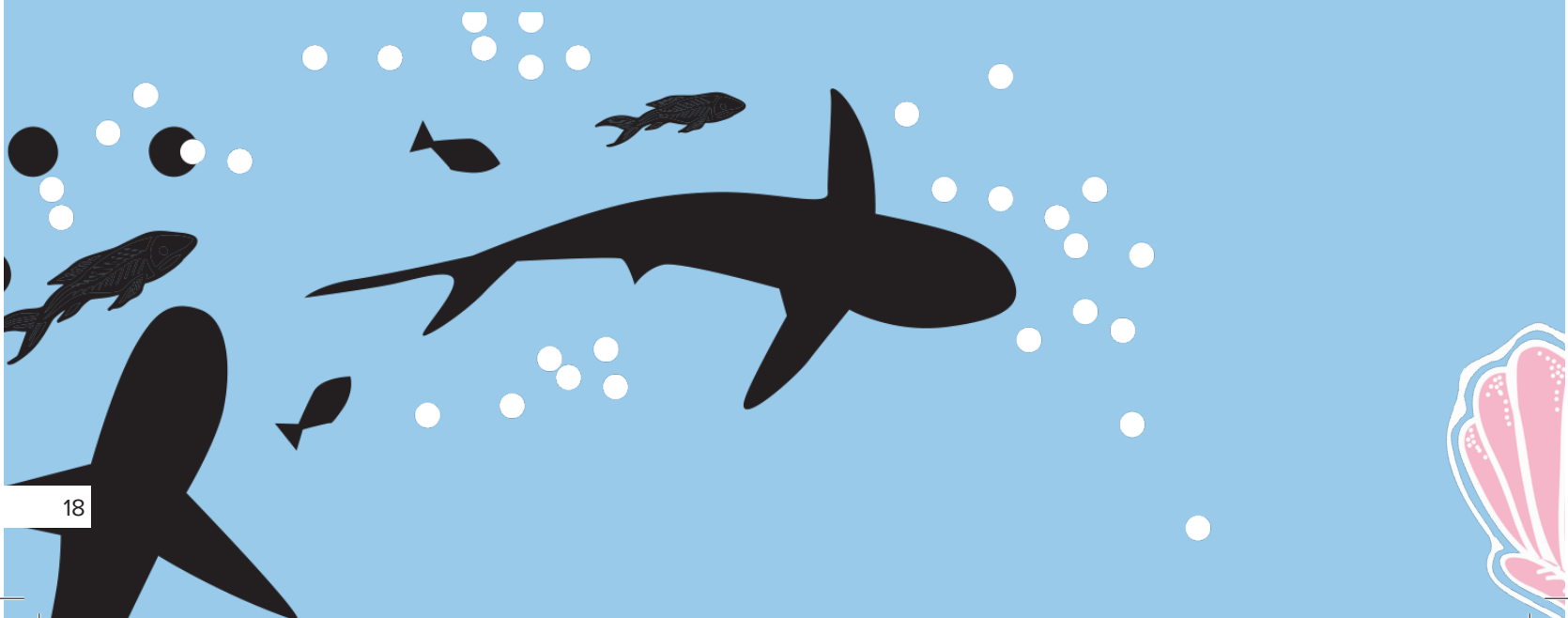
DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June 2022, 2023	RWG Chair
<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June, 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	February-December, 2021, 2022	Indigenous Programs Coordinator, Sharks Have Heart Coordinator



ACTION

Support Aboriginal and Torres Strait Islander students to improve education outcomes

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue to educate young Aboriginal and Torres Strait Islander students at schools across the Sutherland Shire to set positive goals and keep active through educational and sports workshops in programs the Sharks run such as Footy Fever and Deadly Choices Healthy Lifestyle Education Programs. These programs focus on becoming leaders in the community by staying healthy and active. 	January, June 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Promote the benefits of sport and recreation to young Aboriginal and Torres Strait Islander males who participate in risk taking behaviour through our Kickstart program which runs every Wednesday morning across two school terms. 	April, September 2022, 2023	Sharks Have Heart Coordinator
<ul style="list-style-type: none"> Support the Clontarf Foundation in delivering programs at Endeavour High School 	February, December 2022, 2023	Indigenous Programs Coordinator,
<ul style="list-style-type: none"> Develop students awareness and knowledge of Aboriginal and Torres Strait Islander cultures through our School Cultural Awareness Program 	February 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Develop and implement a plan with our local Aboriginal Education and Wellbeing Officer from the NSW Department of Education to engage more Aboriginal and Torres Strait Islander students in our programs. 	December 2021, February 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Continue to develop our relationship with the Australian Defence Force to provide local students with a workshop multiple times each year to learn about the work and education opportunities on offer. 	April, August 2021, 2022	Sharks Have Heart Programs Coordinator , School to Work Project Officer



RESPECT

The Cronulla Sharks value respectful relationships with Aboriginal and Torres Strait Islander communities. Respect is important to advance an inclusive workplace where all Australians can acknowledge and share our rich history while retaining our current distinct workforce.

The Cronulla Sharks recognise the richness and value of Aboriginal and Torres Strait Islander cultures, the need for cultural awareness in promoting respect and believes in the positive opportunities offered by Aboriginal and Torres Strait Islander peoples self-determination and involvement in decision making processes.

The Sharks acknowledge that respect for Aboriginal and Torres Strait Islander Peoples' cultures, histories and rights is integral to all of our core business activities. Respect for cultures and protocols is central to building collaborative and respectful relationships with Aboriginal and Torres Strait Islander Peoples, organisations, communities and which will in turn support our endeavours to embed Aboriginal and Torres Strait Islander people's perspectives in all our strategic and operational activities and program delivery. By working towards inclusion, diversity and cultural safety in the workplace we can improve employment and retention, meaningful consultations and engagement with our local Aboriginal communities and ultimately ensure better outcomes for the communities and members we serve.



ACTION

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2022	Sharks HR Manager
<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2022, 2023	Indigenous Programs Coordinator

ACTION

Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue hosting half-time PCYC Footy Fever Cup with Aboriginal and Torres Strait Islander children around National Aboriginal and Torres Strait Islander Children's Day (occurs 4 August each year) 	August 2022, 2023	Sharks Have Heart Coordinator
<ul style="list-style-type: none"> Continue working with Kurranulla Aboriginal Corporation to provide local Aboriginal and Torres Strait Islander children the opportunity to take part in game day ceremonies to celebrate National Aboriginal and Torres Strait Islander Children's Day 	August 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Create awareness for National Reconciliation Week, NAIDOC Week, National Aboriginal and Torres Strait Islander Children's Day through our social media platforms each year 	May, July, August, 2022, 2023	Indigenous Programs Coordinator



ACTION

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	January 2022	Head of Welfare and Education
<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	January 2022	Sharks HR Manager
<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) 	March 2022	Indigenous Programs Officer
<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	May and July, 2022, 2023	Sharks Football Club CEO
<ul style="list-style-type: none"> Continue to offer annual face to face cultural awareness training to football club employees and make it compulsory for new employees as a mandate of induction. 	June 2022	Sharks HR Manager
<ul style="list-style-type: none"> Investigate local cultural immersion opportunities for staff 	June 2022	Indigenous Programs Coordinator



ACTION

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	May, July 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Jan 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	May, July, 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	June 2022, 2023	Sharks Football Club CEO
<ul style="list-style-type: none"> Continue to maintain respectful relationships with our key contacts for organising and delivering Welcome to Country 	December 2022, 2023	Indigenous Programs Coordinator



OPPORTUNITIES

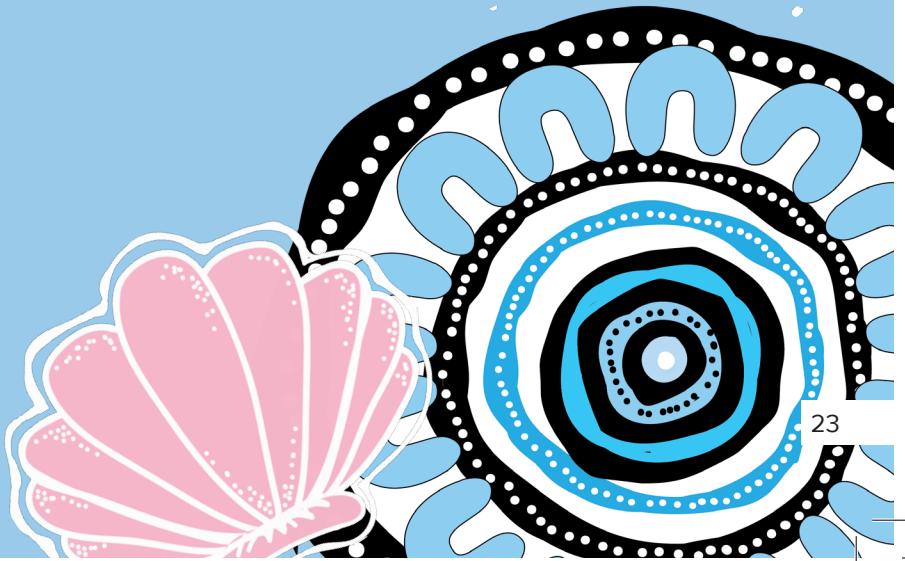
Our Club has a number of opportunities to connect, share, communicate and engage throughout our business, including employment throughout the club, education and awareness through our community programs, pathways through our Football teams, awareness through our media and communications and engagement through our social impact work.

We recognise the importance of equity and diversity in the workplace and wider community and of making progress on our commitment to strengthening our relationships and meaningful, rewarding opportunities in the workplace and community for Aboriginal and Torres Strait Islander Peoples. Promoting opportunities contributes to closing the social, economic and health gap between other Australians and Aboriginal and Torres Strait Islander peoples and advance the viability of the communities in which we service. We have demonstrated our ability to do this through facilitating positive educational outcomes within our programs and workplace, and we endeavour to add more focus to encouraging and supporting Aboriginal and Torres Strait Islander staff to undertake learning and professional development, improving self-esteem and decision making. We have demonstrated our ability to do this through providing positive role models within our programs and also supporting health outcomes through equipping youth with the skills and knowledge to make positive health decisions and connecting program participants to the necessary health services to make the required changes to live a healthy life. Through our programs and initiatives, we have a responsibility to commit to making changes and improvements to continue to create opportunities for employment, program participants, volunteers and interns and community partners to work with us and join us as we focus on the journey towards reconciliation.

ACTION

Embed Aboriginal and Torres Strait Islander participation and inclusion in our business

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Continue to develop a survey for Aboriginal and Torres Strait Islander Sharks players to undertake at the conclusion of each season to rate the usefulness of support services. 	September 2022, 2023	Head of Welfare and Education
<ul style="list-style-type: none"> Where possible, continue implementing identifier questions for all registration forms to help measure number of Aboriginal and/or Torres Strait Islander participants in club programs and structures. 	December 2021, 2022	Sharks Have Heart Coordinator



ACTION

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	July 2022	Sharks HR Manager
<ul style="list-style-type: none"> Investigate Supply Nation membership. 	June 2022	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2022, 2023	Indigenous Programs Coordinator
<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	Sharks Marketing and Merchandise Manager
<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	June 2021	Sharks Marketing and Merchandise

ACTION

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2022	Sharks HR Manager
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	July 2022	Sharks HR Manager
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	August 2022	Sharks HR Manager
<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	December 2022, 2023	Sharks HR Manager
<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	August 2022	Sharks HR Manager
<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	June 2022, 2023	Sharks HR Manager

GOVERNANCE

ACTION

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	July, 2022, 2023	RWG Chair
<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	July 2022	RWG Chair
<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	February, May, July, November 2022, 2023	RWG Chair

ACTION

Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January 2022	RWG Chair
<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	June 2022, 2023	RWG Chair
<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	January 2022	RWG Chair
<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	January 2022	RWG Chair

ACTION

Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	June 2023	RWG Chair

ACTION

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, 2022, 2023	RWG Chair
<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	March, June, September, December 2022, 2023	Sharks Group CEO
<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	June, 2022, 2023	Brand and Communications Manager
<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2022	RWG Chair
<ul style="list-style-type: none"> Share reports with our stakeholders which includes and is not limited to; sponsors, Aboriginal and Torres Strait Islander partners and non-Indigenous partners and members. 	November, 2022, 2023	Sharks Have Heart General Manager
<ul style="list-style-type: none"> Communicate all achievements and progress to staff members through our yearly Sharks Have Heart report. 	January 2022, 2023	Sharks Have Heart Program Coordinator



THE ARTIST/ARTWORK



The artworks used for our RAP was created and designed by Elaine Chambers-Hegarty, an Aboriginal Graphic Designer and Artist with cultural links to the Koa, Kuku Yalanji, and Barada Barna people.

We were put in contact with Elaine through our ongoing partnership with Deadly Choices who Elaine has previously worked with. The Sharks recently signed another 12 month contract with Deadly Choices to continue to provide health and wellbeing education and management pathways to Aboriginal and Torres Strait Islander Peoples in the Shire.

To celebrate this ongoing partnership, Elaine and Sharks Indigenous Programs Coordinator, Rachal Allan approached students at the Kirinari Aboriginal Hostel to contribute to the artwork. Kirinari students were among the first participants in the Deadly Choices Program and have been role models for young people in the local community by stepping up to receive their COVID19 vaccinations.

Elaine designed this artwork based on the local area which is on the Land of the Gweagal People of the Dharawal Nation. The name Cronulla comes from the local Aboriginal word 'Kurranulla' meaning the place of pink seashells. This artwork depicts the shoreline of Cronulla, and the deeper sea, along with pink shells and 'pathways'. These pathways are to represent the players and their journey, and the pathway to education and opportunities Kirinari Hostel provides to Aboriginal and Torres Strait Islander students from all over Australia. Gathering places represent our players coming together and gathering on the field at Pointsbet Stadium on Dharawal Country from their traditional Country or Nation across Australia. The focus on the local area, geography and shoreline is a strong tie to the return of the Cronulla Sharks to their home at Pointsbet Stadium for the 2022 NRL Season.

The artwork fades from dark blue to light blue, representing the gradients of the deep ocean as it approaches the shallows and the shoreline. The sharks represent the team, and are depicted circling in a feeding frenzy, representing the physicality, precision, and force in the game of rugby league.

The design incorporates local fish species which were completed by Kirinari Hostel students to add to our combined story of the shoreline. The "schools" of fish are traveling their pathways, nod to the educational opportunities provided to students at the hostel.

We have represented each of our Indigenous players, their family and Nation of Origin through their totems. In Aboriginal cultures a totem is commonly an animal that is inherited by members or a clan or family as their spiritual emblem. Totems define peoples roles and responsibilities, and their relationships with each other and with creation. The totems displayed on this jersey are the goanna, representing Wade Grahame (Bundjalung), Jesse Ramien, Andrew Fifita and Nicho Hines (Wiradjuri), the black snake, representing Braydon Trindall (Kamilaroi) and the emu, representing Will Kennedy (Kamilaroi).

Elaine's artwork comes together to tell a story on a representing our club, our rich history and culture, our commitment to the local Aboriginal and Torres Strait Islander community and the connection to Land in Kurranulla.





CONTACT

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