



## HAWTHORN FOOTBALL CLUB

RECONCILIATION ACTION PLAN | JULY 2019 - JULY 2021







# ACKNOWLEDGEMENT OF COUNTRY

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We acknowledge the Traditional Owners of the lands on which our club is located – the Wurundjeri and Boonwurrung peoples of Victoria and the Palawa peoples of Tasmania.

We also acknowledge the Traditional Owners of the lands of the Gunaikurnai peoples of Gippsland and the Jawoyn, Wardaman, Warray, Yangman and Dagoman peoples of Katherine.

Hawthorn recognises the unique place held by Aboriginal and Torres Strait Islander peoples as First Peoples and respect the continuous connection to Country dating back over 60,000 years.

We pay our respects to all Elders past, present and emerging.





## MESSAGE FROM **JUSTIN REEVES // CEO** HAWTHORN FOOTBALL CLUB

I am proud and honoured to introduce Hawthorn Football Club's inaugural Reconciliation Action Plan (RAP).

Our club is determined to unite, nurture and enhance our communities and we acknowledge that we are uniquely placed to educate and inspire a wide section of the community.

This RAP is an important piece of our story and lays the groundwork towards fulfilling our aspirations of becoming leaders in community connection to Aboriginal and Torres Strait Islander cultures.

We acknowledge that we are only at the beginning of this journey, we have a long way to go, and much more to learn. But in the spirit of Hawthorn, we will be relentless in our pursuit of the goals outlined in this RAP, moving toward a better future, together.

Through our RAP, we will learn more about the world's oldest living continuing culture. We will work with Aboriginal and Torres Strait Islander peoples to develop programs with tangible and meaningful outcomes.

Hawthorn is the family club and is a place for our community to call home. Our RAP seeks to build on that reputation and ensure we create an environment that is welcoming and inclusive of all cultures.

I look forward to seeing the outcomes in this RAP brought to life over the coming years. Our RAP spells out our commitment to advancing reconciliation in Australia and will guide us in our journey towards authentically embedding Indigenous culture in every aspect of our club.

A handwritten signature in black ink, appearing to be 'JR'.





## MESSAGE FROM **KAREN MUNDINE // CEO** RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome Hawthorn Football Club to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Hawthorn Football Club joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Hawthorn Football Club with the key steps to establish its own unique approach to reconciliation.

Through implementing an Innovate RAP, Hawthorn Football Club will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Hawthorn Football Club well as it explores and establishes its own unique approach to reconciliation. We encourage Hawthorn Football Club to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Hawthorn Football Club on its first RAP, and look forward to following its ongoing reconciliation journey.



## OUR VISION

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Hawthorn Football Club recognises its unique ability to educate people on the power of reconciliation.

We are more than just a football club, we are a vehicle for driving change, opportunity and respect for all people.

As a club we are committed to celebrating the cultures of Aboriginal and Torres Strait Islander peoples to drive positive social outcomes and change.

Our vision for reconciliation is that all Australians have a deep respect and understanding of Aboriginal and Torres Strait Islander cultures.

Empowered with knowledge and respect, we will overcome the barriers of the past and celebrate Australia's unique and rich history as one, united nation.







Cyril Rioli sharing the 2013 Premiership Cup with fans in Katherine.









## OUR CLUB

The Hawthorn Football Club is shaped by the people, games and experiences that have formed its journey since 1925. For 32 years Hawthorn was known as the easy beats, not winning a treasured premierships until 1961. Since then, Hawthorn has become the most successful club of the modern era, winning thirteen premierships in the past five decades.

The Hawthorn Football Club is the youngest Victorian-based team in the AFL and has one of the largest membership bases in the competition, having recently reached a record-breaking 80,000 members as well as employing over 100 staff.

Amongst the football world Hawthorn is renowned as the 'family club.' This a reputation that the club is committed to living in all aspects of the business, including through its various community programs.

The club has a rich and proud history that has been built upon strong family values and past, present and future custodians of the brown and gold are entrusted with ensuring Hawthorn remains the family club, now and always. This means welcoming and embracing people from all walks of life and ensuring an environment of inclusivity and equality.

In 2001, Hawthorn commenced playing home games at Aurora Stadium – now known as UTAS Stadium – in Launceston, Tasmania. The long-term partnership between Tasmania and Hawthorn has had significant economic and community impact for the state. Hawthorn remains committed to its strong Tasmanian supporter base and local community partners.

In late 2016, the club purchased a 28-hectare site which will be Hawthorn's home for the next 50 to 100 years. Hawthorn plans to transform the site into the premier sporting and community facility in Melbourne's South East. The new facility will be named the Kennedy Community Centre in honour of club Legend, John Kennedy Senior. The development of the Kennedy Community Centre will go beyond the creation of an elite training and administration facility for Hawthorn's staff and players and encompass community focused facilities, such as alternate sporting amenities and community hubs.

In 2017, Hawthorn Football Club included teams in the Victorian Football League for Women (VFLW) and the Victorian Netball League. In 2018 and 2019 respectively, the club also welcomed a wheelchair AFL team and an AFL blind team. One Club, Many Teams is the motto as the club is intent on embracing diversity, equality and integration.



## ACHIEVEMENTS

With the generous philanthropic support of the Epic Good Foundation, Hawthorn Football Club currently delivers a number of successful Indigenous programs. Focusing on positive health, education and employment outcomes, these programs are managed by our Indigenous Programs Officer.

Our programs primarily focus on our Next Generation Academy zones – Eastern Ranges, Gippsland and Katherine.

### **Worowa College Work Ready Cadetship**

This program provides a 12-month sports administration cadetship to one student from Worowa Aboriginal College. The cadetship builds the base skills and knowledge necessary to achieve long-term engagement in education, training and employment.

### **Big River Hawks**

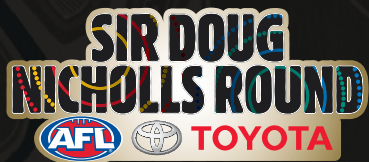
Since 2010, the Big River Hawks has provided members of the wider Katherine community with the opportunity to play in the Darwin based NTFL. The team includes players from Lajamanu, the Gulf of Carpentaria, Numbulwar and Ngukkur.











# SIR DOUG NICHOLLS INDIGENOUS ROUND

The Sir Doug Nicholls Indigenous Round, held annually during National Reconciliation Week, provides all AFL clubs with the opportunity to learn more about, and celebrate Indigenous cultures.

During this round, players proudly wear guernseys designed by Indigenous players and members of the community. In addition, the club holds cultural workshops and professional development for staff.

Hawthorn's 2016 and 2017 Indigenous guernsey was designed by Yorta Yorta and Wiradjuri artist Jirra Lulla-Harvey and featured designs by Hawthorn Indigenous players – Shaun Burgoyne, Cyril Rioli, Bradley Hill and Jermaine Miller-Lewis.

The 2018 and 2019 guernsey was designed by Tiwi artist Jennifer Coombes and Hawthorn player Cyril Rioli. The design featured ceremonial Pukamani poles from the Tiwi Islands.



< Cyril Rioli  
in our 2016  
Indigenous  
Guernsey.



Jarman Impey  
in our 2019  
Indigenous  
Guernsey. >





In 2018 Shaun Burgoyne wore the number '67', during the Sir Doug Nicholls Indigenous Round, which marked 50 years since the 1967 referendum.



## OUR JOURNEY

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In 1957 Cyril Collard made history becoming the first Aboriginal man to play in the brown and gold. Since Collard's debut, a further 16 Aboriginal and Torres Strait Islander men have represented the Hawthorn Football Club at the highest level, including some of the game's greatest players such as Cyril Rioli, Lance Franklin, Shaun Burgoyne and Chance Bateman. These players have all had immense impact on field, but of equal importance is the work they have done off the field to impact the movement towards reconciliation.

While the Hawthorn Football Club is proud of its rich history with Aboriginal and Torres Strait Islander peoples, it also acknowledges that its path towards reconciliation has not been a smooth one. Throughout the 1970s, 80s and 90s the club's resistance to recruiting Aboriginal and Torres Strait Islander players meant that when drafted in 2000, Chance Bateman was the only Aboriginal or Torres Strait Islander player on the Hawks' list.

Following his recruitment, Bateman pioneered a cultural shift at the football club and set Hawthorn on its journey towards reconciliation and greater inclusion and understanding of Aboriginal and Torres Strait Islander peoples.

In 2009, Hawthorn initiated a relationship with the Northern Territory region of Katherine, a relationship which still exists today. Through this relationship the club conducts several programs, most notably its partnership with the Big River Hawks.

The Big River Hawks were formed to allow the young men of the Katherine region and surrounding communities the opportunity to play in the Darwin based NTFL. The team draws on players from an area equivalent to the size of the state of Victoria. The teams play in the Under 18 competition and wear the colours and emblem of the Hawthorn Football Club. More recently, the program was expanded with the introduction of a women's team.

In 2009, the club also established the Aboriginal and Torres Strait Islander Auskick exchange that enables Aboriginal and Torres Strait Islander youth from Katherine to spend one-week in Melbourne during the football season.

In 2015, Hawthorn Football Club received an extraordinary donation of one million dollars over five years, towards the club's Indigenous Program. The donation from Epic Good Foundation co-creators Stuart Giles and Cathie Reid has enabled the club to expand and ensure the sustainability of the program. A significant outcome has been the appointment of an Indigenous Program Officer who has grown the reach and impact of Hawthorn's Indigenous Program.

The Hawthorn Football Club culture is built on the foundations of inclusiveness and a desire to always improve. The club's commitment to this RAP is testament to these foundations and an integral step forward for the entire Hawthorn family.





Bateman pioneered a cultural shift at the football club and set Hawthorn on its journey towards reconciliation and greater inclusion and understanding of Aboriginal and Torres Strait Islander peoples.



# OUR RAP

Hawthorn Football Club's first RAP was made possible by the vision and leadership of our Aboriginal and Torres Strait Islander players, both past and present.

Through their continued commitment to educating our club about Indigenous issues, this document makes reconciliation everyone's business.

Developed by 12 Hawthorn staff members from all areas of the club, our first RAP is a collaborative statement about our club's vision and commitment to advancing reconciliation.

Our RAP is championed by our Executive team and Senior Indigenous leaders.

Informed by our 2050 Vision and underpinned by the guiding principles of our Hawthorn Community Strategy, our RAP will guide, extend and enhance our work in the Indigenous space.

Moving forward our RAP will be led internally by the RAP Working Group and will be guided by an external Steering Committee. Both committees will have a significant Indigenous representation.

## WORKING GROUP:

Michelle Nolan	GM – People and Culture
Tanya Gallina	GM – Strategic Projects
Kerrie Brewer	GM – Foundation and Community
Clare Pettyfor	GM – Communications and Content
Brooke Boger	GM – Marketing and Insights
Rob McCartney	GM – Football Operations and Strategy Manager
Jerome Lyford	GM – Commercial Partnerships and Corporate Sales
Jeremy Millard	GM – Consumer Business
Cam Matthews	Player Welfare Manager
Randy Briggs	Indigenous Program Officer
Rebecca Haas	People and Culture Coordinator
Shaun Burgoyne	Hawthorn Football Club Player

## EXTERNAL STEERING COMMITTEE:

Hon. Jeff Kennett AC	President, Hawthorn Football Club
Chance Bateman	Past Hawthorn Football Club Player
Lois Peeler AM	Executive Director, Worawa Aboriginal College
Nathan Baunach	Regional Manager, Clontarf Foundation
Peter Hood	Senior Liaison, Consultant and Managing Director, Kurnai Legal Practice
Heather Watson	Chair, Epic Good Foundation
Clyde Mansell	Tasmanian Aboriginal Land Council









# RELATIONSHIPS

Hawthorn Football Club embraces and welcomes all people. We demand equality and we seek to provide an environment of respect, diversity and inclusion. Our relationships with Australia's First Peoples are a crucial part of this commitment and will ensure that we are an organisation that embraces and celebrates Aboriginal and Torres Strait Islander cultures.

ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>1.1</b> RWG actively monitor and develop RAP implementation.	<b>1.</b> RAP working group to develop, endorse and launch the RAP.	RAP Working Group GM – People & Culture	July 2019
	<b>2.</b> The RAP working group must include (but is not restricted to) the following; a. Five (5) members of the Club Executive Leadership Team b. Two (2) Aboriginal & Torres Strait Islander HFC employees c. Two (2) representatives from Football	GM – People & Culture	July 2019
	<b>3.</b> RAP working group to establish a Terms of Reference to outline the following guiding principles; a. Roles & Responsibilities b. Governance Structure c. Members d. Meeting Schedule	GM – People & Culture	August 2019
	<b>4.</b> Review RAP Terms of Reference annually.	GM – People & Culture	July 2020, 2021
	<b>5.</b> Allocate an annual budget to deliver RAP actions and measurable targets.	GM - Finance	November 2019, 2020, 2021
	<b>6.</b> RAP working group to meet quarterly each year and will be chaired by the Indigenous Development Manager.	GM – People & Culture	February, May, August, November 2019, 2020, 2021



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<p><b>1.2</b> Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</p>	<p><b>7.</b> Organise at least one internal event for NRW each year.</p>	<p>GM – People &amp; Culture Football Operations &amp; Strategy Manager</p>	<p>May - June 2019, 2020, 2021</p>
	<p><b>8.</b> Register all NRW events via Reconciliation Australia's NRW website.</p>	<p>GM – People &amp; Culture</p>	<p>May - June 2019, 2020, 2021</p>
	<p><b>9.</b> Support an external NRW event.</p>	<p>GM – People &amp; Culture Football Operations &amp; Strategy Manager</p>	<p>May - June 2019, 2020, 2021</p>
	<p><b>10.</b> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.</p>	<p>GM – People &amp; Culture</p>	<p>May - June 2019, 2020, 2021</p>
	<p><b>11.</b> Provide an opportunity for all staff and players to be involved in an official NRW event.</p>	<p>GM – People &amp; Culture Head of Player Development</p>	<p>May - June 2019, 2020, 2021</p>



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<p><b>1.3</b> Build sustainable relationships with Aboriginal and Torres Strait Islander people, advocacy groups, communities and key organisations.</p>	<p><b>12.</b> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</p>	<p>GM – Foundation &amp; Community</p>	<p>December 2020</p>
	<p><b>13.</b> Develop and implement an engagement plan to work with our Aboriginal &amp; Torres Strait Islander stakeholders.</p>	<p>GM – Foundation &amp; Community</p>	<p>July 2020</p>
	<p><b>14.</b> Investigate an alignment or partnership with two (2) Aboriginal or Torres Strait Islander organisations that are relevant to our active geographical areas (Katherine, Gippsland, Eastern, Tasmania)</p>	<p>GM – Foundation &amp; Community</p>	<p>December 2020</p>
	<p><b>15.</b> Announce the partnership between two (2) Aboriginal and Torres Strait Islander organisations and HFC including the development of a MOU for each.</p>	<p>GM – Foundation &amp; Community</p>	<p>December 2020</p>
	<p><b>16.</b> Review the outcomes and present future growth of the partnership (MOU) to the HFC RAP External Steering Committee.</p>	<p>GM – Foundation &amp; Community</p>	<p>October 2020</p>
<p><b>1.4</b> Promote positive race relations through anti-discrimination strategies.</p>	<p><b>17.</b> Continue to promote the ‘Racism it stops with me’ campaign.</p>	<p>GM – Communication &amp; Content</p>	<p>July 2019, 2020,2021</p>
	<p><b>18.</b> Develop and communicate a strategy for addressing racism on and off the field.</p>	<p>GM – People &amp; Culture GM – Communication &amp; Content GM – Football Operations &amp; Strategy Head of Player Development</p>	<p>December 2020</p>
	<p><b>19.</b> Collaborate and develop initiatives with other AFL clubs to support and promote anti- discrimination.</p>	<p>GM – Foundation &amp; Community</p>	<p>November 2019, 2020,2021</p>



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
	<b>20.</b> Educate senior leaders on the effects of racism.	Indigenous Development Manager	November 2019, 2020,2021
	<b>21.</b> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. GM People & Culture	GM – People & Culture	November 2019, 2020,2021
	<b>22.</b> Develop, implement and communicate an anti-discrimination policy for our organisation	GM – People & Culture	November 2019, 2020,2021
	<b>23.</b> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	GM – People & Culture	November 2019, 2020,2021
<b>1.5</b> Strengthen existing partnerships.	<b>24.</b> Extend our partnership with the Epic Good Foundation.	GM – Foundation & Community	July 2019
	<b>25.</b> Engage with each Aboriginal and Torres Strait Islander partner organisation to investigate how best to support their programs.	RAP Working Group	October 2020
	<b>26.</b> Provide the opportunity for HFC staff to support the work undertaken by our Aboriginal and Torres Strait Islander partner organisations.	GM – People & Culture	November 2019, 2020, 2021
	<b>27.</b> Review the activities, evaluation and resource support of these partnerships annually.	GM – Foundation & Community	November 2019, 2020, 2021



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>1.6</b> Raise awareness of HFC RAP to all relevant HFC stakeholders.	<b>28.</b> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	GM – Communication & Content	July 2019
	<b>29.</b> Promote reconciliation through ongoing active engagement with all Hawthorn FC external teams and partners.	GM – Strategic Projects	July 2019
	<b>30.</b> Ensure all internal and external stakeholders have access to a copy of the HFC RAP document.	GM – People & Culture	July 2019
	<b>31.</b> Extend an invitation to all internal and external stakeholders to attend the launch of the HFC RAP.	GM – People & Culture GM – Commercial Partnerships & Corporate Sales	July 2019
<b>1.7</b> Actively promote the club’s commitment to Aboriginal and Torres Strait Islander Peoples through membership and fan activations.	<b>32.</b> Investigate various methods (Membership, Cheer Squad and forum) to build a stronger understanding and awareness of reconciliation amongst the HFC membership, Cheer Squad and fan base.	GM – Consumer Business	July 2019
	<b>33.</b> Develop and present a membership and fan activation strategy to implement awareness and understanding through fulfilment kits, EDMs and/or other membership.	GM – Consumer Business	July 2020
	<b>34.</b> Review the effectiveness of the strategy and submit a report and future recommendation to the External Steering Committee.	GM – Consumer Business	July 2021
	<b>35.</b> Design and implement an online survey to understand members’ level of understanding regarding reconciliation. The survey will inform the RAP Working Group and the membership communication strategy	GM – Consumer Business GM – Marketing & Insights	December 2020





Matthew Walker and Jarman Impey on a club visit to Katherine to promote healthy life choices.





# RESPECT

Respect is one of the five core values of the Hawthorn Football Club.

The club is committed to continuous cultural learning to ensure it remains an environment that always respects Australia's First Peoples, now and in the future.

ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<p><b>2.1</b> Engage all employees, players and members in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<p><b>36.</b> All new staff, players and directors (inclusive of AFL, VFLW and other sports) to undertake ½ day face-to-face Cultural Awareness Training.</p>	<p>GM – People &amp; Culture Head of Player Development</p>	<p>July 2019, 2020, 2021</p>
	<p><b>37.</b> Explore, develop and implement an online cultural awareness module that will be available for all employees, players and volunteers to complete.</p>	<p>GM – People &amp; Culture Head of Player Development</p>	<p>July 2020</p>
	<p><b>38.</b> Provide opportunities for all RWG members to undertake further cultural learning opportunities.</p>	<p>GM – People &amp; Culture</p>	<p>July 2019, 2020, 2021</p>
	<p><b>39.</b> Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training 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)</p>	<p>GM – People &amp; Culture</p>	<p>July 2019, 2020, 2021</p>
	<p><b>40.</b> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</p>	<p>GM – People &amp; Culture Indigenous Development Manager</p>	<p>December 2019</p>
<p><b>2.2</b> Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</p>	<p><b>41.</b> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</p>	<p>GM – People &amp; Culture</p>	<p>July 2020</p>
	<p><b>42.</b> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</p>	<p>GM – People &amp; Culture Head of Player Development</p>	<p>May - June 2019, 2020, 2021</p>



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
	<b>43.</b> Provide an opportunity for all staff and players to be involved in an official NAIDOC week event.	GM – People & Culture Head of Player Development	July 2019, 2020, 2021
	<b>44.</b> Celebrate and activate Aboriginal and Torres Strait Islander events including NAIDOC week.	GM – People & Culture Football Operations & Strategy Manager	May - July 2019, 2020, 2021
<b>2.3</b> Acknowledge and celebrate Aboriginal and Torres Strait Islander Peoples' commitment to the game of AFL through the Sir Doug Nicholls Round.	<b>45.</b> Bi-annually develop an Aboriginal and Torres Strait Islander guernsey to be worn during Sir Doug Nicholls round.	GM – Foundation & Community Football Operations & Strategy Manager GM – Consumer Business	May 2019, 2020, 2021
	<b>46.</b> Engage an Aboriginal and Torres Strait Islander community group to develop a gift as part of the AFL's cultural gift exchange.	GM – Foundation & Community	May 2020, 2021
	<b>47.</b> All official HFC events during this week to be themed appropriately with a display of both Aboriginal and Torres Strait Islander flags.	GM – Foundation & Community	March - May 2019, 2020, 2021
	<b>48.</b> Explore the concept of developing a permanent fixture for the Sir Doug Nicholls Round with another AFL Club.	GM – Foundation & Community Football Operations & Strategy Manager	October 2019
	<b>49.</b> Review the Sir Doug Nicholls Round match and present future recommendations to enhance the activations and engagement.	GM – Foundation & Community RAP Working Group	August 2019, 2020, 2021



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>2.4</b> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	<b>50.</b> Create and communicate a calendar of Aboriginal and Torres Strait Islander dates of significance to all staff.	GM – People & Culture	February 2019, 2020, 2021
	<b>51.</b> Share information internally (e.g. on an intranet) about each Aboriginal and Torres Strait Islander date of significance.	GM – People & Culture	July 2019, 2020, 2021
	<b>52.</b> Host a 'lunchtime learning session' to coincide with Aboriginal and Torres Strait Islander dates of significance.	GM – People & Culture	July 2019, 2020, 2021
<b>2.5</b> Actively promote and demonstrate recognition and respect for Aboriginal & Torres Strait Islander communities.	<b>53.</b> HFC Museum to feature a permanent Aboriginal and Torres Strait Islander past player exhibition.	GM – Foundation & Community	July 2020
	<b>54.</b> Aboriginal and Torres Strait Islander flags to be represented at all HFC workplaces and HFC home games.	GM – Foundation & Community	September 2019
	<b>55.</b> Produce and implement a banner to be included on all external correspondence (E-mail/EDM's/etc.) to recognise HFC's commitment to reconciliation.	GM – Marketing & Insights	September 2019
	<b>56.</b> Install Acknowledgment of Country plaques at all HFC places of work.	GM – People & Culture GM – Marketing & Insights	July 2019



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<p><b>2.6</b> Develop employee understanding of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.</p>	<p><b>57.</b> Develop a cultural procedural document for Welcome to Country and Acknowledgment of Country and communicate it across the club.</p>	GM – People & Culture	October 2019
	<p><b>58.</b> Maintain a list of key contacts for organising a Welcome to Country.</p>	GM – People & Culture	July 2019, 2020, 2021
	<p><b>59.</b> Engage a Traditional Owner to perform Welcome to Country at the start of all official club events.</p>	GM – People & Culture	July 2019, 2020, 2021
	<p><b>60.</b> Consult and collaborate with Traditional Owners to develop a Welcome to Country video that can be played on the scoreboard and at the President’s function before each home game.</p>	GM – Communication & Content	July 2019
	<p><b>61.</b> Include an Acknowledgement of Country on the HFC website.</p>	GM – Communication & Content	July 2019
	<p><b>62.</b> Provide an Acknowledgement of Country at all official club events and publicly at all home games.</p>	GM – People & Culture	July 2019
	<p><b>63.</b> Include an Acknowledgment of Country at the commencement of all important internal and external meetings.</p>	GM – People & Culture	July 2019
	<p><b>64.</b> Encourage staff to include an Acknowledgment of Country at the commencement of all meetings.</p>	GM – People & Culture	July 2019





# OPPORTUNITIES

Hawthorn Football Club prides itself on being a dynamic and innovative organisation. This mission cannot be achieved without a commitment to diversity and equality. As one of the largest sporting organisations in Australia, Hawthorn has the opportunity to ensure people from all genders, races, backgrounds and cultures are afforded opportunities within its organisation, including Aboriginal and Torres Strait Islander peoples.

ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>3.1</b> Deliver an Aboriginal and Torres Strait Islander recruitment and retention policy.	<b>65.</b> Review and update existing people and culture policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	GM – People & Culture	July 2019, 2020, 2021
	<b>66.</b> Investigate opportunities to increase Aboriginal and Torres Strait Islander employment.	GM – People & Culture	December 2020
	<b>67.</b> Engage with existing Aboriginal and Torres Strait Islander staff to develop and deliver an employment and retention strategy, including professional development.	GM – People & Culture	July - December 2019
	<b>68.</b> Implement and communicate our Aboriginal and Torres Strait Islander employment and retention strategy.	GM – People & Culture	January 2020
	<b>69.</b> Advertise all job vacancies in Aboriginal and Torres Strait Islander media.	GM – People & Culture	July 2019
<b>3.2</b> Investigate opportunities to increase the number of Aboriginal and Torres Strait Islander businesses within the club's supply chain.	<b>70.</b> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	GM – People & Culture	December 2019
	<b>71.</b> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	GM – Finance GM – People & Culture	May 2020



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
	<b>72.</b> The Club will become a member of Supply Nation to further establish an awareness of Aboriginal & Torres Strait Islander People suppliers.	GM – Finance GM – People & Culture	July 2019
	<b>73.</b> Engage two (2) or more Aboriginal and Torres Strait Islander suppliers through Supply Nation.	GM – Finance GM – People & Culture	September 2020
	<b>74.</b> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	GM – Commercial Partnerships & Corporate Sales	December 2020
<b>3.3</b> Support equal and equitable educational opportunities for Aboriginal and Torres Strait Islander students.	<b>75.</b> Design, review and implement a minimum of two (2) internships (annually) for Aboriginal and Torres Strait Islander students.	GM – People & Culture	January 2020
	<b>76.</b> Develop, with the Aboriginal and Torres Strait Islander community, an annual school attendance program and implement in a minimum of two (2) schools in the Katherine region.	GM – Foundation & Community	January 2021
	<b>77.</b> Develop a strategy with Worawa Aboriginal College to provide educational support to Aboriginal and Torres Strait Islander students.	GM – Foundation & Community	February 2020
	<b>78.</b> Provide at least one (1) cadetship to a student attending Worawa Aboriginal College.	GM – Foundation & Community	February 2020
	<b>79.</b> Review the effectiveness and impact of the relationship between HFC and the schools involved in the Katherine School Attendance program and submit a report to the HFC External Steering Committee.	GM – Foundation & Community GM – People & Culture	March 2021



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>3.4</b> Support equal and equitable health outcomes for Aboriginal and Torres Strait Islander students.	<b>80.</b> Develop a partnership with one (1) Aboriginal and Torres Strait Islander health organisation.	GM – Foundation & Community	January 2020
	<b>81.</b> Identify and partner with an Aboriginal and Torres Strait Islander organisation in each of the club’s geographic regions and develop a program that delivers positive health outcomes for Aboriginal and Torres Strait Islander people.	GM – Foundation & Community	March 2020,2021
	<b>82.</b> Review the club’s process of providing support for positive health outcomes for Aboriginal and Torres Strait Islander People. This will include submitting a report to the HFC External Steering Committee.	GM – Foundation & Community	October 2021
<b>3.5</b> Provide opportunities to support Aboriginal and Torres Strait Islander people to pursue careers in the sporting industry.	<b>83.</b> Identify Aboriginal and Torres Strait Islander players and sporting coaches engaged in programs throughout HFC regions; Katherine, Gippsland, Eastern Ranges & South East Melbourne.	Football Operations & Strategy Manager Head of Player Development	June 2019
	<b>84.</b> Develop and present a strategy to promote opportunities to support the development of Aboriginal and Torres Strait Islander players and coaches.	Football Operations & Strategy Manager Head of Player Development	July 2019
	<b>85.</b> Develop and present a framework for a mentoring program that will provide support for Aboriginal and Torres Strait Islander coaches and players.	Football Operations & Strategy Manager Head of Player Development	July 2020





Jarman Impey and Chad Wingard assist Cebby Johnson in leading the team onto the field in their Round 5 clash against Geelong.





# REPORTING & TRACKING

ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<p><b>4.1</b> Introduce a RAP - External Steering Committee to oversee the implementation and evaluation of the RAP.</p>	<p><b>86.</b> The RAP External Steering Committee will endorse, review and oversee the progress of the RAP. The composition of this committee will include (but is not limited to);</p> <ul style="list-style-type: none"> <li>a. President of HFC</li> <li>b. One (1) Aboriginal and Torres Strait Islander representative from Katherine</li> <li>c. One (1) Aboriginal and Torres Strait Islander representative from Gippsland</li> <li>d. One (1) Aboriginal and Torres Strait Islander representative from the Eastern Region</li> <li>e. One (1) Aboriginal and Torres Strait Islander representative from Tasmania</li> <li>f. One (1) representative from the Epic Good Foundation</li> <li>g. Chair, RAP Working Group</li> </ul>	<p>Indigenous Development Manager</p>	<p>March &amp; November 2019, 2020, 2021</p>
	<p><b>87.</b> All External Steering Committee members will acknowledge their commitment and obligations to the RAP process.</p>	<p>Indigenous Development Manager</p>	<p>July 2019</p>
	<p><b>88.</b> The RAP External Steering Committee will meet biannually to track the progress of the RAP.</p>	<p>Indigenous Development Manager</p>	<p>June/December 2019, 2020, 2021</p>



ACTION	MEASURABLE TARGETS	ACCOUNTABILITY	TIMEFRAME
<b>4.2</b> Report on RAP achievements, challenges and learnings.	<b>89.</b> Establish a process for regular monitoring and reporting of RAP progress.	Indigenous Development Manager	December 2019
	<b>90.</b> Collate specific information/feedback from the Staff Satisfaction survey relevant to the RAP to assess the impact.	GM – People & Culture	December 2019, 2020, 2021
	<b>91.</b> Report on RAP achievements in One Club publication per year.	Indigenous Development Manager	December 2019, 2020, 2021
	<b>92.</b> Participate in Reconciliation Australia’s biannual Reconciliation Barometer.	GM – People & Culture	May 2020
	<b>93.</b> Submit an annual report to the External Steering Committee that outlines achievements, challenges and learnings.	Indigenous Development Manager	November 2019, 2020, 2021
	<b>94.</b> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Indigenous Development Manager	September 2019, 2020, 2021
<b>4.3</b> Review, refresh and update RAP.	<b>95.</b> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	RAP Working Group	January 2021
	<b>96.</b> Review, refresh and update HFC’s RAP based on learnings, challenges and achievements from our previous RAP.	RAP Working Group	January 2021
	<b>97.</b> Share HFC’s updated RAP submission with Reconciliation Australia for review and endorsement.	RAP Working Group	April 2021









“  
THE RECONCILIATION ACTION  
PLAN IS AN EXCITING AND  
WELCOME STEP IN HAWTHORN  
STRENGTHENING IT’S SUPPORT,  
RECOGNITION AND RESPECT  
OF THE OLDEST LIVING  
CULTURE IN THE WORLD. ”

**EMMA RACE**

CO-HOST ABC GRANDSTAND, HOST OUTER SANCTUM,  
HAWTHORN FOOTBALL CLUB NUMBER ONE TICKET HOLDER





“  
RECONCILIATION IS  
ABOUT BRINGING PEOPLE  
TOGETHER TO WORK  
ALONGSIDE EACH OTHER  
FOR A BETTER FUTURE.”

.....  
**SHAUN BURGOYNE** - KOKATHA, WARAI  
CHAIR AFL PLAYERS' ASSOCIATION INDIGENOUS  
ADVISORY BOARD, AFL FOOTBALLER





“  
RECONCILIATION INVOLVES  
US COMING TOGETHER AS A  
COMMUNITY, AND A NATION,  
TO BETTER UNDERSTAND  
WHERE WE HAVE COME FROM.

JARMAN IMPEY - YORTA YORTA  
AFL FOOTBALLER











# HAWTHORN FOOTBALL CLUB RAP ARTWORK

**Title:** Tarrakukk - Hawk

**Artist:** Tom Day, Gunditjmara, Yorta Yorta, Wemba Wemba

The artwork reflects the Hawthorn Football Club past, present and future.

The pattern on the far left represents the 13 premierships and the lines represent the players.

The pattern on the far right depicts the 17 Indigenous players that have represented the club and the lines represent their communities.

The inner patterns signify a hawk's nest – the home of the Hawthorn family.

The tracks leading inwards are coming from different places and backgrounds to celebrate diversity.

The central design represents the flight pattern of the hawk. Circling and working together, these patterns are indicative of the values of the club.

The three hawk designs represent Hawthorn's reconciliation journey.

The bottom hawk represents the present, forming its identity, having a vision towards the future.

The central hawk represents the journey, with its identity represented within the more detailed pattern, gaining knowledge and wisdom.

The top hawk represents the future, proud and strong, its identity is fully formed within the detail, using the knowledge and wisdom over its journey.



**HAWKS**

