Reconciliation Action Plan







July 2023-July 2025





Acknowledgement of Country

The nib Newcastle Knights respectfully acknowledge the Awabakal, Worimi and Wonnarua people as the Traditional Custodians of the lands on which we work and play.

Furthermore, the Knights and the Wests Group Australia acknowledge the Traditional Custodians of the lands represented by the Knights organisation, including the Darkinjung, Geawegal, Biripi, Wiradjuri, Gamilaroi, Anaiwan, Gumbaynggirr, Bundjalung, and Ngarabal Nations. We pay our respects to Elders past, present and emerging.



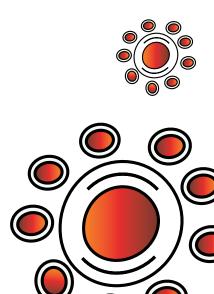




Contents

About the Artist	4
From Reconciliation Australia's CEO	6
From the Knights CEO	8
Vision Statement	10
Our Business / STORY	12
Our RAP	14
NRL Indigenous Round	16
Indigenous Round Jerseys	18
Relationships	20
Respect	26
Opportunities	32



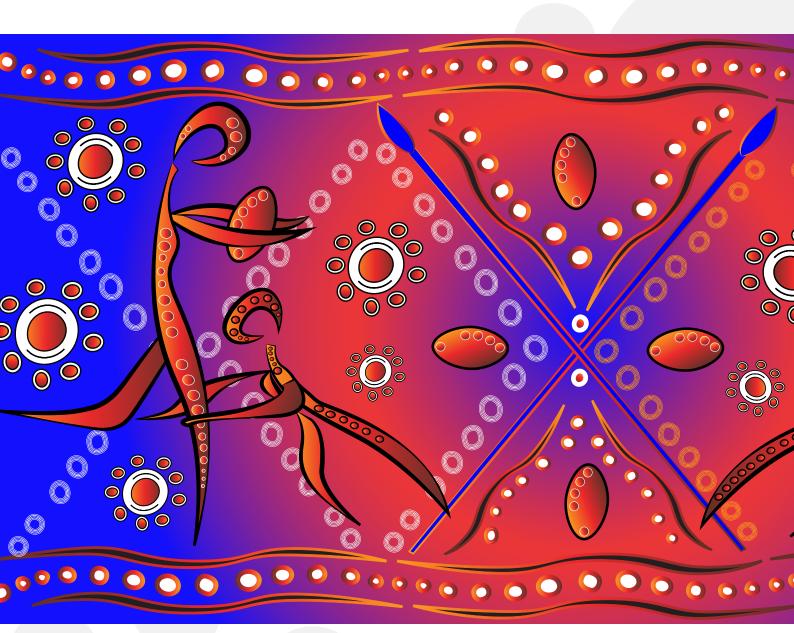


38



About the Artist

Saretta Fielding is an award-winning Aboriginal artist of the Wonnarua Nation located in the Hunter Valley NSW. Her artwork versatility is seen across a wide range of public artworks and mediums including fine art, public installations, and fashion. Saretta's unique art style combining traditional symbolism and storytelling alongside contemporary artform, and colour palette is fast becoming recognised nationally and internationally. Her flair for interpreting natural elements and mediums demonstrate her passion for country, instantly grabbing one's attention, inviting the viewer to savour, connect and share in the rich and alive culture of Aboriginal Australia. Saretta's loves the challenge of conveying to others, through art, how she is influenced by people, life experiences and natures beauty.



"As an Aboriginal artist I feel my design shares traditional symbolism in contemporary representation that shares our love of the game of Rugby League across the local communities, capturing the spirit and passion of the Newcastle Knights and the community. The artwork celebrates excellence on and off the field, while recognising and celebrating Aboriginal and Torres Strait Islander culture within the Rugby League community". Saretta Fielding



Design Concept

This artwork highlights the Knights commitment to Indigenous communities, acknowledging the unique relationship between Aboriginal and Torres Strait Islander people and rugby league. The design embraces community through gathering circles across country, reflecting the importance, passion and spirit of the game and welcoming all to share in culture.

Within the artwork and featured across the canvas, crisscrossed smaller gather circles sit on the backdrop of country, reflecting the Indigenous Nations of our region stretching from the Hawkesbury River in the south to the Queensland border in the north, encompassing the Awabakal, Worimi, Wonnarura, Darkinjung, Geawegal, Biripi, Dunghutti, Wiradjuri, Kamilaroi, Anaiwan, Gumbaynggirr, Ngarabal and Bundjalung Nations.



A message from the Reconciliation Australia CEO

Reconciliation Australia commends Newcastle Knights on the formal endorsement of its second 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. Newcastle Knights continues to be part of a strong network of more than 2,200 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 Newcastle Knights will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Newcastle Knights 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 Newcastle Knights 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, Newcastle Knights will ensure shared and cooperative success in the long-term.

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

Congratulations Newcastle Knights on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia









A message from the nib Newcastle **Knights CEO**

Rugby League is a central and unifying force in the lives of so many Australians. This is particularly true for First Nations peoples and cultures, who have made an immense impact on our sport over its long history.

At the nib Newcastle Knights we are proud to represent our region and our people. Through much listening and learning, we have in more recent times opened ourselves up to understanding there is far more to this representation than our Club colours, or lines on a map. Just as we can say with certainty that our Club has been around for the past 35 years, we know, acknowledge and respect that Aboriginal people have lived on and cared for this land for the past 65,000 years. We respectfully acknowledge the Awabakal, Worimi and Wonnarua people as the Traditional Owners of the lands the Newcastle Knights call home, and we also acknowledge all nations of northern and north-western New South Wales, whom we are also proud to represent.

We have been blessed to have many great Aboriginal and Torres Strait Islander players represent our Club over its history. Our very first signings, in both the men's and women's games - Ashley Gordon in 1987 and Caitlan Johnston in 2021 – are proud First Australians, representing their families, culture and region with distinction. The contributions made by First Nations athletes over the life of our Club are well known, bringing successes on and off the field from Premiership wins to Ken Stephen Medals for community contribution. But far from just celebrating our past, we are committed to being a place that First Nations people are proud to be a part of long into the future.

This, our first Reconciliation Action Plan, is the next step in a reconciliation journey that has been underway for some time. This Innovate RAP articulates the steps we will take, or continue to take, over the next two years to foster reconciliation in all its forms and to work to improve life outcomes for Aboriginal and Torres Strait Islander people.

We are proud of our connection to the First Peoples of Australia and we are committed to seeing this connection continuing to grow in strength in the years to come. Through the power of Rugby League and the strength of the Newcastle Knights, we will help Aboriginal and Torres Strait Islander communities, people and players grow strong.



Philip Gardner Chief Executive Officer, The Wests Group Australia.



Our vision for Reconciliation

The following vision informs the Newcastle Knights Reconciliation Action Plan; a key strategic document that will guide the Club in its engagement with First Nations peoples and cultures with particular relevance to Aboriginal nations of Newcastle and the Hunter Valley, including Awabakal, Worimi, Wonnarua, Geawegal, and Darkinjung, as well as the homelands of our players and supporters.

Our vision for reconciliation is to harness the power of our Club and the game of rugby league to:

Foster unity across our region and wider Australian communities through a shared understanding and respect for First Nations peoples and cultures; the history, the richness of language and custom, and the opportunities for all Australians to embrace and ingrain Aboriginal and Torres Strait Islander heritage in our continuing national identity.

Empower First Nations communities by actively supporting organisations, services and programs that ensure equity in health, education and employment outcomes for Aboriginal and Torres Strait Islander people.

Build trust through demonstrated policy and practice that reflects and respects the rights of First Australians and champions equality across our business and communities.

Achieve self-determination and resilience for First Nations peoples and communities through our steadfast support of cultural immersion and inclusion.

Celebrate, acknowledge, and immerse Aboriginal and Torres Strait Islander peoples and cultures in all we do on and off the field.











Our **business**

The Newcastle Knights are a professional rugby league team based in Newcastle, NSW. The Newcastle Knights compete in the National Rugby League (NRL) competition and are owned by The Wests Group Australia. Our training and administration facilities are located on the traditional lands of the Awabakal people, however we acknowledge and recognise the surrounding nations of Newcastle and the Hunter, including the Worimi, Wonnarua, Geawegal and Darkinjung, and the nations across northern and western NSW.

Our catchment stretches from the Hawkesbury River in the south to the North Coast of NSW, and inland through New England and the North West to the Queensland border - an area of nearly 1.5 million people.

Aboriginal and Torres Strait Islander people have made a long and lasting contribution over the life of the Club. Ashley Gordon was the first player signed to the Club prior to the Knights debut season in the New South Wales Rugby League competition in 1988, while our two Premiership winning squads, in 1997 and 2001, featured many Aboriginal and Torres Strait Islander players including Robbie O'Davis, Owen Craigie, Leo Dynevor, Jason Moodie, Brett Grogan, and Timana Tahu. In 2023, Dane Gagai, Adam Elliott, are Dylan Lucas have all represented the Knights at NRL level, while in recent times 2020 Ken Stephen Medal Winner Connor Watson, Edrick Lee, Tyrone Roberts, Cory Paterson, Luke Walsh, Jesse Ramien, Gehamat Shibasaki, Brad Tighe, Michael Young, Lenny Beckett and Milton Thaiday have all represented the Knights with pride and distinction.

Australian Jillaroo and Indigenous All Star Caitlan Johnston became the first player signed to the Knights NRLW program in late 2021, and was joined in the Knights 2022 Premiership winning squad - coached by Ronald Griffiths

- by fellow Indigenous players Tamika Upton, Kirra Dibb, Bobbi Law, Caitlin Moran, Kyra Simon and Bree Chester. These players are following the path laid ten years prior by Newcastle's trailblazing Jillaroo and Indigenous All Star Rebecca Young, while First Nations players have played an important role in the Club's male and female pathways program for many years.

The Knights and the Wests Group Australia are committed to working with community to improve life, health, wellbeing, education and employment outcomes for **Aboriginal and Torres Strait** Islander people.

The Wests-Knights Foundation was formed in 2021 facilitating a dedicated program of initiatives and actions being developed to further grow our relationship with Aboriginal and Torres Strait Islander people and organisations in our region. Ultimately, this important work will support First Australians in accessing the existing resources and services that lead to healthy and engaging lives.

Currently, the Newcastle Knights club is made up of 235 people. This group consists of a mix of full time players, full and part time employees, part time players, junior representative players, club contractors, casual staff and coaches. Of this number, 48 identify as Aboriginal or Torres Strait Islander people, which equates to a First Nations representation of 20.4% across the organisation. The Wests Group Australia employs approximately 900 staff, of which 3.2% identify as Aboriginal and/or Torres Strait Islander people.



Our RAP

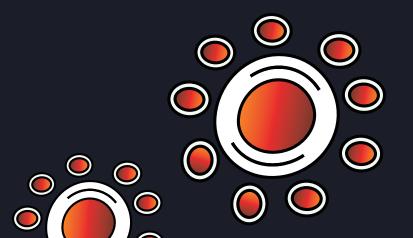
Our Reconciliation Action Plan formalises the Newcastle Knights commitment to Aboriginal and Torres Strait Islander people. By establishing this Reconciliation Action Plan, the Club aims to further engage with First Nations communities to create social change and opportunities for Aboriginal and Torres Strait Islander peoples, and to educate our Members and fans, sponsors and partners, employees and the wider community on the importance of reconciliation.

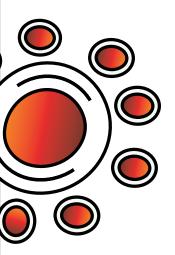
Our RAP journey started in 2019 and has seen multiple revisions and reviews since that time, resulting in nine actions that we are committed to delivering.

This RAP was developed with and will be implemented under the guidance of the Knights Aboriginal Advisory Panel, which includes Knights Old Boy and Gamilaroi man Ashley Gordon; Worimi Local Aboriginal Land Council Chief Executive Officer and Wonnarua man Andrew Smith; University of Newcastle Pro-Vice Chancellor – Indigenous Strategy and Leadership and Wiradjuri man Nathan Towney; Executive Director TAFE NSW North and Wiradjuri man Jason Darney; University of Newcastle Indigenous Employment Partner Someone Jordan; and Knights NRLW Head Coach and Gamilaroi man Ronald Griffiths. We thank them for being an integral part of our RAP journey and for their ongoing support and guidance.

This RAP was further reviewed in late 2021 and again in early 2022 by members of the **Knights Aboriginal Advisory Panel,** which includes Knights Old Boy and Gamilaroi man Ashley Gordon; Worimi Local Aboriginal Land Council Chief Executive Officer and Wonnarua man Andrew Smith; University of Newcastle Pro-Vice Chancellor – Indigenous Strategy and Leadership and Wiradjuri man Nathan Towney; Executive Director TAFE NSW North and Wiradjuri man Jason Darney; University of Newcastle Indigenous Employment Partner Simone Jordan; and Knights NRLW Head Coach and Gamilaroi man Ronald Griffiths.









Our Reconciliation Action Plan will be championed internally by the Group Chief Executive Officer, the Knights Chief Commercial Officer, and members of the Wests-Knights Foundation team. We will meet four times a year to monitor and track the Newcastle Knights RAP to ensure our targets are met. The Club will also continue to work with Aboriginal and Torres Strait Islander community members who will guide the Club's engagement activities.

In addition to engaging with community on programs and participating in activities aligned to National Reconciliation Week, the Knights support a range of events and activities throughout the year. We have joined in NAIDOC Week activities and engaged with other important days on the local calendar such as the annual 'Walk a Mile Koori Style' event held each December. The Knights recognise the importance of these dates and occasions and acknowledge their importance in generating greater understanding of and support for Aboriginal and Torres Strait Islander communities and cultures.

In recent years, the Knights have worked to forge relationships with organisations that work to highlight and improve outcomes for the First Peoples of Australia. Such relationships include with Awabakal Ltd, an Aboriginal Medical Service based in Newcastle and the lower Hunter region; with the University of Newcastle and its Wollotuka Institute; the Cultural Choice Association and its 'Boots for Brighter Futures' campaign; and through the Club's relationship with the NSW Minerals Council, with the Clontarf Foundation. These relationships have aided our organisation's understanding of Indigenous Australia, and of the need to work together to listen, learn and understand our role in improving outcomes for First Australians. Through this learning, a range of the actions and deliverables contained within this RAP have been developed, delivered, and refined for the future.



Ashley Gordon Executive Director. NSW Aboriginal Safe Gambling Services. Newcastle Knight #46. First ever player to sign with the

Newcastle Knights.



Andrew Smith CEO. Worimi Local Aboriginal Land Council.



Nathan Towney Pro Vice-Chancellor Indigenous Strategy and Leadership, University of Newcastle Newcastle Citizen

of the Year 2023.



Simone Jordon Indiaenous Employment Partner, University of Newcastle.



Jason Darney Executive Director. Education and Skills TAFE NSW.

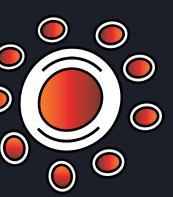


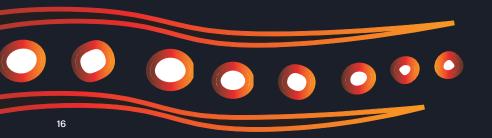
Ronald Griffiths Newcastle Knights NRLW Head Coach. 2022 NRI W Premiership winner.

NRL Indigenous Round

The Knights are proud to participate in the National Rugby League's Indigenous Round celebrations each year. By participating in, and encouraging our Members and supporters to engage with, activities delivered during Indigenous Round we have grown our own understanding immeasurably. Indigenous Round matches in 2019 and 2021 were amongst the best attended home matches at McDonald Jones Stadium in the past five years, with the 2019 fixture against the Sydney Roosters attracting a crowd of 25,929 people – the largest attendance at a Knights match since the 'Rise for Alex' fundraising match for Alex McKinnon in 2014. The 2019 event included the first ever National Rugby League edition of 'The Long Walk'.

These matches provided the Club an opportunity to celebrate Aboriginal and Torres Strait Islander cultures through the production of an Indigenous Round jersey, worn by our NRL team, as well as to conduct community-facing activities aimed at increasing community understanding and awareness.







Worimi Dolphin



Biripi Shark Tooth



Anaiwan Echidna



Wonnarua Eagle



Gumbaynggirr Ocean



Dunghutti Mantis



Kamilaroi Eagle Foot



Geawegal Dolphin



Awabakal Eagle Foot



Ngarabal Koala



Wiradjuri Goanna



Darkinjung Whale



Bunjalung Goanna



Indigenous Round Jerseys

2018-2019

In 2018, the Club's Indigenous Round jersey was designed by Knights players including Ashley Gordon, Owen Craigie, Timana Tahu and Connor Watson. Each player contributed a piece of their history to local Aboriginal artist and proud Bundjalung women, Elsie Randall, from non-forprofit agency Justiz, who was responsible for the artwork that made up the foundations of the design.

A backdrop of blue and green represented salt water and fresh water, while a golden river ran behind all totems representing the players countries. This created a strong connection with them fraternally and culturally. The white raised dots featured in the design were representative of family and community from their place of origin and local Aboriginal community ties. The top right fresh water turtle representeds Ashley Gordon, a Gamilaroi man, and is a totem of his people and his country, while the echidna is significant to his family, told in a story by his family about the union of his parents.

The bottom right represents Timana Tahu, a Barkindji man. The wedge tail eagle and dingo are totems of his country and people. The wedge tail eagle is also an important part of Awabakal traditional culture, and is known to Awabakal people as Biraban. The bottom left represents Owen Craigie, a Gamilaroi man, with the sand goanna and kangaroo being totems of his country and people. The top left represents Connor Watson, as the sand goanna is also a totem of his.





2020-2021

The Knights 2020-2021 Indigenous Round jersey was designed by Hunter-based Aboriginal artist Tyler Smith. Tyler volunteers with the art program at Frank Baxter Detention Centre and enlisted the help of young First Nation's people at the Centre when putting the design concept together. Knights NRL players at the time of the jersey's creation, Connor Watson (Gamilaroi), Edrick Lee (Badu Island) and Gehamat Shibasaki (Murray Island/Boigu Island/Badu Island), contributed ideas and insights into the final design, and each had their hand prints represented in the jersey design.

The 2020-21 design represented the local landscape of Newcastle and the wider region. This varied environment, from extensive forested areas to the south-west and north-west of the greater Newcastle area, to the beautiful coast and beaches that stretch from the Hawkesbury River to the Queensland border, are all a feature of the design.

Central to the design was the implementation of totems representing the three players – Watson, Lee and Shibasaki - involved in its conception. The totems within the design are the Goanna (Watson), Turtle (Shibasaki) and Saltwater Crocodile (Lee). On the back of the jersey, the player's hands are imprinted over their totems as an indication of their responsibility to protect that animal and carry on these traditions for future generations. This is why these totems are also encapsulated within a circle at the centre of the design, representing a barrier from the weapons depicted on the outside.

2022-2023

In late 2021, the Club conducted a public Request for Proposal process to determine the design for it's Indigenous Round jersey for 2022 and beyond. This process saw Aboriginal artists from across our region and beyond submit concept designs, aligned to the Club's desire to ensure totems representative of the nations of our broader region were central to the design. In total, 44 design submissions were received with each being assessed and ranked by members of the Knights Aboriginal Advisory Panel.

At the end of the process, Worimi man Gerard Black's design was selected to feature in the Knights 2022 jersey. After a 10-year career as a tattoo artist, Black's more recent efforts have focused on painting, drawing and digital art. His work reflects his Aboriginal background, story telling and his love of nature, drawing on his strong design background to produce a unique style of art that has been featured widely, including in collaboration with Marriott-Bonvoy at the 2022 Australian Open.

Black's 2022 Indigenous Round jersey design included totems of land and ocean, through creatures including the eagle, echidna, mantis, koala, goanna, dolphin, whale and shark, representing country including Awabakal, Worimi, Wonnarua, Geawegal, Biripi, Darkinjung, Wiradjuri, Gamilaroi, Anaiwan, Gumbaynggirr, Bundjalung, and Ngarabal.

The 2023 jersey continues this thread, whilst also highlighting the natural beauty and cultural heritage of Newcastle and the Hunter Valley, its waterways, lands, sand dunes, and mountain ranges. The jersey pays tribute to the ancestors and creators in the dreaming, and the strength, determination and resilience of Aboriginal people through its depiction of an impenetrable wall of sacred shields.

Born in Newcastle in 1984, Black is a member of the Ridgeway family and is the grandson of respected Worimi Elder Uncle John Ridgeway. While he lives and creates on Gulidian and Wadawarung Country in the Victorian town of Colac, Black grew up a Knights fan thanks to his Pop's passion for the team.



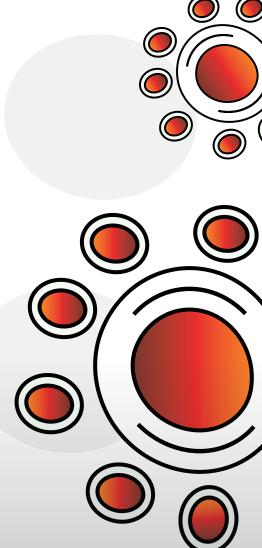


Relationships

Building and fostering respectful relationships with Aboriginal and Torres Strait Islander people is central to realising and living our vision for reconciliation.

We recognise that intentional partnerships with First Australians will create a genuine conduit to achieving unity, equity, trust, cultural knowledge, appreciation and resilience across our organisation, our region and beyond.

We will honour these relationships through all we do on and off the field. Through the game of rugby league we will encourage Aboriginal and Torres Strait Islander boys and girls to aspire to play for our Club and we will support these young people in achieving their personal goals. We will strive to create an organisation wide culture of inclusion and respect so that all First Australians feel welcome, valued and safe within our Club and at our games. And, through the community programs delivered by the Wests Knights Foundation, we will advocate for and educate Aboriginal and Torres Strait Islander people around health and wellbeing to help achieve better life outcomes.







Action

Deliverable

1. 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.

Organise at least one internal event each year for NRW (27 May - 3 June)

Register all our NRW events via Reconciliation Australia's NRW website.

RAP Working Group members to participate in an external event NRW event.

The NRL Indigenous Round is the Code's formal acknowledgement of National Reconciliation Week and the Knights will embrace this event to celebrate and elevate Aboriginal and Torres Strait Islander cultures.

Engage local artists, dancers and community groups to participate in Indigenous Round game day activities.

Invite a non profit organisation that supports First Nations communities to be the Knights' Indigenous Round charity partner with an opportunity to fundraise at Indigenous Round home games.

In the event the Indigenous Round falls on a Knights away game, the home match either immediately preceding or proceeding Indigenous Round (or, failing that, the closest home match to Indigenous Round) will serve to celebrate and elevate First Nations culture.

Staff and senior leaders to participate in at least one external event to recognise and celebrate NRW

Knights members and fans to participate in community events to recognise and celebrate NRW via promotion of local events on our website and/or social media channels.

Download and circulate Reconciliation Australia's NRW resources and materials to our staff.

2. Establish and maintain mutual beneficial relationships with Aboriginal and Torres Strait Islander stakeholder and organisatons.

Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement

Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations

Include a list of Aboriginal and Torres Strait Islander stakeholders and organisations on the Newcastle Knights website



Timeline	Responsibility		
March 2024 March 2025	Aboriginal Projects Officer Community Coordinator		
April 2024 April 2025	Aboriginal Projects Officer Community Coordinator		
27 May – 3 June 2024, 2025	Chief Commercial Officer		
May 2024 May 2025	Game Day and Events Manager		
May 2024 May 2025	Aboriginal Projects Officer Game Day and Events Manager		
May 2024 May 2025	Community Coordinator		
May 2024 May 2025	Game Day and Events Manager		
May 2024 May 2025	Chief Commercial Officer		
May 2024 May 2025	Aboriginal Projects Officer Digital Producer		
May 2024 May 2025	Aboriginal Projects Officer Community Coordinator		
March 2024 March 2025	Chief Commercial Officer		
December 2023	Aboriginal Projects Officer Chief Commercial Officer		
December 2023	Aboriginal Projects Officer Digital Producer		
		_	



3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector

Develop and implement an external communications plan to engage and inform key stakeholders and members about key outputs of our Reconciliation Action Plan

Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories at our internal NRW event.

Develop and implement an internal communications plan to raise awareness amongst all staff across the organisation about our Reconciliation Action Plan commitments.

Distribute our Reconciliation Action Plan to all staff, sponsors and community partner organisations we support.

Communicate our commitment to reconciliation publically

Upload the Reconciliation Action Plan to the Newcastle Knights website

Positively influence our external stakehoders to drive reconciliation outcomes.

Publish regular articles sharing the Newcastle Knights reconciliation journey across all digital and social media channels

Promote reconciliation through ongoing and proactive engagement with internal and external stakeholders

Collaborate with RAP organisations and other like-minded organisations to develop innovate approaches to advance reconciliation.

4. Promote positive race relations through anti-discrimination strategies

Continuously review and improve HR policies and procedures to identify existing anti-discrimination provisions and future needs to ensure fairness and equity for Aboriginal and Torres Strait Islander employees.

Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.

Develop, implement and communicate and anti-discrimination policy for our organisation.

Educate senior leaders and staff on respectful workplace diversity and inclusion policies.

Educate senior leaders on the effects of racism.







Respect

The Newcastle Knights believe that to achieve genuine reconciliation, the wider community needs to learn more about Aboriginal and Torres Strait Islander cultures and traditions so that we can truly understand the deep connection between First Nations people and their Country. The Club, with its large supporter base, is in a position to be a leader in this space.

We can influence and encourage the wider community to be respectful and open their minds and hearts to achieve greater understanding around cultural sensitivity, awareness and appreciation.









Action

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

Deliverable

Work with local Traditional Owners and other relevant Aboriginal community organisations to develop and deliver cultural sensitivity training 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 and/or cultural immersion).

Conduct a review of cultural learning needs within our organisation.

Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.

Develop, implement and communicate a cultural learning strategy document for our staff.

Provide opportunities for RAP Working Group members, HR managers and other key leaderships staff to participate in formal and structured cultural learning.

Promote Reconciliation Australia's Share Our Pride online information tool to all staff.

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. Develop, implement and communicate a cultural protocol document to govern continuing performance of Welcome to Country and Acknowledgement of Country at home games and all significant club events including Season Launch, Awards Night and other significant functions.

Increase staff's understanding of the purpose and significance behind cultural protocol, including Acknowledgement of Country and Welcome to Country.

Invite a Traditional Owner or Awabakal Elder to provide a Welcome to Country at significant events including first and last round home matches and Indigenous Round and provide an Acknowledgement of Country at all other home matches.

Staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.

Extend the wording of the Acknowledgement of Country to include surrounding nations ie Worimi, Wonnarua, Geawegal and Darkinjung.

Develop a list of key contacts for organising a Welcome to Country or Acknowledgement of Country and maintaining respectful partnerships.

Invite suitable/relevant Aboriginal and Torres Strait Islander community representatives to engage with the club to explain the significance of Welcome to Country and Acknowledgement of Country.

Design and display an Acknowledgment of Country plaque in the Knights Centre of Excellence.

Include an Acknowledgement of Country on all employee email signatures



Timeline	Responsibility	
April 2024 April 2025	Group Chief People Officer	
April 2024 April 2025	Group Chief People Officer	
April 2024 April 2025	Group Chief People Officer	
April 2024	Group Chief People Officer	
April 2024 April 2025	Group Chief People Officer	
July 2024 July 2025	Group Chief People Officer	
January 2024	Aboriginal Projects Officer Community Coordinator	
February 2024 February 2025	Aboriginal Projects Officer Community Coordinator	
February 2024 February 2025	Game Day and Events Manager	
July 2023	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2023 July 2024	Aboriginal Projects Officer Community Coordinator	
January 2024 January 2025	Aboriginal Projects Officer Community Coordinator	
January 2024	Group Chief Marketing Officer	
July 2023	Group Chief Marketing Officer	



Action

Deliverable

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. Raise awareness amongst staff around the meaning of NAIDOC week and promote community events in our local area.

RAP Working Group to participate in an external NAIDOC Week event.

Support external NAIDOC Week community events via staff and player appearances.

Promote and encourage participation in external NAIDOC Week events to all staff.

Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.

Invite the Newcastle Knights RAP Working Group to participate in an external NAIDOC Week event

Celebrate and promote NAIDOC Week via Knights matches that coincide with NAIDOC Week, home and away

8. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.

Establish an Aboriginal and Torres Strait Islander dates of significance calendar.

Develop a cultural leave policy to ensure no barriers to staff participating in important dates on the Aboriginal and Torres Strait Islander calendar like NAIDOC Week activities, or sorry business.

Staff to acknowledge and celebrate Aboriginal and Torres Strait Islander dates of significance throughout the year.

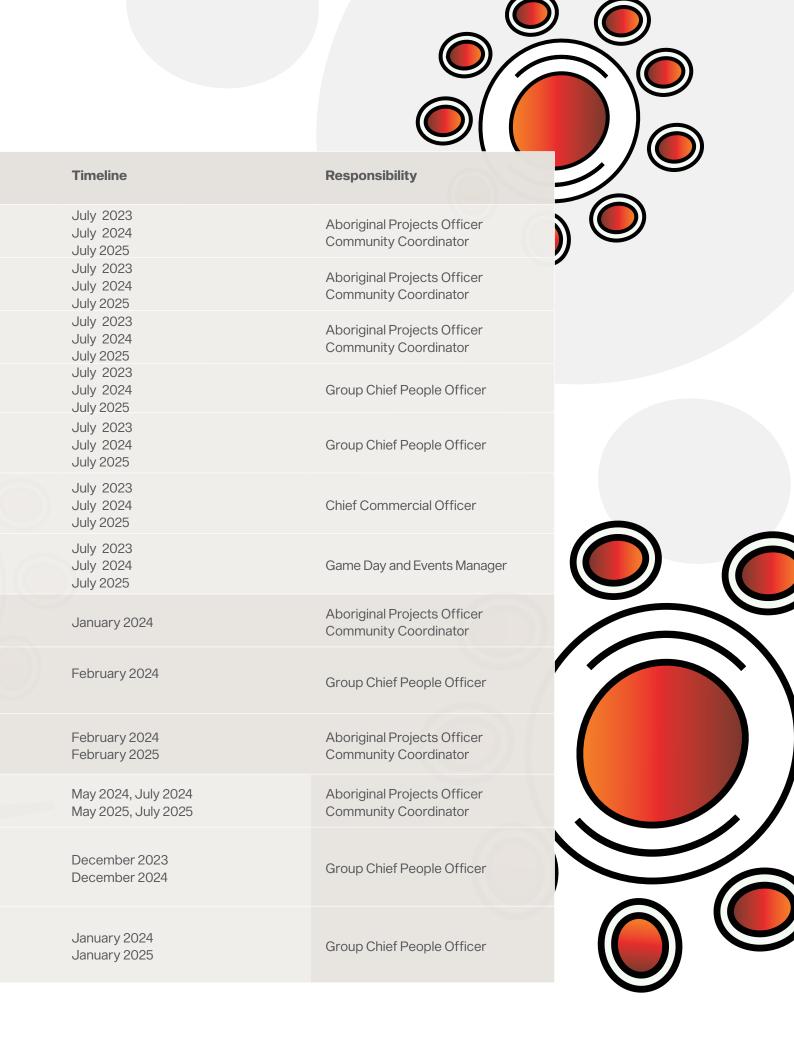
9. Educate and acknowledge the significance of January 26 in relation to the conflicting cultural significance of this date in Australia.

Staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.

Develop and implement and actively communicate a position in relation to the Australia Day public holiday, which allows relevant full-time staff to work on 26 January and take the public holiday leave day at a time of individual choosing.

Educate personnel across the organisation about the cultural sensitivities surrounding January 26 to ensure all staff are informed and respectful about personal choice relating to the above noted position and policy.







Opportunities

We are committed to creating opportunities that genuinely reflect and support our vision for reconciliation. In sustaining, developing and delivering internal and external facing opportunities, we will prioritise programs that enrich personal and community outcomes by promoting unity, excellence and equity in health, education and employment for all First Australians.

As an organisation we will commit to refining and implementing policy and procedure that will facilitate the engagement, employment, retention and professional development of Aboriginal and Torres Strait Islander people. We will also explore opportunities to support the wider industry by engaging and developing relationships with Aboriginal and Torres Strait Islander businesses to supply goods and services to our club.

Our external commitments will take a two pronged approach; we will continue our support of services and programs that have proven results in fostering positive outcomes for First Nations peoples and we will develop new programs and services that respond to clear social needs or disparities impacting Aboriginal and Torres Strait Islander people.

The Newcastle Knights' continuing support of the NRL's Adopt-A-School and School To Work programs is an example of our commitment of extending programs that work; both programs continue to achieve positive results in fostering personal learning, growth and confidence at varying stages of the education journey.

We will continue to work with the NRL on these and other programs that journey alongside young Aboriginal and Torres Strait Islander people as they realise their individual and collective potential. We will also continue and build on our existing Knight Strong Indigenous health and wellbeing program to support Aboriginal Medical Services and other health based organisations in delivering quality health programs to First Nations peoples across our region.









Action

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

Deliverable

Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.

Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.

Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.

Advertise all vacancies in Aboriginal and Torres Strait Islander media to effectively reach First Nation stakeholders.

Ensure Aboriginal and Torres Strait Islander players are available for selection for the Indigenous All Stars game and associated activities.

Develop and implement an Aboriginal and Torres Strait Islander employment, retention and professional development strategy with Aboriginal and Torres Strait Islander staff and community input.

Engage with existing Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.

Attract and maintain an Aboriginal and Torres Strait Islander workforce that is reflective of the community we serve.

11. Support Aboriginal and Torres Strait Islander students to improve education and employment outcomes through the NRL's School to Work program.

Provide assistance to the NRL School to Work Project Officers to ensure they have the support needed to deliver the program and achieve meaningful educations and employment outcomes for their students.

Celebrate the success of NRL School to Work participants and promote good news stories through our website and social media channels.

Engage NRL School to Work and other community based program participants in Indigenous Round game day activities.

Reward and recognise high performing NRL School to Work students and students from other community based programs with internships/game day experiences /work experience/employment opportunities.

Investigate creating a scholarship for Aboriginal and Torres Strait Islander students who excel in the NRL School to Work or other community based programs and wish to continue onto higher education or apprenticeships.

Investigate opportunities for the Wests-Knights Foundation to partner with industry to drive employment opportunities for Indigenous and Torres Strait Islander people.



Timeline	Responsibility	
March 2024	Group Chief People Officer	
March 2024	Group Chief People Officer	
March 2024	Group Chief People Officer	
March 2024	Group Chief People Officer	
February 2024 February 2025	General Manager of Football	
February 2024	Group Chief People Officer	
July 2024 July 2025	Group Chief People Officer	
December 2023 December 2024	Group Chief People Officer	
July, December 2023 July, December 2024	Aboriginal Projects Officer Community Coordinator	V
May 2024 May 2025	Aboriginal Projects Officer Community Coordinator	
May 2024 May 2025	Game Day & Events Manager	
November 2023, 2024 May 2024, 2025	Aboriginal Projects Officer Community Coordinator	
October 2023 October 2024	Chief Commercial Officer	
March 2024 March 2025	Chief Commercial Officer	



Action

Deliverable

12. Support improved personal development, health and wellbeing outcomes for First Nations people.

Deploy players/staff via the Adopt-a-School program to educate First Nations students about the importance of positive personal development, respectful relationships and health and wellbeing.

Through the Wests-Knights Foundation, customise and deliver the existing Knight Strong Indigenous health and wellbeing program to support Aboriginal Medical Health Services across our region in delivering high quality health programs for First Nations people.

13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity with our organisation.

Through the Wests-Knights Foundation, work collaboratively with communities and Indigenous organisations to develop programs that aim to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people in our local community.

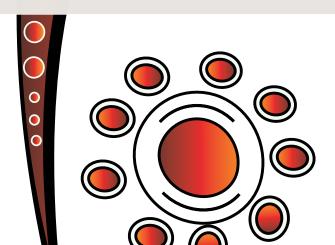
Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.

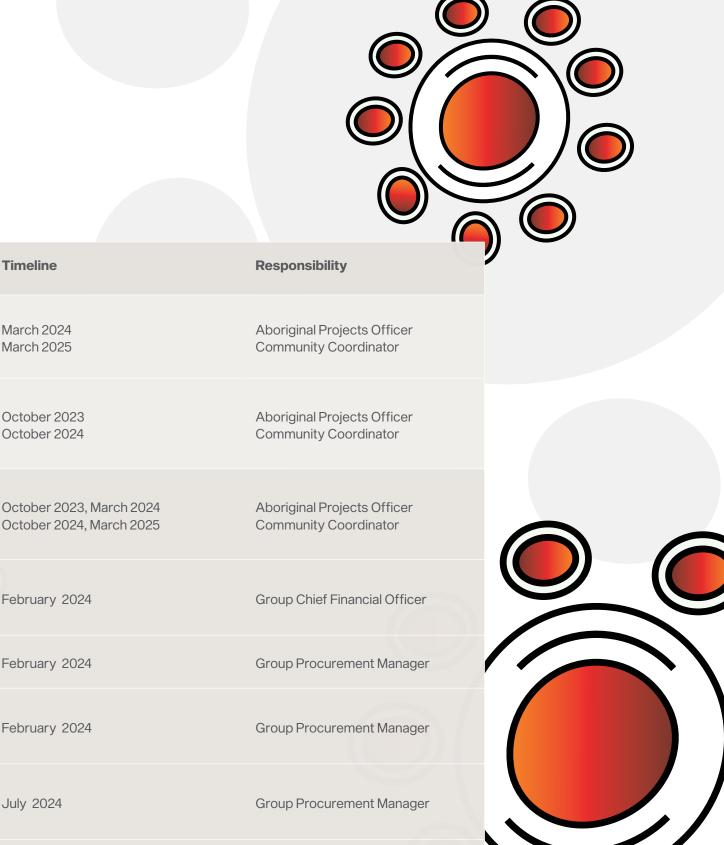
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy

Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services, including any businesses that may be used for personal purchases.

Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.

Investigate Supply Nation membership.





Timeline

February 2024

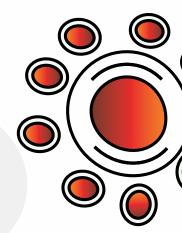
Group Procurement Manager



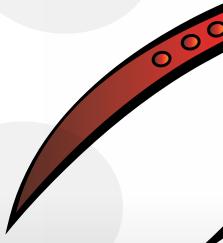
Governance

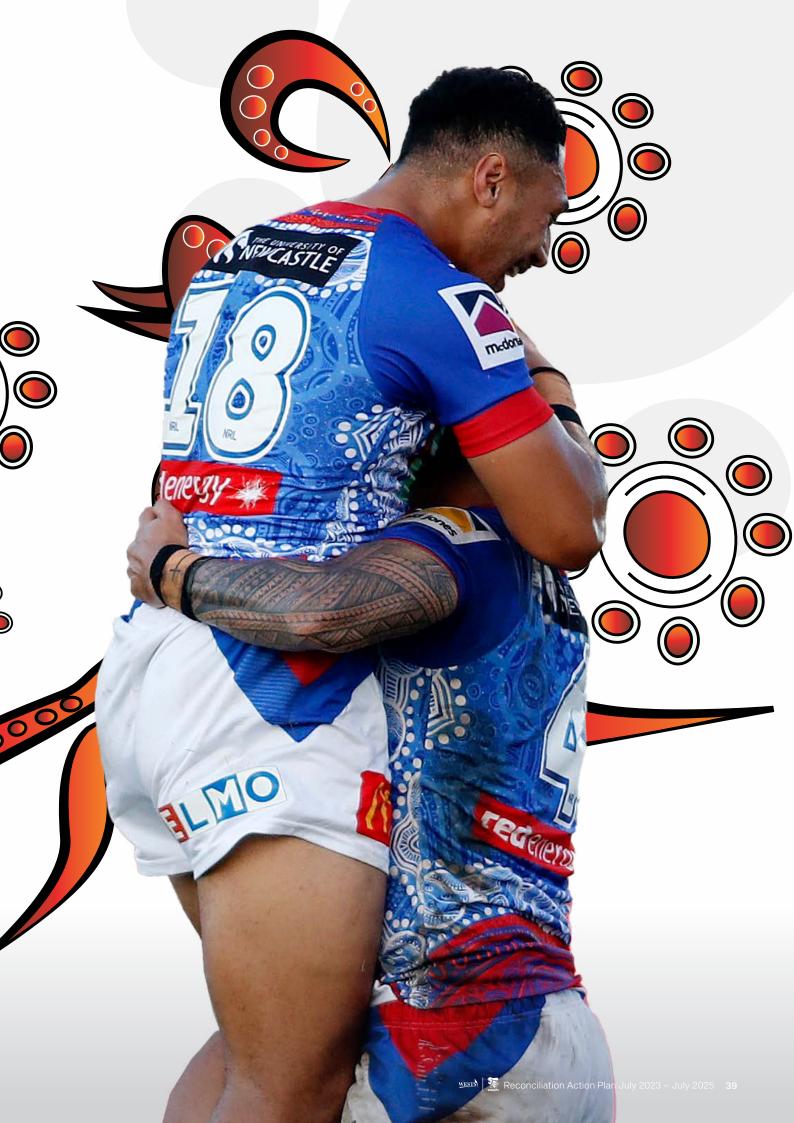
We are committed to ensuring strong governance is a core tenet of our Reconciliation Action Plan journey, supporting our vision for reconciliation.

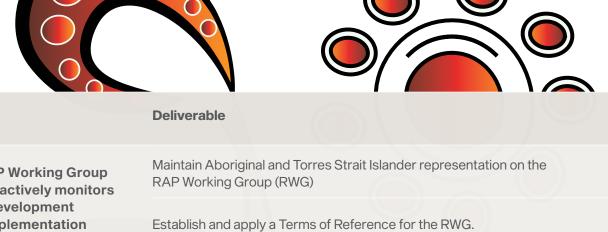
Through the commitment of our Board and our Executive Team through to frontline staff members, our reconciliation activities will be embedded across our organisation helping to facilitate greater understanding in our people and in the communities we represent.











14. RAP Working Group (RWG) actively monitors **RAP** development and implementation of actions, tracking progress and reporting.

Action

RWG oversees the development, endorsement and launch of the RAP.

Meet at least four times per year to monitor and report on RAP implementation.

Publish RAP Working Group Report on Knights Website

15. Build accountability and transparency through reporting RAP achievements, challenges.

Contact Reconciliation Australia to verify that our primary contact and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.

Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.

Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.

Report RAP progress to all staff and senior leaders quarterly.

Publicly report our RAP achievements, challenges and learnings annually.

Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.

Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP

16. Provide appropriate support for effective implementation of RAP commitments

Appoint and maintain an internal RAP Champion from senior management.

Define resource needs and budget to support RAP implementation.

Engage our senior leaders and other staff in the delivery of RAP commitments.

Define and maintain appropriate systems to track, measure and report on RAP commitments.

17. Review, refresh and update RAP

Register via Reconciliation Australia's website to begin developing our next RAP.



Timeline	Responsibility	
January 2024 January 2025	Chief Commercial Officer	
October 2024	Chief Commercial Officer	
July 2025	Chief Commercial Officer	
September, December 2023 March, June, September, December 2024 March, June 2025	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2023 July 2024	Chief Commercial Officer	
August 2023 August 2024	Chief Commercial Officer	
September 2023 September 2024	Chief Commercial Officer	
October 2023 January, March, June & October 2024 January, March, June 2025	Chief Commercial Officer	
July 2024 July 2025	Chief Commercial Officer	
May 2025	Chief Commercial Officer	
July 2025	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2023	Chief Commercial Officer	
July 2024	Chief Commercial Officer	







