



National Rugby League

Elevate Reconciliation Action Plan

May 2024 - May 2028



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The National Rugby League acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this country and their continuous connection they have to the lands, water, valleys, and mountains.

We pay our respect to them, their cultures and customs and to their Elders past, present, emerging and the stolen generations.

We believe that reconciliation is a journey that all Australians play a part in.

As a game we are committed to the ongoing journey towards truth telling and reconciliation.

We recognise and value the contribution Aboriginal and Torres Strait Islander people have made to the greatest game for all, Rugby League.



Gathering in Unity: NRL's Reconciliation Journey

In the heart of the NRL's Reconciliation Journey lies a vibrant tapestry of stories woven by the hands of unity, respect, and understanding. This artwork breathes life into the sacred steps taken by the NRL towards inclusion and celebration of Aboriginal and Torres Strait Islander peoples.

At its centre, the Gathering Symbol stands tall, embodying the NRL and its people, intertwining cultures and knowledge. Together, they walk hand in hand, sharing wisdom and embracing diversity.

Flowing beneath, the sea country connects us to our ancestral waters, while a winding river whispers tales of inland journeys. Three sacred circles mirror our waterholes, nurturing life and heritage.

Six symbols of NRL's Transformation Projects dance across the canvas, each echoing stories of resilience and triumph. From the solemn Uluru Statement from the Heart to the pulsating rhythms of the NRL Indigenous All Stars, each represents a thread in the rich fabric of reconciliation.

Men and women stand side by side, wielding tools of tradition and strength. Spears, shields, boomerangs, and didgeridoos sing alongside coolamons and clap sticks, painting a portrait of empowerment and legacy.

Along the left, the company values stand strong, interconnected by waves of unity. Handprints bridge the gap between Indigenous and non-Indigenous, forging pathways of opportunity and support within the NRL.

At the artwork's heart lies a gathering symbol, drawing all Aboriginal and Torres Strait Islander peoples into its embrace. Seventeen green symbols flank it, representing the NRL teams, each a beacon of inclusion and diversity.

Above, the sun bathes the land in its golden embrace, while mountains stand tall, guardians of our shared heritage. In the corner, a football field beckons, a sacred ground where unity finds its voice.

And amidst it all, animal tracks trace the footsteps of our ancestors, reminding us of the spirits that walk alongside us, guardians of the land and its stories.

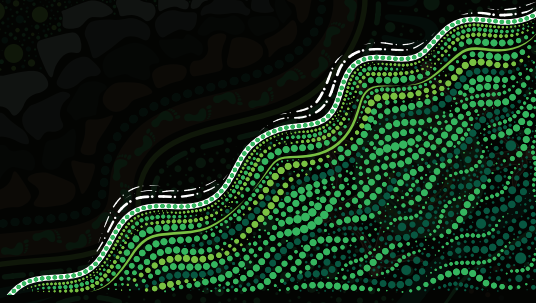
In this artwork, the NRL's Reconciliation Journey unfurls like a living canvas, painting a picture of hope, unity, and celebration for generations to come.







Gathering Symbol



Sea Country



Six Symbols of Transformation Projects



Sun



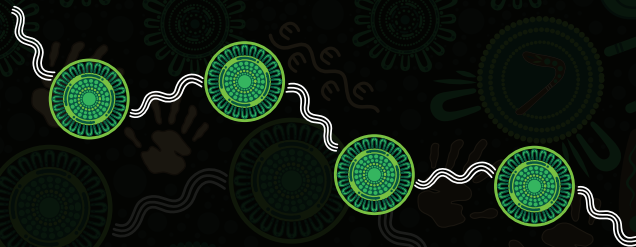
Journey River



Waterhole



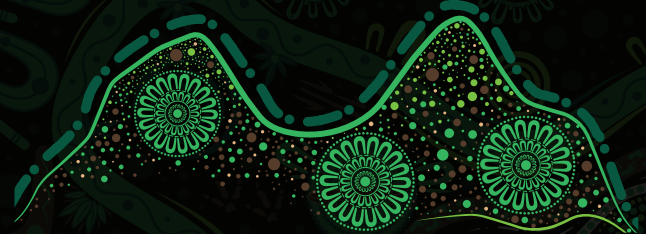
Men and Women Tools



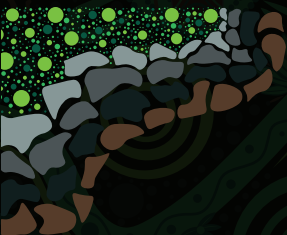
NRL Values



NRL Teams



Mountains



Land



Boomerang



Footprints



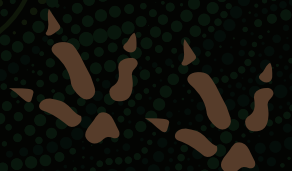
Handprints



Goanna Tracks



Kangaroo Tracks



Emu Tracks

Aboriginal Artist and Graphic Designer - Lani Balzan

Lani Balzan is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic art, logo design, Reconciliation Action Plans and document design.

Lani is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and has lived in many different towns starting her business in Illawarra NSW and recently relocating to Mid-North Queensland.

In 2016 Lani was announced as the NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating Aboriginal art since 2013 and has continued success across the country.

One of her biggest goals and aspirations with creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about the amazing culture we have here in Australia.

www.aboriginalartbylani.com.au



Our 2024-2028 Elevate Reconciliation Action Plan (RAP) aims to unite, educate, and inspire by championing equality for Aboriginal and Torres Strait Islander peoples in the National Rugby League and throughout Australia.

The relationship between Aboriginal and Torres Strait Islander peoples and Rugby League runs deep. We firmly believe that Rugby League can drive change and, as an organisation, we are committed to maintaining our strong voice for progress.

In 2018, the NRL was proud to become the first national sporting organisation to develop an Elevate Reconciliation Action Plan. Standouts of our 2018-2022 Elevate RAP included celebrating 10 years of the NRL School to Work program, which has supported more than 3000 Aboriginal and Torres Strait Islander young people; establishing the elite women's Indigenous Players Advisory Group; and appointing senior managers to deliver our Indigenous Strategy.

At every step of the way, we showcased Indigenous culture and excellence through initiatives like the All Stars concept and the NRL Indigenous Round, which remain highlights of the NRL calendar.

These experiences have been invaluable in the development of our 2024-2028 Elevate RAP, which builds on previous achievements and sets new targets that align with our vision of being the most inclusive and diverse sports community in Australia.

Together, we renew our commitment to making a positive difference in the lives of Indigenous people. We demonstrate this commitment by calling out racism and continuing in our mission to eradicate it from the game, by showcasing our respect for Indigenous customs, and by creating opportunities for all Australians to learn about the importance of country, language and culture.

Our four-year Transformation Project is underpinned by three strategies to elevate Indigenous people and connect with Australians:

- ↳ the development of NRL Indigenous Historian Project.
- ↳ the pioneering NRL Indigenous All Stars event.
- ↳ our ambitious 'Beyond the Field' employment and representation plan.

Our 2024-2028 Elevate RAP is an ambitious, brave, and future-focused initiative. Under its guidance, I look forward to seeing the NRL continue to advance social justice, cultural awareness and economic opportunities for Aboriginal and Torres Strait Islander communities on and off the field, and at every level of the game.

We recognise that we still have a long way to go. We understand that reconciliation is not a one-off event, but rather a journey that requires ongoing trust, respect and action.

It is with this spirit of trust and respect and with a renewed commitment to meaningful action that we launch our new Elevate RAP, and look ahead to the legacy of understanding and unity that it will create, for sportspeople, fans and all Australians.

Andrew Abdo

National Rugby League – Chief Executive Officer





On behalf of all members of the Australian Rugby League Indigenous Council I would like to congratulate Mr Andrew Abdo, NRL CEO and his staff on the game's 5th Reconciliation Action Plan and thank the members of our Council for their contribution to its development.

Rugby League is a game for all and is one of very few parts of Australian society where Indigenous Australians' over-representation is viewed from a lens of success and can be widely celebrated. It reflects what is possible when Indigenous Australians are engaged at every level of the game, and it continues to leverage these lessons into outcomes in education, training, economic participation, health and well-being.

The game has shown leadership in calling out racism and to make it very clear there is no room for it anywhere in our game and we will continue our efforts to eradicate it completely. Throughout the entire Rugby League calendar, the game showcases respect for Indigenous protocols, celebrates events and creates the opportunity for all Australians to better understand the importance of country, language and culture. Through these activations the game contributes to a better understanding across the Rugby League community of our shared history and its impacts, as well as demonstrating a way forward together where everyone wins. I am proud of the work done in Rugby League to develop self-respect and social responsibility to encourage greater inclusion within our communities.

The voice of Aboriginal and Torres Strait Islander peoples is heard through every level of the game with Indigenous Players Advisory groups representing our elite female and male playing groups, senior roles dedicated to and filled by Indigenous people, the ARL Indigenous Council providing advice on strategic issues to the Executive and Commission, and of course Professor Megan Davis who sits as an ARL Commissioner.

Katrina Fanning AO PSM - Wiradjuri Nation

Chair of Australian Rugby League Indigenous Council

On behalf of Reconciliation Australia, I congratulate the National Rugby League (NRL) on its formal commitment to reconciliation, as it implements its second Elevate Reconciliation Action Plan (RAP), its fifth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program facilitates organisations to advance reconciliation in their workplace and through their business. The RAP framework is designed for continuous development, pushing organisations to constantly assess and expand on their commitments.

Signing on to an Elevate RAP means that an organisation has shown a track record of embedding effective reconciliation initiatives, as well as the intention and drive to step up as an exemplary leader in advancing national reconciliation. With this new RAP the NRL continues the work it started with its first Elevate RAP, committing to creating transformational change at scale. This means acting upon the NRL's unique mix of mass market reach and strong participation from Aboriginal and Torres Strait Islander people at all levels of the sport to model the importance of reconciliation and creating a better Australia.

The NRL has been particularly invested and adept at using its platform to uphold and celebrate Aboriginal and Torres Strait Islander cultures to its broad audience. The key to this mission is building pride for First Nations cultures and success, as well as showing how instrumental Aboriginal and Torres Strait Islander people have been to the triumph of the sport. In its last Elevate RAP, Major NRL events, such as its All Stars Match and Indigenous Round have served as powerful drivers for recognising the excellence of First Nations players, coaches, managers, and administrators, but also in showcasing the strength and resilience of Aboriginal and Torres Strait Islander cultures. These events, among many other of the NRL's initiatives, are consistently amplified by broadcast and streaming partners, and have significantly contributed to fostering the understanding and knowledge of its audiences.

Building on these achievements, the NRL's new Elevate RAP is set to further centre Aboriginal and Torres Strait Islander peoples, cultures and achievements at the heart of Rugby League.

The NRL's transformation project includes the development of the NRL Indigenous Historian Project, which will travel nationally to research and document the rich Aboriginal and Torres Strait Islander history in the game of Rugby League. Publishing and amplifying the historical contributions of Aboriginal and Torres Strait Islander pioneers will impress on supporters the importance of our shared history. It will also strengthen the role of Aboriginal and Torres Strait Islander people as national symbols of pride and leadership.

Furthermore, the NRL All Stars initiative will continue to demonstrate, on a grand scale, that connection to culture and Aboriginal and Torres Strait Islander people setting the agenda leads to excellence. This includes fostering cultural and community relationships during player camps, as well as the commitment to reinvest any financial surplus into developing coaching, referee, and management pathways. Noteworthy is the pledge that all All Stars coaches and managers will be Aboriginal and Torres Strait Islander people, ensuring authentic representation and leadership within the program. Likewise, the NRL is also looking to increasing the representation of Aboriginal and Torres Strait Islander peoples in key leadership and elite sports management and coaching roles to 5% by 2028.

These initiatives, encompassing growing its First Nations leadership, building knowledge about our shared history, and respecting and fostering connection to culture, shows the NRL continuing to build on its achievements and use its vast influence to contribute to a more just, equitable and reconciled Australia.

On behalf of Reconciliation Australia, I commend the National Rugby League on this Elevate RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





With a rich history dating back to its creation in 1908, Rugby League is a community-based sport played by hundreds of thousands across Australia.

The Australian Rugby League Commission (**ARLC**) was formed in 2012.

It is the single controlling body and administrator of the game in Australia and governed by eight independent Commissioners. ARLC's objectives is to oversee the strategic direction for the game and works to ensure the administration across all levels of Rugby League can meet the demands of being a modern, professional, and well governed sport.

The NRL administers the world's premier Rugby League competitions comprising 17 men's teams and 10 women's teams.

NRL currently has a workforce of 434 employees across the nation and 15% of its employees identify as Aboriginal and/or Torres Strait Islander people.

As a National Sporting Organisation, the NRL is responsible for developing Rugby League in communities across Australia. The NRL operates in every state and territory in Australia with operations substantially focused on New South Wales (**NSW**) and Queensland (**QLD**).

The NRL proudly supports the largest and most comprehensive community relations program in Australian sport, known as NRL Community. It provides a platform for Rugby League to drive powerful social change with a particular focus on children and young people.

Each year more than four million Australians attend the Telstra NRL and NRLW Premierships and Ampol State of Origin series which cumulatively attract more than 142 million broadcast and streaming viewers. The Men's State of Origin Series and our Grand Finals Day are typically four of the top five viewed television broadcasts in any year. More than 250,000 Australians play, referee, coach or volunteer in our registered grassroots - Club Rugby League. Over 1 million more Australians regularly participate in other formats of the Game, including grassroots, school gala days and competitions across the country, junior and pathway competitions, Touch Football, Wheelchair, All Abilities and LeagueTag.

The NRL works with Fox Sports and Nine Entertainment Company to amplify the stories of our Aboriginal and/or Torres Strait Islander players, history, participants and initiatives. As part of the NRL sponsors we also work closely with some of Australia's largest companies including Telstra, Ampol, DoorDash, Harvey Norman, Westpac and Kia.

The NRL's member organisations include NRL clubs, New South Wales Rugby League (**NSWRL**) and Queensland Rugby League (**QRL**). NSWRL and QRL operate Rugby League grassroots and pathway competitions in their respective states to policy and strategy guidelines agreed upon centrally.

The NRL also delivers grassroots and pathway competitions in Victoria, South Australia, Western Australia and Northern Territory via our Affiliated State bodies.



At the National Rugby League (NRL), our vision is to elevate and celebrate the vibrant cultures of Aboriginal and Torres Strait Islander peoples and communities.

We are dedicated to creating connections and fostering education among all Australians about the profound history of Aboriginal and Torres Strait Islander peoples. Recognising the existing disparities, we are committed to championing equality for Aboriginal and Torres Strait Islander peoples.

We firmly believe that Rugby League can be a catalyst for equitable change, leading to the success and unity of a reconciled nation. This conviction has driven us to develop our Reconciliation Action Plan (RAP). Leveraging our extensive influence across both mainstream and Aboriginal and/or Torres Strait Islander Australians, the NRL is poised to instigate systemic transformation by:

-  Educating mainstream Australia about the rich tapestry of Aboriginal and Torres Strait Islander peoples, their cultures, histories, and lands.
-  Commemorating the remarkable achievements of Aboriginal and Torres Strait Islander peoples, both on and off the field, showcasing excellence at the pinnacle of elite sports.
-  Uniting Australians of diverse races, genders, and backgrounds, fostering an inclusive understanding of the imperative for, and the power of collective contribution to, a reconciled nation.

We recognise the distance yet to be covered, but with using our national footprint as our platform, we are driven to create a legacy of understanding, respect, and unity that will echo across generations.

The NRL holds the distinction of being the first national sporting organisation' to create a Reconciliation Action Plan (RAP). From its inception, the NRL has maintained a strong connection and a proud history with Aboriginal and Torres Strait Islander peoples and communities, who have played the game since its early days. Rugby League has served as a platform for the sharing of history, culture, inclusivity, passion, and pride.

Our current leadership program sought out to ensure Rugby League continues to be a powerful vehicle for positive change in Aboriginal and Torres Strait Islander peoples and communities and Australia more broadly. We aimed to help communities thrive, to lead and inspire people to be the best they can be, by providing pathways and opportunities to live positive, respectful and healthy lives.

In our 2018 – 2022 RAP the key elements of our leadership project include the following:



Driving social change by delivering programs with Aboriginal and Torres Strait Islander communities to enhance their mental health, prevent family violence and support their education and employment goals. We are proud of our achievements in this space. Each year of the RAP cycle, we delivered more than 15 NRL Voice Against Violence and NRL State of Mind programs to 29 distinct Aboriginal and Torres Strait Islander communities. Our NRL School to Work program adapted to online delivery during lockdowns and continued supporting Aboriginal and Torres Strait Islander youths to become leaders of their community. Between 2017-2020 the NRL School to Work program supported 1,420 youths complete their HSC (94% success) with a 494 youths commencing employment (98% success rate) and 561 youths obtaining educational placements. Between 2021 and the present, more than 1,000 students commenced the program, with 480 completing their HSC in 2021 (96% success) with a current social return of investment of \$4.40 for every dollar invested.



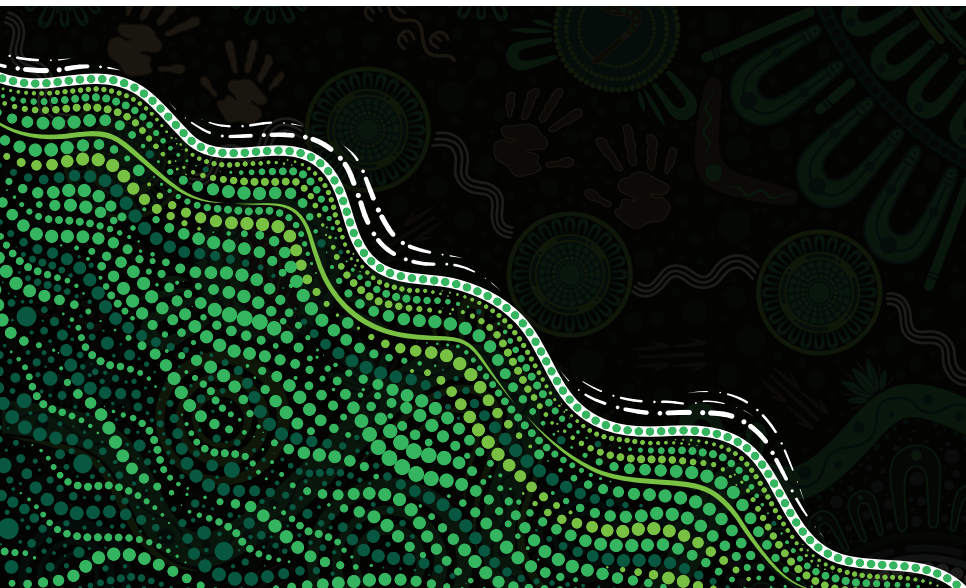
Celebrating Aboriginal and Torres Strait Islander cultures and achievement through our NRL major events, resulting in a greater understanding of Aboriginal and Torres Strait Islander history and improved relationships between all Australians. There is (still) nothing like our All Stars, a celebration of Aboriginal and Torres Strait Islander culture, tradition and history, and the excellence and achievements of our men and women players, coaches, managers and administrators.



The celebration of cultures and achievement occurred consistently and prominently during Indigenous Round, NAIDOC Week, each State of Origin and the NRL Grand Final. NRL broadcast and streaming partners amplified that celebration into the homes of millions of Australians (during four of the top five television programs in any year) and further via NRL, Nine and Foxtel/Kayo social media channels.



Coordinating with Australia's major sporting organisations to use sport to achieve reconciliation. The NRL, working through the Coalition of Major Professional and Participation Sports (COMPPS), has established the First Nations working group with representatives from each sport. The Steering Committee engages on Indigenous issues including the use of the Aboriginal Flag during the period of ownership rights and racial discrimination. For the past year COMPPS meeting includes the coordination of support for the Uluru Statement on the agenda. This was key for sporting organisations to unify our key messaging to reach Australians and identify opportunities to work with other institutions to actively promote reconciliation. The group shared resources, tools, learnings and plans relevant to their respective sports.



We experienced a number of challenges in achieving our past leadership project. The events of the pandemic in 2020 and 2021 were some of the most challenging times for the game of Rugby League and the NRL in our history. With elite and community sport called off in the March 2020 lockdowns, the NRL's revenues dropped to nil and over 95% of the NRL employees were stood down until the competition could be restarted. Accepting reduced revenue to restart the competition, the NRL also reduced the workforce by 100 employees or approximately 25% of its employee workforce prior to the pandemic.

In 2021 the NRL moved the entire competition – including 12 interstate teams, referees, support staff, partners and children – to Queensland to maintain the season. During this time the NRL was almost entirely consumed with keeping our players, their families, our staff and the people of Queensland safe from COVID whilst scheduling, rescheduling and moving fixtures with a days' (sometimes even hours') notice.

In our 2018 – 2022 RAP, our key challenges included the following:

Cultural competency: during this time we had not reviewed or updated our cultural training. This presented delays in development of our ongoing cultural learning journey for NRL staff. Additionally data from the 2021-22 Reconciliation Australia Leadership Survey, a survey which measures the perceptions and attitudes on reconciliation within organisations that have a RAP revealed:

- **80% of staff know of the NRL's First Nations cultural learning strategy (vs 66% for RAP Leadership Organisations)**
- **20% of staff describe the NRL's First Nations cultural learning strategy as very easy to access (vs 34%)**
- **46% of staff had not participated in cultural learning/training sessions in the previous 12 months (vs 38%)**
- **12% identified non-Indigenous employees as being primarily responsible for organising reconciliation activities and advancing outcomes (vs 19%)**

Supplier diversity: despite the NRL regularly procuring from a large number of Indigenous suppliers we did not maintain a register or measure our progress in this area.

Elite Pathways: we did not meet our target of 15% of men and women players at elite levels, despite our dedicated efforts and resourcing.

Leadership and connection with our RAP cohort: during our current RAP and as an impact of the pandemic, the NRL's contact with Reconciliation Australia and leadership amongst the RAP organisations dropped off.

Measurement: our measurement of the success of key initiatives, including Indigenous procurement and the impact of our cultural elevation during All Stars and Indigenous Round, has been inconsistent and ad hoc.

Our previous leadership project also had a number of successes, including:



Cultural protocols have been deeply embedded across the game, with an Acknowledgement of Country performed at all NRL community events. Major events also feature Welcome to Country performances by Traditional Owners.



The NRL Indigenous All Stars event has been expanded to benefit and unite communities. Serving as the marquee pre-season NRL event, it includes the annual All Stars match between the Indigenous All Stars and the Māori All Star team. This week-long celebration of Rugby League's commitment to Aboriginal and Torres Strait Islander peoples encourages reconciliation through various events, community engagement, and school activities.

The NRL aims to foster thriving Aboriginal and Torres Strait Islander communities, inspiring individuals to be their best selves. It provides pathways and opportunities for positive, respectful, and healthy lives. Ultimately, the NRL strives to contribute to a reconciled community that is free from discrimination and promotes equitable and unified nation-building.

We have worked with Reconciliation Australia, our expert consultants, our advisory councils and our RAP Working Group to identify and address the challenges and root causes that we faced in our journey. Our Transformation Project is built on the foundation of these learnings and achievements.



Case Study 1 – School to Work Participant, Meripa Teo (St George Illawarra Dragons Participant)



Meripa Teo is a proud Dharawal woman who is a participant in our NRL School to Work program. Located in our St George Illawarra Dragons catchment area, Meripa has been with the program since early 2021, and has been supported by Ani Ta'ase our Project Officer for the Dragons.

Meripa completed her Year 12 studies at Corrimal High School. During her final year of studies Meripa had been very engaged with the School to Work program and attended every school visit that our Project officer organised.

In late 2022 Ani met with Meripa at her school and started exploring and proactively looking for career opportunities in engineering. Ani provided Meripa with an application for a cadetship in engineering with Bluescope industries. Successfully completing the application, Meripa made the final interviews for her chosen career which aimed to help with her transition from school to further employment.

A few months down the track Meripa informed Ani that she had been accepted into University and gained a traineeship in engineering with BlueScope industries. Her courses and traineeship started in January of 2023.

Meripa is a strong advocate of equality and proud to be a woman in STEM (Science, Technology, Engineering & Mathematics). Ani chatted with Meripa in the lead up to International Women's Day for 2023 and she had this to say in celebration of women:

"STEM is becoming more 'female'-dominated for sure. My fellow first-year Cadets are dominated by women, and I feel proud knowing how many generations of women have come before us to open the doors to this space. Their actions mean more than we can recognise, and I am so very grateful. In terms of the industry as a whole, yes, I am aware that we women are the minority. To put it simply, for so long women's intelligence has been considered less or not comparable to a man's - in our ever-changing society, this stereotype is still embedded. However, I believe my presence and the growing number of women in STEM will assist in debunking this hindering stereotype tenfold. Large credit is due to BlueScope for instilling confidence and offering enormous support to ensure that I can meet my goals as a young First Nations woman in this industry."

We are proud to have Meripa part of our NRL School to Work program and look forward to seeing where her journey takes her next.



Case Study 2 – NRL Indigenous Youth Ambassador 2022, Taimana Elers (Newcastle Knights Participant)



Taimana is a proud Aboriginal man from the Worimi tribe of the Port Stephens NSW region and was born and raised on Awabakal Worimi lands in Newcastle NSW.



He is a remarkably talented and gifted athlete across multiple sports and is often selected as team captain because of his hard working, humble and dedicated nature to his sports and schooling.

Taimana currently attends Hunter Sports High School for Rugby League as part of the school's talented sports program.

In 2022 Taimana was selected to attend the NRL Indigenous Youth Leadership Summit, along with 68 Indigenous youth from around the nation. During this summit he was elected by his peers as the male Indigenous Youth Ambassador.

As a Year 12 student, and current School Captain of his high school, he has represented the school, region, and state for six years in athletics, cross country, Rugby League, rugby union and touch football. Notably at the end of year school assembly, Taimana was named as one of 12 athletes (from a possible few hundred athletes at the school) for the prestigious naming of Hunter Sports High School's athlete of the month.

His recent major selections include being named in the Australian 18s Touch Football team which competed in the Asia Pacific Games in Brisbane (May 2023) winning Gold against New Zealand, named in the 2023 NRL Indigenous All Star Touch Football Australia team (Feb 2023) where he travelled to Rotorua New Zealand to play before the Indigenous v Māori All Stars Rugby League game and he was named in both the NSW Combined High Schools (CHS) teams for the Boys Opens touch football for the 2nd consecutive year and NSW CHS Rugby Union team.

Taimana wishes to continue his sporting dreams in Rugby League, rugby union and touch football. His passion is to represent at the highest levels in one or all three codes. He wishes to also further his studies in Communications & Media / Sports Journalism. Being part of the NRL School to Work program has provided many opportunities to spread his wings wider within the culture, community and leadership spaces. The NRL School to Work program gave him the confidence to be a role model, make positive change, and (after gaining the ambassador role) he was successful in being elected school captain.

Taimana is wise and his advice to other young people is to be proud of who you are, stand up for what you believe in, be respectful, be humble, be kind and know that anything is achievable if you work hard and stay committed to your end goal.



As a sport we have been deeply committed to reconciliation. In 2008 we were the first National Sporting Organisation to develop a RAP and in 2014 we were again the first to develop a Stretch RAP. 2024 will see the NRL develop its second Elevate RAP.

The NRL RAP achievement for the past 15 years has grown from strength to strength. Early in the journey the NRL focussed on the establishment of advisory groups and a governance structure that built the foundations for delivering fundamental reform on our journey to a reconciled Australia.

Established as a key objective of Rugby League's 2008-2009 RAP, the Australian Rugby League Indigenous Council (ARLIC) represents the views and ideas of Aboriginal and Torres Strait Islander peoples and acts as a sounding board for the Australian Rugby League Commission and the game more broadly, in the development and revision of policies, procedures and programs. ARLIC provides strategic advice as required from time to time to all key stakeholders within the game, in line with the Australian Rugby League Commission Strategic Plan. ARLIC also provides strategic advice on the implementation of the RAP in its capacity as a member of the RAP Working Group.

Membership consists of:



Alongside ARLIC, the Indigenous Players Advisory Group (IPAG) and Women Indigenous Players Advisory Group (WIPAG) represents the views and interests of all Aboriginal and Torres Strait Islander players across the NRL and NRLW squads. Selected by their peers, IPAG and WIPAG meet regularly to discuss issues that impact on the playing group and provide advice and guidance to the NRL Executive and ARLIC.





Men



Name	NRL Club	Aboriginal and/or Torres Strait Islander Nation / Tribe
⇒⇒⇒ Ryan James	Gold Coast Titans	Bundjalung
⇒⇒⇒ Nicho Hynes	Cronulla Sharks	Wiradjuri
⇒⇒⇒ Cody Walker	South Sydney Rabbitohs	Yuin / Bundjalung
⇒⇒⇒ Latrell Mitchell	South Sydney Rabbitohs	Biripi
⇒⇒⇒ Jack Wighton	South Sydney Rabbitohs	Wiradjuri
⇒⇒⇒ David Fifita	Gold Coast Titans	Badu Island
⇒⇒⇒ Hamiso Tabuai-Fidow	Dolphins	Saibai Island
⇒⇒⇒ Josh Addo-Carr	Bulldogs	Gadigal / Gunggandji / Wiradjuri

Women



Name	NRL Club	Aboriginal and/or Torres Strait Islander Nation / Tribe
⇒⇒⇒ Tahlulah Tillett	North Queensland Cowboys	Torres Strait Islander- Moa Island
⇒⇒⇒ Bobbi Law	St George Illawarra Dragons	Worimi
⇒⇒⇒ Quincy Dodd	Cronulla Sharks	Dharug
⇒⇒⇒ Caitlan Johnston	Newcastle Knights	Gamilaroi / Awabakal
⇒⇒⇒ Taliah Fuimaono	Gold Coast Titans	Wiradjuri



Our RAP and Transformation Project have been co-created with internal and external stakeholders, including all of the NRL's formal Aboriginal and Torres Strait Islander advisory bodies. This consultation has included:

- ↳ **The Australian Rugby League Indigenous Council (ARLIC)**
- ↳ **Male and female Indigenous Player Advisory Groups (IPAG, WIPAG)**
- ↳ **The NRL's Indigenous Employee Network (IEN) and NRL RAP Working Group (RAPWG)**
- ↳ **NRL Clubs**
- ↳ **NSW Rugby League and Queensland Rugby League**
- ↳ **Indigenous owned businesses including Arrilla Consulting**
- ↳ **Stretch and Elevate RAP organisations**
- ↳ **Coalition of Major Professional and Participation Sports (COMPPS)**

Consultation, including deep listening, will continue throughout our Transformation Project. ARLIC, IPAG, WIPAG, IEN and the RAPWG continue as Aboriginal and Torres Strait Islander peoples advisory bodies to the NRL in successfully achieving our RAP and Transformation Project.



For thousands of years
Aboriginal peoples Kinship
systems is way of being. It
is how a person identifies
themselves with country, it is
our social hierarchy.

Kinship systems tie us all together. Those
in the circle all have obligations and
responsibilities, we all care for one another.

The Kinship circles are Symbolic. There is no
end to the circle which represents that our
continuous connection is endless and that we
are all equal.





Our RAP Working Group is a crucial group focused on promoting reconciliation and improving relationships with Aboriginal and Torres Strait Islander peoples in Australia. It is evident that our RAP Working Group consists of representatives from various business units within the NRL. This diverse group is responsible for monitoring the implementation and progress of our RAP. Six members of the RAP Working Group are Aboriginal and/or Torres Strait Islander employees which is a positive step towards ensuring authentic and inclusive representation in the planning and execution of reconciliation efforts throughout our journey.

NRL's RAP Working Group Members

Executive Sponsor: Andrew Every, Executive General Manager – Strategy, Technology and Transformation

RAP Working Group program leads:

Danny Allende, Wiradjuri and Gomeroi

Senior Manager – Indigenous Strategy

Alanah Scholes, Gamilaroi, Dunghutti and Anaiwan

RAP Program Manager



Members:

- | | | |
|-----|------------------------------|-------------------------------------|
| 1. | Jessica Goddard | Partnerships |
| 2. | Jason Solomon, Wiradjuri | School to Work |
| 3. | Jessica Skinner, Barkindji | Pathways |
| 4. | Luwis Fernando | Community |
| 5. | Christopher Prabu | Finance |
| 6. | Charlotte Olsen | Legal |
| 7. | Cara Stagg | People, Performance & Pathways |
| 8. | Neil Richards | Participation |
| 9. | Caitlin Trindall, Gamilaraay | Integrity |
| 10. | Maddy James | Football Operations |
| 11. | Kirsten O'Brien, Wiradjuri | Digital |
| 12. | Dylan Hides | Strategy |
| 13. | Michael Lambrou | Marketing |
| 14. | Nick Parmenter | Public Relations and Communications |
| 15. | Farrah Lance | Events |



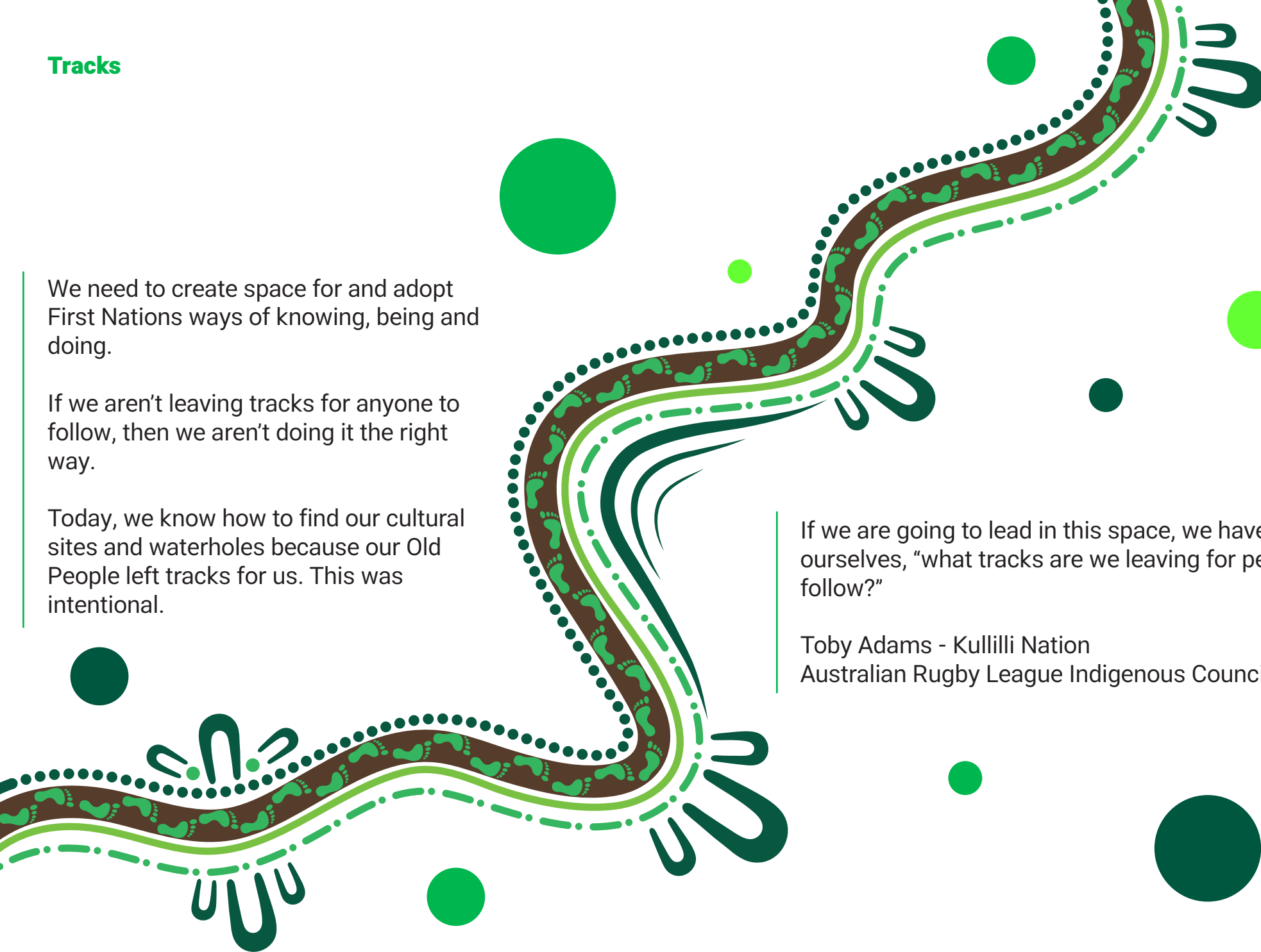
We need to create space for and adopt First Nations ways of knowing, being and doing.

If we aren't leaving tracks for anyone to follow, then we aren't doing it the right way.

Today, we know how to find our cultural sites and waterholes because our Old People left tracks for us. This was intentional.

If we are going to lead in this space, we have to ask ourselves, "what tracks are we leaving for people to follow?"

Toby Adams - Kullilli Nation
Australian Rugby League Indigenous Council member





The NRL is a proud supporter of the Uluru Statement from the Heart in full.

We believe true change comes through listening, learning and taking action.

NRL is the most watched sport in Australia and the game will continue to leverage the NRL's platform footprint and engage with our passionate fan base.

We continuously strive to deepen our connection with the world's oldest living cultures, and we walk together on the journey to a better future for us all.

We will endeavour to make a significant contribution to educating all Australians about the Uluru Statement from the Heart on Treaty, and Truth Telling.

We will invite our employees to walk together to build a better future through genuine partnerships with Aboriginal and Torres Strait Islander peoples and to share their contribution on internal and external communications channels, which will create a more informed and empathetic society.

1908

Rugby League – first season.
George Green – first Indigenous player in rugby league.

1967

The 1967 Referendum – Yes Vote.

2009

Close the Gap Round.

1998

National Rugby League formed.

2008

NRL 1st RAP.

2010

NRL 2nd RAP.
Close the Gap Round.
NRL All Stars formed.

2011

Women's All Stars formed.
NRL Youth Summit Formed.
QLD Murri Carnival formed.

<65,000 years ago

Aboriginal and Torres Strait Islander Culture.

1908

Rugby League – first season.
George Green – first Indigenous player in rugby league.

1960

Lionel Morgan – Despite their enormous talents, an Aboriginal player wasn't selected in the Australian team until 1960. Morgan plays two Tests against the French and later that year in the World Cup squad. He also plays with Aboriginal player (and eventual Test captain) George Ambrum at Wynnum Manly.

1963

Freedom Ride.

1967

The 1967 Referendum – Yes Vote.

Our Reconciliation Journey

Key:

Aboriginal History (Green Ribbon)

National Rugby League (Western- Blue Ribbon)

2024

NRL launch 2nd Elevate RAP.

2022

10 years of NRL School to Work Program.

2020

10 years of NRL All Stars.

2016

NRL Launches Indigenous Round.

2018

NRL 4th RAP – 1st Elevate.

Leann Wilson (Bidjara/Kara-Kara and South Sea Islander descendant) green ribbon and blue ribbon stories – way of knowing to understand stories.

This database is an ongoing project. We welcome your feedback.

Earlier records do not always include information about player identity or cultural identity. We have drawn on a limited archive, public records and oral history to document the participation of Aboriginal and Torres Strait Islander Rugby League players and welcome your feedback.

¹Lynn, J (June, 2023). Archives and Manuscripts – The Journal of the Australian Society of Archivists, Volume(50) Number (2), page 43

1995

Katrina Fanning – first female Indigenous player for Jillaroos Test.

1973

First all Aboriginal Rugby League Team to tour New Zealand.

Arthur Beetson – first Indigenous person to captain Australia in any sport.

1971

NSW Aboriginal Rugby League Knockout Carnival established. Founders Victor Wright, Dan Rose, Bob Morgan, Bill Smith, Bill Kennedy and George Jackson.

2024

Jessica Skinner – first female Indigenous elite coach for the NRL Indigenous All Stars Women's team.

The National Rugby League elevates and celebrates Aboriginal and Torres Strait Islander peoples to connect and educate all Australians.

Our transformation project is the result of broad and deep consultation with Aboriginal and Torres Strait Islander communities and the NRL has embedded strong mechanisms to ensure these voices play an ongoing and robust role in achieving the project. Our consultation and ongoing mechanisms are detailed on page [15] of this RAP.

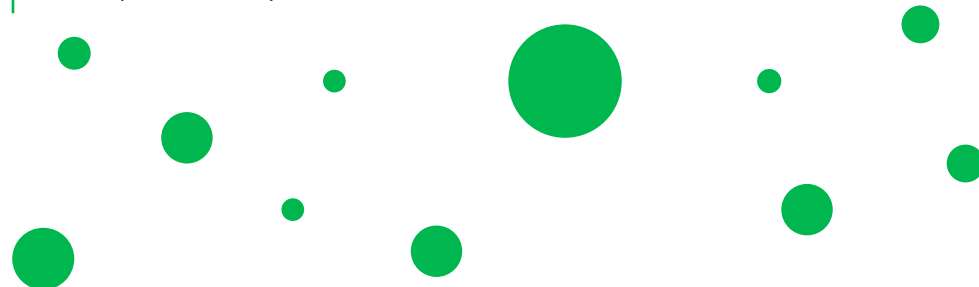
This consultation has identified specific areas in the reconciliation movement where the NRL can uniquely contribute, specifically:

- ↳ **Cultural recognition:** celebrating and respecting the diversity and richness of Aboriginal and Torres Strait Islander cultures and histories, to promote a more inclusive and harmonious society.
- ↳ **Education and employment:** improving the educational and employment outcomes and opportunities for Aboriginal and Torres Strait Islander peoples, especially young people, and to support their personal and professional development.
- ↳ **Community engagement:** building and strengthening the relationships and partnerships between the NRL and Aboriginal and Torres Strait Islander peoples and communities, and to leverage the power and popularity of Rugby League to create positive social change.

All parts of the project embed self-determination. As a representative body of Indigenous Rugby League and the community, ARLIC guides and holds the NRL accountable to our commitments and progress. We have promoted strong Indigenous leaders to lead the transformation project and are investing in their development to ensure success, whilst ensuring that our systems and processes work to embed reconciliation across the NRL. Our NRL RAP Working Group comprises a diverse range of our Aboriginal and Torres Strait Islander employees and employees from other backgrounds and skill sets. Finally, our IEN will continue to monitor the progress and suggest adjustments to our Elevate RAP. In addition, the “Beyond the Field” element of our transformation project focuses on growing representation of Aboriginal and Torres Strait Islander peoples in senior administrator and elite football roles. These positions of leadership shape the agendas of the game of Rugby League. Our transformation project includes the allocation of resources at the NRL and incentivises the allocation of resources at Clubs to support the achievement of the project.

Our transformation project has three core limbs representing the past, present and future of reconciliation and Rugby League:

1. **The NRL Indigenous Historian Project:** Assembling and communicating the long and significant history of Aboriginal and Torres Strait Islander peoples with Rugby League.
2. **The NRL Indigenous All Stars:** The only event of its nature in the world, elevating and celebrating the achievements, culture and history of Aboriginal, Torres Strait Islander and Māori peoples.
3. **Beyond the Field employment and representation:** A ten-year plan to create the first truly representative sport.



Outcome²

How

Dimension(s) of Reconciliation

Gap addressed / why the NRL

1. Indigenous Historian



A greater understanding by all Australians of Australia's true history.

The NRL Indigenous Historian Project will travel nationally to research and academically document the rich Aboriginal and Torres Strait Islander history in the game of Rugby League.

- Commission academic research, compiling a history of Indigenous Rugby League in Australia
- Publish and amplify findings via continuous NRL.com content and NRL social assets
- Create and update audio-visual experiences for NRL trophy tours and major events (e.g. All Stars, Magic Round, Finals and Grand Final)

Historical Acceptance

The Australian Reconciliation Barometer highlights that it is important to understand past issues and that many Australians do not yet understand these issues.

Historical acceptance can be furthered by utilising Rugby League as a subject matter. Elevating Aboriginal and Torres Strait Islander heroes and celebrating their stories by highlighting success against the social backdrop of their era is a fresh angle in truth-telling that will be effective in reaching Australians who do not yet understand Australia's social history.

2. Indigenous All Stars



A demonstration on sport's biggest stage that a connection with culture creates excellence and a connection of non-Indigenous Australia with Aboriginal and Torres Strait Islander cultures.

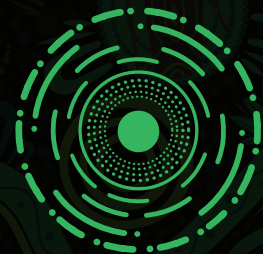
An annual celebration of Australia and New Zealand's Indigenous athletic and cultural excellence – the NRL Indigenous All Stars.

- Cultural and community connection in camp for players
- Reinvestment of any financial surplus to developing coaching, referee and management pathways
- All Stars coaches and managers to be Aboriginal and/or Torres Strait Islander people

Unity and Race Relations

There is nothing like All Stars. No sport in the world conducts a regular, elite level match between Indigenous cultures. 0.5-1m Australians watch Men's and Women's All Stars each year. The platform and traditions created by All Stars will drive Unity and Race Relations by celebrating Aboriginal and Torres Strait Islander excellence and educating and connecting all Australians to culture.

3. Beyond the Field



Increasing the representation of Aboriginal and Torres Strait Islander peoples in key leadership and elite sports management / coaching roles to 5% by 2028 and 10% by 2033.

- Use of NRL policies to incentivise the hiring of Aboriginal and Torres Strait Islander people in elite football roles (e.g. using the Football Soft Cap)
- Development of game-wide grassroots and pathway anti-racism initiatives and measurement of incidents
- Furthering cultural safety by encouraging and supporting NRL Clubs and States to commit to and achieve their own RAPs

Equality and Equity

The strong participation rates of Aboriginal and Torres Strait Islander peoples do not yet manifest in senior administrative or football representation. Key representation statistics include 12.5% of the ARLC, 0% of the NRL Executive, 0% of 2023 NRL head coaches and 50% of 2023 NRLW head coaches.

Only Rugby League has a fan, player and participant base of people from an Aboriginal or Torres Strait Islander heritage at 12-15%. We have the ambition, the plan and the ability to create a truly representative elite sport.

The project will drive transformation in our organisation, industry and beyond:

- ↳ **Within our organisation:** The successful achievement will change the NRL, enabling us to further develop the pathway linking our School to Work cohorts through entry level employment with structured programs supporting professional and personal growth into NRL's senior and executive leadership. The NRL Indigenous Historian Project will further our team's understanding of the rich contributions of Aboriginal and Torres Strait Islander people to Rugby League.
- ↳ **Within our industry (Rugby League):** The game of Rugby League will further and more systematically progress reconciliation. More NRL Clubs will have RAPs and those with RAPs will progress with success supported by formal working groups freely sharing lessons learned. Policies will support the recruitment and retention of Aboriginal and Torres Strait Islander managers, coaches and sports trainers in our elite game. Our game wide efforts to eliminate racism will progress with the support of the Australian Human Rights Commission to anti-racism messaging and education. The rich contributions of Aboriginal and Torres Strait Islander people to Rugby League and the NRL Clubs will be celebrated and furthered through the NRL Indigenous Historian Project.
- ↳ **Within the wider sporting and media landscape:** The NRL will freely share amongst COMPPS to help other national sporting organisations progress with their RAPs by sharing learnings in shaping policy and competition framework for elite sport in support of reconciliation. Already supportive, the NRL's broadcasters will continue to educate millions of Australians especially during All Stars, Indigenous Round / National Reconciliation Week and NAIDOC week. The NRL Indigenous Historian Project will further develop our fans' understanding of the rich history of Aboriginal and Torres Strait Islander peoples in our game against the backdrop of the true social history of Australia.



Case Study 3 - 1973 First Aboriginal Rugby League Team Tour NZ



Just six years after the 1967 Australian Referendum, against all odds, these pioneers were selected to represent their communities, family and country to play Rugby League at an international level.

At that time, racism and segregation were prominent in Australia and their status as trailblazers went without recognition. Some of these men had not left their communities or state, let alone the country before. These men had to get permission from the Aboriginal Affairs Department to leave the country.

In organising the tour, the team received a grant from the National Aboriginal Sports Foundation. However, they were not endorsed by the Australian Rugby League and were not able to wear the green and gold of the country they were representing. Instead, the team wore maroon and blue jerseys and black shorts to represent New South Wales, Queensland and the Northern Territory.

Once they arrived in New Zealand, they travelled the breadth of the country from Auckland to Rotorua and to Wellington and then across to Christchurch by boat. This tour saw the team play nine games in 11 days, winning on all but two occasions.

The 2023 All Stars in Rotorua created an ideal opportunity to correct the past with the National Rugby League celebrating the achievements of this team and acknowledging what they had to overcome to complete this amazing journey. Surviving players of the 1973 team were formally invited to join the NRL as honoured guests at the Harvey Norman All Stars event in Rotorua, with 12 members of the team able to join the week's celebrations. Team members attended events such as the official Pōwhiri (welcome event), Harvey Norman store appearance, official teams' dinner, community and teams jersey presentations, captains run and game day activations.

"It was well and truly time for the NRL to formally acknowledge this team, those men who paved the way for our people in the game of Rugby League," said Katrina Fanning, Australian Rugby League Indigenous Council Chair. "They fought the fight and never gave up. It was fantastic timing that this could happen alongside our Indigenous men and women at this year's All Stars in New Zealand, 50 years after these men paved the way for us."

The National Rugby League is honoured to be able to share these stories with our communities and fans and acknowledge the long and rich history of Indigenous people in Rugby League.

Their stories and legacy will live on and forever now be acknowledged in the history of the greatest game for all.







Jessica Skinner is a proud Barkindji woman and currently works at the NRL in the pathways team as Pathways Strategy Manager.

Jess fell into Rugby League coaching when she saw the benefits it would bring to her small community in far-western New South Wales. Now she's one of very few Indigenous women working at the elite level, having spent time coaching the Newcastle Knights NRLW team and the National Indigenous women's squad. Jess was also the Jillaroos' assistant coach for the Women's Rugby League World Cup in the UK in 2023. Although she's accomplished a lot at a personal level, she has also been a driving force behind change for First Nations people and women in her area.

"I want to show people that it doesn't matter where you come from," she said. "I come from a small community of 900 people. I live there and I'm able to represent Rugby League at a high level. I hope that's the visibility that people in the community space see when they look at my journey."

Where it all began

As well as being a coaching pioneer, Skinner is a personal development, health and physical education (PDHPE) teacher and deputy principal (she's just taken 12 months off to focus on coaching), and a mother of two. Her journey began in her hometown of Trangie — where she grew up and still lives — when she saw a need to get local women involved in sport.

"There's a lot of social issues within my area of the far west, particularly with women, that are amplified during the footy season," she said. Those issues, Skinner says, include an increase in the drinking culture, which sometimes led to things like mental health issues and domestic violence. Growing up with six brothers, Skinner has been around Rugby League most of her life, so between her and a few community members, they started to get others involved too. "And not just in the canteen or on the gate, but on the field as sports trainers, managers, coaches and players," she said.

Then the opportunity to coach came up, in a roundabout way. "There was a lot of times when males didn't feel really comfortable having females within that space or coaching them," Skinner said. "So, I put my hand up and said, you know what, I'll coach them, and show you that it can be done and that women belong in this space."

How it's going

At first, Skinner introduced the west and far-western areas to league tag, and then transitioned them to Rugby League. That progressed to developing a western women's academy and implementing tackling for women in the 13- to 17-year-old age brackets.

In 2018 Skinner started her professional development after she was picked up by the Jillaroos, and the next year she got her first opportunity at the elite level, as assistant coach of the Prime Minister's XIII.

Last year she was assistant coach to the inaugural Newcastle Knights NRLW team, where she learned a lot about herself.

"That was my first experience in the high-performance space," she said. "I was able to fine-tune my craft, work with great coaches and learn from them as well."

Skinner is also assistant coach to the Indigenous All Stars, and head coach of both the First Nations Gems and the NRL Indigenous Women's Academy.

Her association with these teams has also improved her confidence. "Sometimes, as women we can have that impostor syndrome, where we're like, are we good enough? We could do all these great things," Skinner said.

"And I think that, living with a team and going through the grind of an elite space, I've sort of developed a confidence within my ability.

"I'm getting better at believing in my ability to coach at an elite level."



What drives her?

Skinner lists two main factors that have driven her to succeed.

"The massive motivation for me is to have country women and men within the sport," she said. "For them to know that they can come through the community space and reach the elite level."

"The other [motivation] is about increasing the representation of Indigenous or First Nations players, particularly in the female space, coming through the pathways and into the elite space."



The dream for the future:

Jessica Skinner believes great importance lies within pathways. In five years, she'd like to see all NRL clubs with an NRLW club, and a good pool of pathways players coming through to sustain the quality of the game.

"That's definitely something that we're aspiring to achieve here at the NRL and within the women's space," she said.



And within coaching:

"I'm probably pushing the boundaries here, but it'd be great to see a female in the NRL coaching space, not necessarily just managing or well-being, which are really important roles as well, but just to be able to see that there's an opportunity and potential to move into that space," she said. "There's a lot of great female coaches getting around right now that are very capable of doing that."



Home is where the heart is:

Despite Skinner's rapid coaching rise, her heart belongs to the far west.

"I have a really strong sense of community service," Skinner said. "I feel like it's a real privilege to be able to be in spaces with some really quality coaches, but my heart is back at the community level of participation." Skinner wants to share the knowledge she's gained and give back to the grassroots level. "With coaching, you're not in it for a really long time sometimes, so I'm just going to try to take it all in while I'm in these spaces and learn, and then share as much as I can when I go home," she said. "I want to upskill and uplift a lot of other coaches that are coming through the system, and players as well, so they can match the same skill level as the city girls and boys in this game."³

³McDiarmid, J (2022) 'Jessica Skinner got into Rugby League coaching to help her community, now she's taken it to the elite level', ABC News, Sun Nov.

2024 NRL Harvey All Stars marks history of the first Indigenous woman to coach Women's Indigenous side, congratulations to Jess Skinner





The NRL’s Elevate RAP is ambitious. It aims to align with the recommendations of Reconciliation Australia’s aspiration of moving the reconciliation movement from ‘safe to brave’. At its heart, reconciliation is about strengthening relationships between the broader community and Aboriginal and Torres Strait Islander peoples, for the benefit of all Australians.

Our RAP sees the NRL embrace the opportunity to lead from the front, and through our transformation project and business as usual, we will progress Reconciliation Australia’s (RA) strategic goals of the five dimensions in the following areas:

Dimension		2021 State of Reconciliation in Australia Report – opportunities and challenges (report extracts)	RA’s strategic goals	Transformation Project alignment
1. Race relations	In partnership with the Australian Human Rights Commission, the NRL will develop a game-wide (grassroots to elite) industry specific anti-racism framework. The framework will promote positive two-way relationships built on trust and respect between Aboriginal and Torres Strait Islander peoples and all Australians. We seek to create a Rugby League community free of racism.	<ul style="list-style-type: none">· Sport is a space where racism can manifest but also provides a forum to address ignorance and racism.· Address systemic racism, promote cultural safety and improve accountability.	(Goal 2) Australians experience less racism and there is a deeper level of cultural understanding across Australian society.	<ul style="list-style-type: none">· Game-wide (grassroots to elite) anti-racism initiatives in partnership with the Australian Human Rights Commission.· Continued emphatic support for the referral of racist trolls to law enforcement.

Dimension

2. Equality and equity

The NRL and ARLC, in partnership with Australian Rugby League Indigenous Council, Indigenous Men and Women Players Advisory Groups and NRL Indigenous Employee Network to continue to increase the level of self-determination of Aboriginal and Torres Strait Islander peoples in the game and across the business.

A genuine partnership with groups will see decision making and consultation in relation to policy development which will see Aboriginal and Torres Strait Islander peoples participate equally and equitably in all areas of life.

2021 State of Reconciliation in Australia Report – opportunities and challenges (report extracts)

- Need for governments, and Australian society more generally, to listen to and empower First Nations peoples.
- Need for progress to be driven by government and the business sector.
- RAP is a business document embedded in management structures, properly acted upon, bought into by the Board, CEO and senior management.
- Organisation has an Indigenous workforce and keeps them.
- Policy development, implementation and monitoring of Indigenous Affairs is done in genuine partnership with Aboriginal and Torres Strait Islander peoples and their representative bodies.

RA's strategic goals

(3&4) Effective organisational contribution to closing the gap, advancing rights of Aboriginal and Torres Strait Islander peoples nationally and internationally.

Transformation Project alignment

- Advisory groups (ARLIC, IPAG, WIPAG and IEN) continue in their roles as genuine partners in NRL and ARLC policy development and implementation.
- NRL Elevate RAP developed in consultation with and approved by the ARLC with clear NRL Executive owner(s) and regular performance reporting to ARLIC, RA and the ARLC.
- NRL Senior Management and Executive grows Indigenous workforce to 10% by 2033.
- Support and development to retain and advance our Aboriginal and Torres Strait Islander workforce to senior management and executive levels.



Dimension		2021 State of Reconciliation in Australia Report – opportunities and challenges (report extracts)	RA's strategic goals	Transformation Project alignment
3. Institutional integrity	NRL along with the Coalition of Major Professional and Participation Sports (COMPPS) working group will lead and contribute self-determination and elevate the voices of Aboriginal and Torres Strait Islander peoples' policies and practices across each code.	<ul style="list-style-type: none">· RAP organisations deny First Nations aspirations in their philanthropy by supporting 'soft' issues only and ignoring some of the more difficult issues.· Media portrayal usually negative.· RAP organisations should speak up on, and engage with a range of issues including those that may attract controversy.	<p>(5) An increasing number of the nation's political, business, community and education leaders actively support reconciliation.</p> <p>(6) Governments and corporate partners are practicing good governance.</p>	<ul style="list-style-type: none">· Elevation of culture and achievements with and by our broadcast partners Foxtel and Nine.· NRL leadership within and contribution to COMPPS First Nations working group on issues including Uluru Statement from the Heart, racism and representation.
4. Historical acceptance	Traditional storytelling, the NRL through its NRL Indigenous Historian Project will be published and amplify research findings via NRL owned channels, communicating the true history in the context of Rugby League.	<ul style="list-style-type: none">· Truth-telling about our shared history is a necessary precondition for moving forward together based on a shared understanding of our past.· "Truth telling" is where organisations can challenge themselves to move from tentative performative steps of acknowledging place and Country to a braver space of truth-telling about some of the difficult aspects of our shared history.	<p>(8) More Australians have a greater knowledge of our shared history, the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples.</p>	<ul style="list-style-type: none">· NRL Historian Project published and amplify research findings via NRL owned channels, communicating the true history in the context of Rugby League.· Uluru Statement support.

Dimension

5. Unity

The NRL will increase the education and awareness of our workforce on the Aboriginal and Torres Strait Islander cultures and histories through developing a revised Cultural Framework that enhances the cultural capabilities of all leaders and employees. Across the game, provide opportunities for Aboriginal and Torres Strait Islander peoples' voices, values, knowledge and perspectives to the way we work and play.

2021 State of Reconciliation in Australia Report – opportunities and challenges (report extracts)

- Reconciliation is two parties coming together, not just the blackfellas talking about it.
- Corporate and media institutions should:
 - value Aboriginal and Torres Strait Islander cultures and ways of doing in business practices and media representation;
 - support initiatives that celebrate, promote and enhance public education about Aboriginal and Torres Strait Islander history, culture and achievements; and
 - promote discussion about enhancing our national identity by embedding Aboriginal and Torres Strait Islander culture and history into our national story.

RA's strategic goals

(7) Australian society recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of our shared national identity.

Transformation Project alignment

- Uluru project includes prominent allies joining our prominent Aboriginal and Torres Strait Islander players and personalities in promoting Uluru Statement from the Heart and elevating achievements and culture.
- Anti-racism education led by all NRL and NRLW stars.



Relationships

Our purpose is to ensure that Aboriginal and Torres Strait Islander peoples and communities will feel a sense of pride and opportunity through their involvement in and across the game. Critical to achieving this objective is the building of meaningful and sustainable relationships with Aboriginal and Torres Strait Islander communities and organisations across the nation.

Action	Deliverable	Timeline	Responsibility
1. We will maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisation to support positive outcomes.	Review and update engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Jul 2024	Executive General Manager - Operations
	Establish at least two partnerships to build capacity in Aboriginal and Torres Islander organisations and/or communities relevant to our sphere of influence.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
2. We will celebrate National Reconciliation Week (NRW) to bring people together alongside Aboriginal and Torres Strait Islander cultures.	Circulate Reconciliation Australia's NRW resources and materials to all NRL employed staff to capture participation and support.	May 2025, 2026, 2027, 2028	Executive General Manager - Operations
	NRW theme and campaign is shared to all Clubs and encourage theme to be promoted at games.	May 2025, 2026, 2027, 2028	Executive General Manager - Corporate Affairs
	Encourage and support RAP Working Group members to each participate in two (2) external NRW events.	May 2025, 2026, 2027, 2028	Executive General Manager - Operations
	Encourage and support NRL staff and senior leaders to participate in two (2) external events to recognise and celebrate NRW.	May 2025, 2026, 2027, 2028	Executive General Manager - Operations
	NRL to organise and host three (3) internal event/(s) during NRW to educate NRL staff on our RAP and increase further awareness of reconciliation amongst our fans.	May 2025, 2026, 2027, 2028	Executive General Manager - Operations
	Register all our NRW events on Reconciliation Australia's NRW website .	May 2025, 2026, 2027, 2028	Executive General Manager - Operations
	Encourage NRL Clubs to promote and host NRW events during the relevant round.	May 2025, 2026, 2027, 2028	Executive General Manager - Corporate Affairs



Action	Deliverable	Timeline	Responsibility
3. We will promote reconciliation through our sphere of influence.	Develop and implement an NRL staff engagement strategy to raise awareness of reconciliation across our workforce.	Aug 2024	Executive General Manager - Corporate Affairs
	Communicate our commitment to reconciliation publicly on NRL.com and social channels - one (1) article per month.	May 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Meet with five (5) external stakeholders to positively influence and drive reconciliation outcomes.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Conduct monthly meetings with internal stakeholders to positively influence and drive reconciliation outcomes.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Collaborate with one (1) RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	May 2025, 2026, 2027	Executive General Manager - Operations
	NRL representative to attend at least two quarterly RAP Leadership Gatherings per year.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Create an Indigenous Employee Network across the Stretch and Elevate sporting networks to meet quarterly.	Feb 2025	Executive General Manager - Operations
	In partnership with Reconciliation Australia, the NRL will facilitate one (1) Reconciliation Roadshow annually highlighting the importance and significant roles the NRL Clubs, Touch Football Australia, Queensland Rugby League (QRL) and NSW Rugby League (NSWRL) play in reconciliation.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	In partnership with Reconciliation Australia, the NRL will invite RAP Partners' HR/Diversity and Inclusion teams to discuss RAP development, sharing learnings and highlights via roundtable discussions.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Require all new sponsorship partners contracting with NRL for Indigenous Round, All Stars and any other programming to have a current RAP, Indigenous Strategy or be Indigenous business.	Nov 2024	Executive General Manager - Commercial
	Ensure all other new or renewal sponsorship partners are contractually required via a reasonable endeavours clause to have applied for a RAP or commenced that application process with Reconciliation Australia within 18 months or have Indigenous Strategy or be Indigenous business.	Jul 2024 Mar 2025, 2026, 2027	Executive General Manager - Commercial
	NRL Integrity team to conduct one (1) session annually with NRL Aboriginal and/or Torres Strait Islander players to strengthen relationship and educate on process/policies that affect elite players.	Dec 2024, 2025, 2026, 2027	Head of Integrity



Action	Deliverable	Timeline	Responsibility
4. We will promote positive race relations through anti-discrimination strategies.	Update and review People and Culture policies and procedures concerned with anti-discrimination in consultation with NRL Aboriginal and Torres Strait Islander employees and ARLIC.	Jul 2024 Mar 2025, 2026, 2027	Executive General Manager - Operations
	Communicate updated NRL anti-discrimination policy for our organisation.	Oct 2024	Head of Integrity
	Provide ongoing education to senior leaders and managers on the effects of racism.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Develop a social inclusion framework with the Australian Human Rights Commission (AHRC) that supports the NRL Member Protection Policy to ensure a safe and inclusive sporting environment, free of racism.	Jul 2025	Head of Integrity
	Develop targeted online campaigns to educate fans and viewers on NRL anti-discrimination policy.	Dec 2024	Executive General Manager - Corporate Affairs
5. We will ensure Aboriginal and Torres Strait Islander voices are represented across all levels of the elite game.	ARLIC to meet quarterly and include standing items on RAP implementation, all Aboriginal and Torres Strait Islander programs and evaluations.	Mar, Jun, Sep & Dec, annually	Executive General Manager - Operations
	NRL to facilitate one (1) elite player camps for Aboriginal and Torres Strait Islander men and women to come together and express their views of the game.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Elite Football & Pathways
	NRL Indigenous Employee Network group to meet quarterly to represent the views of Aboriginal and Torres Strait Islander employees.	Mar, Jun, Sep & Dec, annually	Executive General Manager - Operations
	Ensure 80% of all Aboriginal and Torres Strait Islander elite players report, through an annual survey feeling supported and have a voice in the game.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways
	IPAG/WIPAG groups to be refreshed each year with terms and conditions of membership.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	IPAG/WIPAG to meet with ARLIC, NRL CEO and Commissioners annually to represent the views of players.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations



Respect

Recognising that respect is a core value of Aboriginal and Torres Strait Islander cultures, the ARLC firmly believes in its place within our Reconciliation Action Plan. Promoting and growing respect towards Aboriginal and Torres Strait Islander peoples is not only the right thing to do, it also encourages reconciliation and develops an inclusive and positive culture.

Action	Deliverable	Timeline	Responsibility
6. We will increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation and consult with ARLC on the implementation of the NRL cultural learning framework strategy.	Oct 2024	Executive General Manager - Operations
	Communicate updated cultural learning framework strategy for our staff, ensuring it measures the cultural learning of staff.	Dec 2024	Executive General Manager - Operations
	All Commissioners and Executive to undertake a cultural immersion activity.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	All RAP WG champions to undertake a cultural immersion activity.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Commit all RAP Working Group members, People and Culture managers, Senior Executive group and all new staff to undertake formal and structured cultural learning.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	100% of all employees to undertake face to face or equivalent online cultural awareness training within the first 3 months of employment at the NRL.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	All NRL staff to participate in ongoing cultural learning and truth telling via at least 2 all-staff sessions annually (for example learning/guests at NRL Town Hall events).	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Review and update cultural awareness training to align with cultural learning framework strategy.	Nov 2024	Executive General Manager - Operations

Action	Deliverable	Timeline	Responsibility
7. We will demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review and update NRL Acknowledgement of Country and Welcome to Country policy.	Jul 2024	Executive General Manager - Operations
	Increase employees understanding of the purpose and significance behind cultural protocols by conducting cultural learning sessions as part of business units team meetings.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Review, update and share a cultural protocol document for the NRL in consultation with ARLIC.	Jul 2024	Executive General Manager - Corporate Affairs
	Develop and share cultural protocol resource kit to all seventeen (17) NRL Clubs and ten (10) NRLW Clubs.	Jul 2024	Executive General Manager - Corporate Affairs
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all NRL significant events each year, including NRL All Stars, Magic Round, State of Origin, Grand Final and Dally Ms.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Commercial
	NRL staff and senior leaders to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings both internal and external.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
8. We will engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Display one (1) Acknowledgment of Country plaque in our office/s or on our buildings in all locations.	May 2025	Executive General Manager - Operations
	RAP Working Group to participate in an external NAIDOC Week event.	Jul 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024	Executive General Manager - Operations
	Support all staff to participate in two (2) NAIDOC Week events in our local area.	Jul 2024, 2025, 2026, 2027	Executive General Manager - Operations
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support one (1) external NAIDOC Week event each year.	Jul 2024, 2025, 2026, 2027	Executive General Manager - Commercial
	The NRL will use its digital platform to promote NAIDOC Week.	Jul 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Invite NAIDOC Week chairperson to NRL All Stars.	Feb 2024, 2025, 2026, 2027	Executive General Manager - Commercial
	Encourage NRL Clubs to hold a public NAIDOC Week event.	Jul 2024, 2025, 2026, 2027	Executive General Manager - Operations



Action	Deliverable	Timeline	Responsibility
9. We will deliver and support major events that showcase Aboriginal and Torres Strait Islander excellence and celebrate cultures and history.	Include the NRL All Stars into NRL's 10-year Major Events Plan, highlighting Indigenous excellence and the game's commitment to Aboriginal and Torres Strait Islander commitments.	Jul 2024	Executive General Manager - Commercial
	Ensure any surplus from All Stars is reinvested in developing Indigenous men's and women's coaching, refereeing and management pathways.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Finance & Investment
	Develop, measure and report on the impact All Stars has on achieving understanding and education for all Australians.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Conduct a fan survey following All Stars Week to determine the impact of event and seek feedback.	Feb 2025, 2026, 2027, 2028	Executive General Manager - Operations
	Ensure all coaches and managers of the Indigenous All Stars teams are of Aboriginal and/or Torres Strait Islander heritage.	Dec 2027	Executive General Manager - Elite Football & Pathways
	Increase educational and awareness content such as resources, editorial stories and post via NRL.com, broadcast partners and NRL social assets, focusing on Aboriginal and Torres Strait Islander language, country and history. At least 1 post or article per month.	Feb 2025, 2026, 2027, 2028	Executive General Manager - Corporate Affairs
	Deliver Indigenous Youth Summit each year during NRL All Stars with representations from all NRL Club programs.	Feb 2025, 2026, 2027, 2028	Executive General Manager - Operations
	Conduct an annual Indigenous Round with a focus on highlighting key social issues impacting Aboriginal and Torres Strait Islander peoples.	Jun 2024, 2025, 2026, 2027	Executive General Manager - Commercial
	NRL Clubs to wear specific jerseys showcasing Aboriginal and/or Torres Strait Islander art during Indigenous Round and sharing the story on their platforms.	Jun 2024, 2025, 2026, 2027	Executive General Manager - Commercial
	NRL to provide advice and guidance for community managed Rugby League carnivals – including assisting relationships with the appropriate state affiliate body.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Participation Executive General Manager - Participation
	NRL to provide professional and technical support to the QLD Murri Carnival, NSW Annual Aboriginal Rugby League Knockout Carnival and National Indigenous Rugby League Championships.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways

Action	Deliverable	Timeline	Responsibility
10. We will research and academically document the rich Aboriginal and Torres Strait Islander history in the game of Rugby League.	In consultation with Indigenous historians, develop NRL Indigenous History strategy.	Dec 2024	Executive General Manager Operations
	Launch the NRL Indigenous History Project.	Feb 2025	Executive General Manager - Operations
	Create NRL.com landing page for community to send through requests for NRL local community story to be researched.	Dec 2024	Executive General Manager - Operations
	Create an audio-visual experience to educate and share stories through online and face to face activations.	Jul 2025	Executive General Manager - Corporate Affairs
	NRL Indigenous Historian Project to roadshow and share research on a tour, commitment of four (4) destinations each year targeting cities and rural locations	Jul 2025, 2026, 2027 2028	Executive General Manager - Operations
	NRL to publish and amplify historical findings of Aboriginal and Torres Strait Islander pioneers of the game on NRL.com and NRL social assets, one (1) per month.	Dec 2025, 2026, 2027	Executive General Manager - Corporate Affairs
11. We will use our platform to educate mainstream Australia on the Uluru Statement.	Annually conduct a Youth Leadership Dialogue on the sidelines of NRL All Stars match focusing on issues that impact Aboriginal and Torres Strait Islander people and communities.	Feb 2025, 2026, 2027 2028	Executive General Manager - Operations
	In partnership with the Uluru dialogue conduct one (1) allyship session on the Uluru Statement for NRL employees and stakeholders each quarter.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
12. Promote Uluru Statement through our sphere of influence.	Continue to consult with Aboriginal and Torres Strait Islander leaders to understand how we can effectively demonstrate our support of the Uluru Statement from the Heart.	Sep 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Collaborate with Indigenous-led organisations supporting Uluru Statement from the Heart in information, and education-sharing with employees.	Sep 2024, 2025, 2026, 2027	Executive General Manager - Operations
13. We will conduct tailored cultural learning sessions for commercial partners.	Conduct Cultural Empowerment session for three (3) different NRL commercial partners each year.	Dec 2025, 2026, 2027	Executive General Manager - Commercial
	NRL to facilitate Cultural Empowerment session at End of Season Partners Conference annually.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Commercial



Opportunities

The ARLC recognises the potential of Rugby League to foster social inclusion and cultural awareness among its players, fans and partners. We take pride in this leadership position and our ability to leverage this to create mutually beneficial opportunities for Aboriginal and Torres Strait Islander people to thrive through their involvement in the Rugby League community.

Action	Deliverable	Timeline	Responsibility
14. We will improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	Dec 2024	Executive General Manager - Operations
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Dec 2024	Executive General Manager - Operations
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Review People and Culture and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2024	Executive General Manager - Operations
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Maintain Aboriginal and Torres Strait Islander workforce to 15%.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Create a formal School to Work Graduate program to support transition of students from the School to Work program into roles at the NRL including internships, cadetships and traineeships.	Oct 2024	Executive General Manager - Operations
	Create a digital traineeship program for Aboriginal and Torres Strait Islander people to build capability and skills.	Dec 2024	Executive General Manager - Operations
	Set recruitment targets for each business unit to employ at least one (1) Aboriginal and/or Torres Strait Islander person per year.	Jan 2025, 2026, 2027	Executive General Manager - Operations
	Host an annual event for NRL Indigenous Employee Network.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations



Action	Deliverable	Timeline	Responsibility
15. We will increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update NRL Aboriginal and Torres Strait Islander procurement strategy.	Jul 2024	Executive General Manager - Finance & Investment
	Investigate Supply Nation membership.	May 2024	Executive General Manager - Finance & Investment
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Jul 2024	Executive General Manager - Finance & Investment
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. Create tracking, reporting and checklist tools.	May 2024	Executive General Manager - Finance & Investment
	Maintain commercial relationships with four (4) Aboriginal and/or Torres Strait Islander businesses.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Finance & Investment
	Annual procurement expenditure for Aboriginal and Torres Strait Islander businesses to be set at a minimum of \$500,000 per annum.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Finance & Investment
	Educate all relevant staff on contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Finance & Investment
16. We will support and promote access to Elite Pathways opportunities.	Maintain levels of Aboriginal and Torres Strait Islander players above 18% within junior Rugby League competitions.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Participation
	Provide 10 opportunities for Aboriginal and Torres Strait Islander people to participate in targeted programs aimed at officiating and coaching at the Elite level.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways
	Maintain a 15% representation of Aboriginal and Torres Strait Islander men and women players at the Elite level.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways
	Develop a General Manager of Football shadow program for Aboriginal and/or Torres Strait Islander professionals to gain experience and exposure into the role of General Manager of Football.	Jul 2025	Executive General Manager - Elite Football & Pathways
	Continue to provide opportunities and pathways to develop and retain aspirational Aboriginal and Torres Strait Islander coaches/support staff, match officials and administrators in the female and male pathway programs such as RISE, GEMS, First Nation Goannas (ASSRL).	Dec 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways

Action	Deliverable	Timeline	Responsibility
17. We will provide opportunities for Aboriginal and Torres Strait Islander people to build meaningful careers inside Rugby League.	Four (4) NRL Aboriginal and Torres Strait Islander employees identified to participate in NRL Leadership Program annually.	Dec 2024, 2025, 2026, 2027	Executive General Manager Operations
	Consult with corporate stakeholders that have nurtured Aboriginal and Torres Strait Islander leaders within their organisation.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Develop NRL Indigenous employment, retention and development strategy and share across business and NRL Clubs to promote best practice.	Sep 2024	Executive General Manager - Operations
	NRL Indigenous Employment Plan to achieve 5% Indigenous representation in Senior Management (Executive and GM) roles by 2028.	Dec 2028	Executive General Manager - Operations
	NRL Indigenous Employment Plan to achieve 5% Indigenous representation in elite management and coaching roles by 2028.	Dec 2028	Executive General Manager - Operations
18. We will support mental health and wellbeing of Aboriginal and Torres Strait Islander communities.	School to Work Program to mentor 500+ Aboriginal and Torres Strait Islander students per year to transition into further education or employment (program partnership with Australian Federal Government).	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Deliver NRL State of Mind programs to All Stars camps and Indigenous Youth Leadership Summit.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Deliver ten (10) NRL State of Mind programs annually to Aboriginal and Torres Strait Islander specific groups – addressing issues around suicide prevention and mental health.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Deliver five (5) NRL Voice Against Violence programs to Aboriginal and Torres Strait Islander specific groups – addressing issues around family violence.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
19. We will communicate positive profiles and stories of how our game celebrate Aboriginal and Torres Strait Islander cultures and achievements.	Include a monthly article on NRL website and social media platforms highlighting Indigenous achievement across the game.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Organise at least three (3) NRL matches each year in an area with a significant Aboriginal and Torres Strait Islander population (outside of NRL Club locations).	Dec 2024, 2025, 2026, 2027	Executive General Manager - Elite Football & Pathways
	Engage Aboriginal and Torres Strait Islander media organisations to promote Rugby League and Aboriginal and Torres Strait Islander specific events.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Incorporate Aboriginal and Torres Strait Islander cultural perspectives into the NRL's brand strategy.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Commercial

Action	Deliverable	Timeline	Responsibility
20. We will use the power of sport to make a difference.	NRL to work with COMPPS steering committee to amplify the focus on encouraging Aboriginal and Torres Strait Islander participation in sport and using the power of sport to address agreed issues within the community. COMPPS Executive meeting agendas to include elite and community Aboriginal and Torres Strait Islander actions and deliverables at 2 of 4 quarterly COMPPS meetings.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Identify at least one (1) key social issues for the COMPPS group to take the lead on.	Jan 2025, 2026, 2027, 2028	Executive General Manager - Corporate Affairs
	Consult an Aboriginal and Torres Strait Islander voice on COMPPS, on issues relating to Aboriginal and Torres Strait Islander peoples.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Evaluate the effectiveness of the partnership (COMPPS) and the impact on Aboriginal and Torres Strait Islander communities.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
21. We will influence NRL Clubs to increase Aboriginal and Torres Strait Islander representation.	NRL to introduce clause in soft cap agreement - 40% of NRL Clubs will employ three (3) Aboriginal and/or Torres Strait Islander people into roles such as coaches, management or sports trainer.	Jun 2024	Head of Integrity
22. We will develop a new education and empowerment program focusing on the connection of the game of Rugby League and Aboriginal and Torres Strait Islander peoples.	Create a new education program for the NRL, Clubs and Partners promoting Cultural Empowerment through allyship for reconciliation.	May 2025	Executive General Manager - Operations
	Conduct four (4) Cultural Empowerment sessions for NRL staff.	Dec 2025, 2026, 2027	Executive General Manager - Operations
	Conduct one (1) Cultural Empowerment session for all seventeen (17) NRL and ten (10) NRLW Clubs.	Dec 2025, 2026, 2027	Executive General Manager - Operations
23. We will develop NRL Indigenous All Stars Pathway Grants to increase grassroots coaching opportunities for Aboriginal and Torres Strait Islander peoples.	In partnership with NRL commercial / government partners develop NRL Indigenous All Stars Pathway Grants (IASPG) program. IASPG program will support grassroots coaching, accreditation opportunities for Aboriginal and Torres Strait Islander peoples.	Jul 2025	Executive General Manager - Participation
	IASPG to conduct one (1) intake annually.	Dec 2025, 2026, 2027	Executive General Manager - Participation
	Promote successful recipients of IASPG through NRL.com and socials.	Dec 2025, 2026, 2027	Executive General Manager - Corporate Affairs

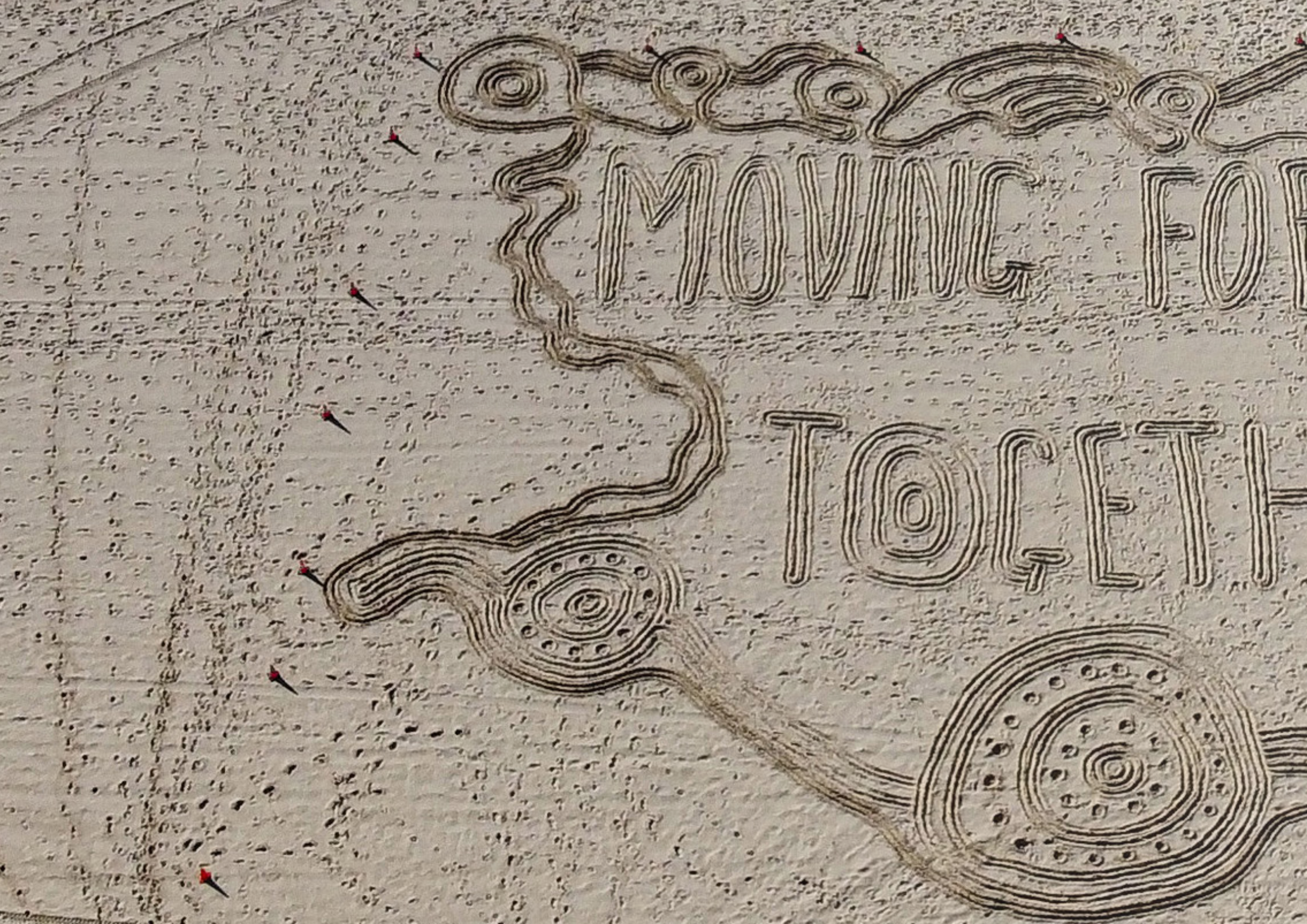


Governance

Action	Deliverable	Timeline	Responsibility
24. Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander peoples representation on the RAPWG.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Operations
	Review and update the Terms of Reference for our RAPWG.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Operations
	Meet at least four times per year to drive and monitor RAP implementation.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Operations
25. We will provide strong governance structure to oversee the RAP implementation.	Refresh the RAPWG.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Review and update RAPWG terms and conditions.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Ensure the RAPWG has representation from key business areas of the NRL, the ARLIC and IPAG/WIPAG.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Workshop the RAP implementation plan with ARLIC / RAPWG and Indigenous Employee Network each year.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Present the RAP implementation plan to NRL Executive Leaders for approval and endorsement each year.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Embed the RAP into the NRL's 2023-2027 strategic plan.	Nov 2024, 2025, 2026, 2027	CEO Office - Strategy
	RAPWG to meet quarterly to monitor and report RAP implementation.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Operations

Action	Deliverable	Timeline	Responsibility
26. Provide appropriate support for effective implementation of RAP commitments.	Embed resources needed for RAP implementation.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Finance & Investment
	Embed key RAP actions in performance expectations of senior management and all staff.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Operations
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Jun 2024	Executive General Manager - Operations
	Maintain an internal RAPWG from EGM level.	Dec 2024, 2025, 2026, 2027 May 2028	Executive General Manager - Operations
	Include our RAP as a standing agenda item at Executive Leadership meetings.	Dec 2024, 2025, 2026, 2027 May 2028	CEO Office
27. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact RA to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	Jul 2024 Jan 2025, 2026, 2027	Executive General Manager - Operations
	Contact RA to request our unique link, to access the online RAP Impact Survey.	Aug 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sep 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Report RAP progress to all staff and senior leaders quarterly.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Nov 2024, 2025, 2026, 2027	Executive General Manager - Corporate Affairs
	Participate in RA's biennial Workplace RAP Barometer.	Sep 2024, 2026	Executive General Manager - Operations
	NRL to meet with RA quarterly to report on RAP implementation.	Dec 2024, 2025, 2026, 2027	Executive General Manager - Operations
	Submit a traffic light report to RA at the conclusion of this RAP.	May 2028	Executive General Manager - Operations
28. Continue our reconciliation journey by developing our next RAP.	Conduct an independent limited assurance review at the conclusion of the RAP.	May 2028	Executive General Manager - Operations
	Register via RA's website to begin developing our next RAP.	June 2027	Executive General Manager - Operations





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