









## OUR VISION FOR RECONCILIATION

The Gold Coast SUNS believe that as an elite sporting brand we have a responsibility to be a catalyst for social change by advancing the spirit of reconciliation.

The development of our inaugural Reconciliation Action Plan aims to inspire true equality between non-Indigenous Australia and its First Peoples while allowing the club to be a catalyst for Aboriginal and Torres Strait Islander advancement via improved programs and initiatives, player and staff procurement and community partnerships.

We view the spirit of reconciliation and the acknowledgement of Australia's First Nations as not only the right thing to do, but an opportunity to lead by example to develop effective and meaningful connections and support.

There will be continual investment in players and staff to leverage their experiences and business relationships to connect with Aboriginal and Torres Strait Islander communities, elevating cultural cohesion within the Gold Coast community.

To assist this, dedicated programs and initiatives will be implemented to encourage participation and greater understanding of culture throughout all levels of the organisation and most importantly in the Yugambeh language region and Gold Coast community.

We continue to educate people both within our organisation and the wider community to strengthen the connection they have to culture, built on mutual respect, real opportunities and a shared commitment towards equality. This will enable a culturally supportive environment for our club and community to prosper.



## OUR BUSINESS

The Gold Coast SUNS operates to serve our local community and we are incredibly proud of what we have been able to deliver since our establishment in 2009.

Our club and players have committed to more than 35,000 community hours with a strong focus on key social projects including; domestic violence, youth homelessness and regional needs.

Giving back to a community that supports us, combined with the development of Metricon Stadium and an average contribution to the local economy of some \$38 million per year over the last five years, means we are not only part of the future of this great game but also an integral part of the Gold Coast's story.

In total, 13 Indigenous players have represented our Football Club and each year we recognise the contribution of these players through the design of our Indigenous Guernsey. This is worn twice during the season, celebrating the contribution towards AFL from Australia's First Peoples.

Our home – Metricon Stadium, is located by the Nerang River. We acknowledge and pay respect to the Yugambeh language group, traditional custodians of this region.









Our organisation currently employs a total of 125 players, coaches and administration staff, of which seven percent identify as Aboriginal and/or Torres Strait Islander.



**Jarrod Harbrow**  
Yirrigandji people



**Sean Lemmens**  
Tiwi



**Steven May**  
Larrakia Nation



**Jack Martin**  
Yawuru



**Brandon Matera**  
Noongar



**Callum Ah Chee**  
Noongar – Pinjarup



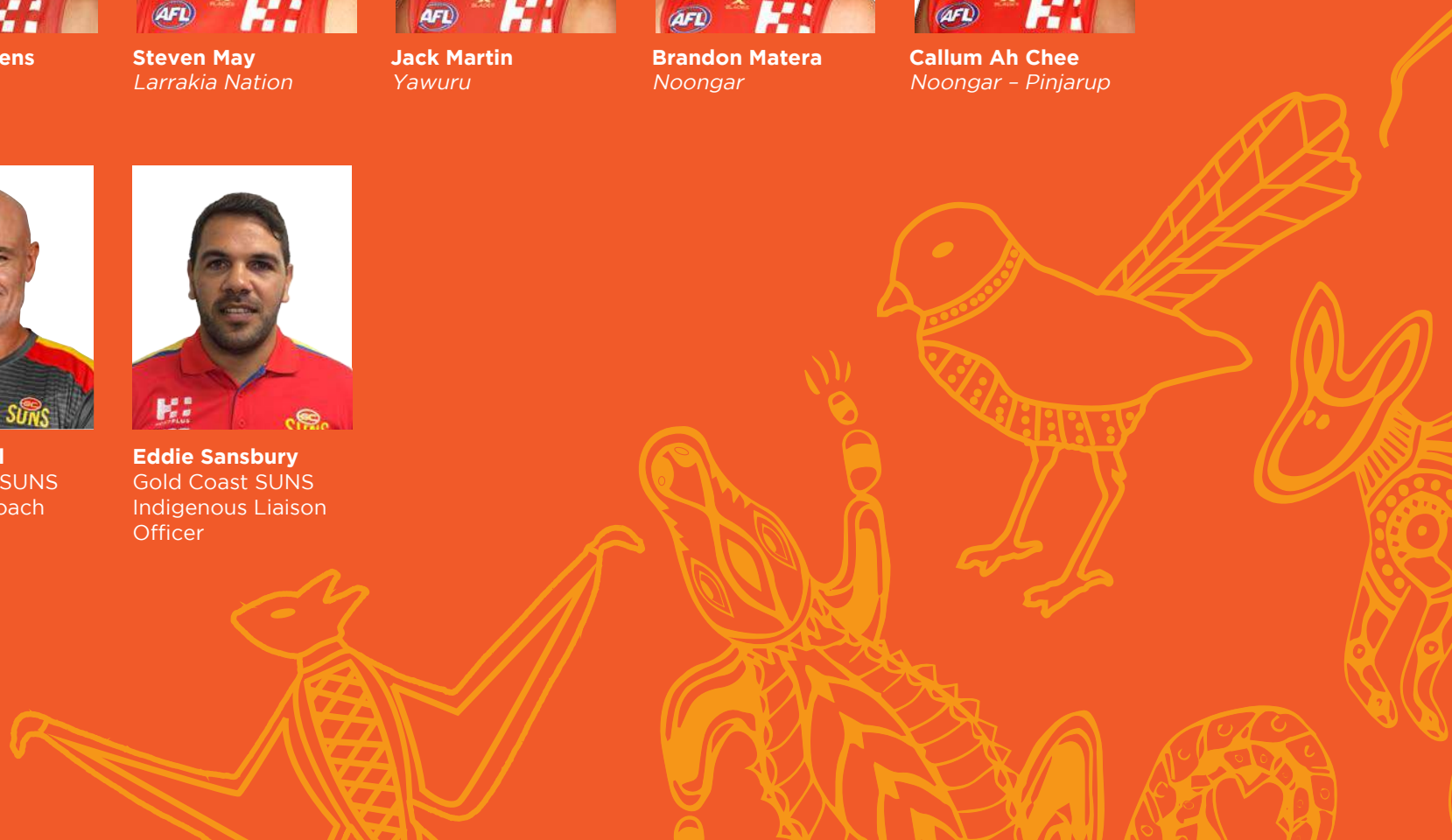
**Sam Riley**  
Gold Coast SUNS  
Board Member



**Andy Lovell**  
Gold Coast SUNS  
Assistant Coach



**Eddie Sansbury**  
Gold Coast SUNS  
Indigenous Liaison  
Officer









## OUR RECONCILIATION ACTION PLAN

We have made significant ground to embrace the spirit of reconciliation and continue to pursue strong connections with Indigenous communities, built on mutual respect, real opportunities and a shared commitment to pursue Indigenous excellence.

Our Club will establish legitimate, mutually beneficial relationships with Indigenous Australian businesses, organisations and communities to recognise, promote and celebrate Aboriginal and Torres Strait Islander heritage, culture, customs and traditions.

### Our Reconciliation Journey



November 2015

Launch of the Jarrod Harbrow Leadership Academy



Season 2016

Welcome to country video integrated into all home matches



June 2016

Whole of club cultural education



December 2016

Acknowledgement and welcome to country protocol paper



December 2016

Acknowledgment or welcome at all club events and integrated into design of all email signatures



2017

Inaugural RAP



July 2017

First Indigenous Celebration Round at Metricon Stadium (additional to AFL's Sir Doug Nicholls Indigenous Round)



May 2017


Club's fourth annual AFL Indigenous Round guernsey (designed by local Yugambeh artist and performer Luther Cora)



January 2017

First Indigenous board member at GC SUNS announced





Our Reconciliation Action Plan will consolidate all recruitment, cultural engagement and relationship pathways for the next three years allowing Aboriginal and Torres Strait Islander players and staff to prosper in a culturally supportive environment.

Recruitment will be a core component of our commitment as will the capacity to build sustainable careers, strongly supported by the Reconciliation Action Plan Working Group.

The working group is comprised of Aboriginal and non-Aboriginal staff, players and members of the community.

- Sam Riley – Gold Coast SUNS Board Member
- Mark Evans – SUNS CEO
- Jarrod Harbrow – SUNS player
- Andy Lovell – SUNS Assistant Coach
- Eddie Sansbury – SUNS Indigenous Liaison Officer
- Megan Green – SUNS GM People and Organisation Development
- Stephen Wilson – SUNS GM Communications
- Michelle Mitchell – SUNS Player Development Manager
- Sam Coen – SUNS Player Development Coordinator
- Michael Gugliotta – SUNS Community Manager
- Darren Allie – AFLQ State Multicultural and Indigenous Engagement Manager

Community Representatives:

- Luther Cora – Consultant, Artist/Performer
- Chris Emzin – QPS, Member of Team 22
- Linda Buimaiwai – Manager, DATSIP
- Craig Williams – QLD Sport and Rec
- Luke Jeffery – Senior Consultant Nous Group

This group will drive dedicated, appropriate engagement mechanisms to encourage participation and overall interest from our club and the wider community. This will in turn deliver sustainable support of Aboriginal and Torres Strait Islander people.







## RELATIONSHIPS

Developing strong partnerships with Aboriginal and Torres Strait Islander people highlights our commitment to achieve a high performing workforce that demonstrates care, equity and continual learnings. Cultural connection ensures our club has the best chance to demonstrate our commitment, fostering the growth of Aboriginal and Torres Strait Islander talent within the club.

**Focus area:** Partnerships, communication and governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. The RAP Working Group (RWG) will actively monitor the development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"><li>1.1 RWG to oversee the development, endorsement and launch of the RAP.</li><li>1.2 Ensure Aboriginal peoples are represented on the RWG.</li><li>1.3 Meet quarterly to monitor and report on RAP implementation.</li><li>1.4 Establish terms of reference for the RWG.</li></ul>	<ul style="list-style-type: none"><li>• May 2017</li><li>• Annually May, June, July August 2017, 2018, 2019</li><li>• May 2017</li></ul>	<ul style="list-style-type: none"><li>• Community Manager</li><li>• Indigenous Liaison Officer</li></ul>
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"><li>2.1 Organise at least one internal event for NRW each year.</li><li>2.2 Register our NRW event via Reconciliation Australia's NRW website.</li><li>2.3 Support an external NRW event.</li><li>2.4 Ensure our working group participates in an external event to recognise and celebrate NRW.</li><li>2.5 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.</li><li>2.6 Encourage staff to participate in external events to recognise and celebrate NRW.</li><li>2.7 Download Reconciliation Australia's NRW resources and circulate to staff.</li></ul>	<ul style="list-style-type: none"><li>• Annually May, June 2017, 2018, 2019</li></ul>	<ul style="list-style-type: none"><li>• Community Manager</li><li>• Assistant Coach</li><li>• GM People and Organisation Development</li></ul>





3. Celebrate and participate in cultural activities and celebrations by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<p>3.1 Develop a calendar of events to engage in the following cultural celebrations</p> <ul style="list-style-type: none"> <li>• Anniversary of national apology</li> <li>• Anniversary of closing the gap initiatives</li> <li>• National Sorry Day</li> <li>• Mabo Day</li> <li>• NAIDOC Week</li> <li>• Aboriginal and Islander Children's Day</li> <li>• Sir Doug Nicholls Indigenous Round</li> </ul>	Development Annually May, June 2017, 2018, 2019	<ul style="list-style-type: none"> <li>• Community Manager</li> <li>• Indigenous Liaison Officer</li> <li>• GC SUNS Players</li> </ul>
4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<p>4.1 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</p> <p>4.2 Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</p> <p>4.3 Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities.</p>	<ul style="list-style-type: none"> <li>• Review Annually May, June, July August 2017, 2018 2019</li> <li>• Reported Annually August 2017, 2018, 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Community Manager</li> <li>• Player Development Manager</li> <li>• Indigenous Liaison Officer</li> </ul>
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and industry.	<p>5.1 Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</p> <p>5.2 Promote reconciliation through ongoing active engagement with all stakeholders.</p> <p>5.3 Develop a feedback mechanism for external Aboriginal and Torres Strait Islander organisations and community members to provide direct communication regarding cultural connection and issues.</p>	<ul style="list-style-type: none"> <li>• June 2017, 2018, 2019</li> <li>• Review Annually July August</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant - Artist/Performer</li> </ul>



## RESPECT

We embrace the spirit of reconciliation and recognise the unique status of Aboriginal and Torres Strait Islander peoples as the First Australians. We respectfully work in partnership with Aboriginal and Torres Strait Islander people to ensure their traditional lands and waters, their unique history, diverse culture and customs are treasured by all.

Our process of collaborative negotiation will lead the way for stronger relationships between the Gold Coast SUNS and our Aboriginal and Torres Strait Islander communities while demonstrating appropriate ceremony to create greater understanding of cultural practices.

**Focus area:** Cultural competency and cultural understanding

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"><li>6.1 Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</li><li>6.2 Investigate opportunities to work with local traditional owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.</li><li>6.3 Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</li><li>6.4 Identify cultural learning requirements specific to our staff's training need.</li><li>6.5 Promote the Reconciliation Australia's Share Our Pride online tool to all staff.</li><li>6.6 Investigate local cultural experiences and immersion opportunities.</li><li>6.7 Investigate procedures that address with internal and external racial vilification incidents.</li></ul>	<ul style="list-style-type: none"><li>• Develop May, June 2017</li><li>• Reviewed and reported Annually July August 2017, 2018, 2019</li></ul>	<ul style="list-style-type: none"><li>• Community Manager</li><li>• GM People and Organisation Development</li><li>• Indigenous Liaison Officer</li><li>• GM Communications</li></ul>



<p>7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as welcome to country and acknowledgement of country, to ensure there is a shared meaning.</p>	<p>7.1 Develop, implement and communicate a cultural protocol document for welcome to country and acknowledgement of country.</p> <p>7.2 Develop a list of key contacts for organising a welcome to country and maintaining respectful partnerships.</p> <p>7.3 Invite a Traditional Owner to provide a welcome to country at all significant events, and when not available ensure appropriate acknowledgement is made.</p> <p>7.4 Include acknowledgement of country at the commencement of important internal and external meetings.</p> <p>7.5 Invite Traditional Owners into our office to explain the significance of welcome to country and acknowledgement of country.</p> <p>7.6 Organise and display an acknowledgment of country plaque in our office/s or on our office building.</p>	<ul style="list-style-type: none"> <li>• Develop May, June 2017</li> <li>• Reviewed and reported Annually July August 2017, 2018, 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Community Manager</li> <li>• Indigenous Liaison Officer</li> <li>• Community members of RWG</li> </ul>
<p>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</p>	<p>8.1 Review HR policies and procedures to ensure there are inclusions to the documents point 6.11 - Special Leave &amp; 6.12 - Compassionate Leave. This will ensure no barriers to staff participating in cultural procedures such as Cultural Initiation and Sorry Business.</p> <p>8.2 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</p> <p>8.3 Provide opportunities for all staff to participate in NAIDOC Week activities.</p> <p>8.4 Hold an internal or external NAIDOC Week event.</p> <p>8.5 Support an external NAIDOC Week community event.</p> <p>8.6 Contact our local NAIDOC Week Committee to discover events in our community.</p>	<ul style="list-style-type: none"> <li>• July 2017, 2018, 2019</li> <li>• Reviewed December 2017, 2018, October 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Community Manager</li> <li>• GM People and Organisation Development</li> <li>• Indigenous Liaison Officer</li> </ul>



<p>9. Celebrate and recognise Aboriginal and Torres Strait Islander cultures 365 days of the year.</p>	<p>9.1 Sharing of stories and culture from players and staff.</p> <p>9.2 Recognise and value the significance of Australia's Indigenous cultures and peoples.</p> <p>9.3 Embrace the spirit of reconciliation to be truly inclusive of all groups.</p> <p>9.4 Ensure Aboriginal and Torres Strait Islander education and awareness is at the core of our clubs strategic development.</p> <p>9.5 Mutual respect for cultural practices – cultural gift/ story exchange with other communities.</p> <p>9.6 Genuine recognition of the truth of Australia's history and values recognising the First Peoples of this country.</p> <p>9.7 Proudly flying the Aboriginal and Torres Strait Islander flags in conjunction with the Australian Flag.</p>	<ul style="list-style-type: none"> <li>Review Annually May, June, July August 2017, 2018 2019</li> </ul>	<ul style="list-style-type: none"> <li>Community Manager</li> <li>Community members of RWG</li> <li>GC SUNS Players</li> </ul>
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## Gold Coast SUNS Indigenous Guernsey



**2014**

Indigenous artist Luther Cora designed this Guernsey featuring elements of importance including family and the people of the Gold Coast.

The red and gold on the jumper represent the sun and sand of the region, while the blue relates to the rivers and sea. Handprints represent a coming together of different cultures through reconciliation. The Club's seven Indigenous players at the time also feature with a seven-pointed design on the back which represents our Aboriginal players from different parts of the land coming together to meet on the Gold Coast.



**2015**

This Indigenous Guernsey was again designed by local Yugambah man, Luther Cora, this time with the assistance of Jarrod Harbrow. A prominent red background is featured, a colour synonymous with the traditional owners of the land. The artwork and colours on the side panels represent the Torres Strait Islander people. The hands on the back signify the twelve past and present Indigenous players to represent the GC SUNS.



# 2017

The design of the 2017 Indigenous Guernsey has again involved local Yugambah man Luther Cora and six current Indigenous players.

The totems of our current players are located on the side panels. These totems signify our Indigenous players and their family groups, therefore representing Western Australia, Northern Territory, Queensland and South Australia, a true reflection of the group that makes up our diverse list.

These designs were originally hand drawn by:

**Jarrold Harbrow** - Jellyfish (Yirriganydji)

Designed by Luther Cora

**Steven May** - Crocodile (Kinga)

Designed by Monica Taylor (Aunty)

**Callum Ah Chee** - Sand Plain Wallaby (Kwoka Kwantan)

Designed by Valerie Ah Chee (Mother)

**Sean Lemmens** - Flying Fox (Tarnikini)

Designed by Luther Cora

**Brandon Matera** - Willy Wagtail (Djiji Djiji)

Designed by Luther Cora

**Jack Martin** - Family name Yawuru

Designed by Jack and the GC SUNS

The RECOGNISE logo will again be incorporated into the design. RECOGNISE is a movement that strives to acknowledge Aboriginal and Torres Strait Islander peoples in the Australian Constitution, cementing that there is no place in Australia for any form of racial discrimination.



# 2016

Again designed by local Yugambah man Luther Cora, the Guernsey incorporates a range of symbols to represent the Gold Coast whilst honouring Aboriginal and Torres Strait Island traditional designs.

The official Recognise campaign logo also features for the first time. The red background is synonymous with the traditional owners of the Gold Coast land, while the Guernsey's side panels feature artwork representative of Torres Strait Islander culture. The hands on the back signify the thirteen past and present Indigenous players to represent the GC SUNS.







## OPPORTUNITIES

The Gold Coast SUNS acknowledge the success of a culturally mature workplace and the positive impact of a workforce that represents the community it resides in. We have aligned the RAP with our core strategic focus areas, to endeavour to close the gap and provide beneficial community and business outcomes for Indigenous and non-Indigenous Australians.

**Focus area:** Strengthen and increase opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<p>10.1 Develop and implement an Aboriginal and Torres Strait Islander employment and retention strategy.</p> <p>10.2 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</p> <p>10.3 Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</p> <p>10.4 Collect information on past and present Aboriginal and Torres Strait Islander players to inform future draft/recruitment opportunities.</p> <p>10.5 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</p> <p>10.6 Consult where possible with Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels for management level positions and positions with direct indigenous objectives.</p> <p>10.7 Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply'.</p> <p>10.8 Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.</p>	<p>10.1 June 2018</p> <p>10.2 October 2017, 2018, 2019</p> <p>10.3 - 10.7 Implement June 2017. Review October 2018, 2019</p> <p>10.8 February 2018, 2019</p>	<ul style="list-style-type: none"><li>• GM People and Organisation Development</li><li>• Community Manager</li><li>• Indigenous Liaison Officer</li></ul>



<p>11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.</p>	<p>11.1 Review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.</p> <p>11.2 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p> <p>11.3 Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</p> <p>11.4 Investigate Supply Nation membership.</p> <p>11.5 Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.</p> <p>11.6 Investigate opportunities to partner with our local Indigenous Chamber of Commerce.</p>	<ul style="list-style-type: none"> <li>• May, June 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Liaison Officer</li> <li>• GM People and Organisation Development</li> <li>• Player Development Manager</li> </ul>
<p>12. Develop talent and employment pathways to improve access and awareness for Aboriginal and Torres Strait Islander people.</p>	<p>12.1 Develop an Aboriginal and Torres Strait Islander professional mentoring network.</p> <p>12.2 Develop a cultural mentoring network for existing staff and managers.</p> <p>12.3 Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).</p> <p>12.4 Support scholarships for Aboriginal and Torres Strait Islander students.</p> <p>12.5 Support Aboriginal and Torres Strait Islander leadership.</p> <p>12.6 Promotion of artwork and performance opportunities.</p> <p>12.7 Past player engagement.</p>	<ul style="list-style-type: none"> <li>• May, June, July, August 2017, 2018, 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Liaison Officer</li> <li>• GM People and Organisation Development</li> <li>• Player Development Manager</li> </ul>





## TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Report RAP achievements, challenges and learnings to Reconciliation Australia	<p>13.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</p> <p>13.2 Investigate participating in the RAP Barometer.</p> <p>13.3 Develop and implement systems and capability needs to track, measure and report on RAP activities.</p>	<ul style="list-style-type: none"><li>• 30 September, 2017</li><li>• May 2018</li></ul>	<ul style="list-style-type: none"><li>• Community Manager</li><li>• Indigenous Liaison Officer</li></ul>
14. Report RAP achievements, challenges and learnings internally and externally	<p>14.1 Publicly report our RAP achievements, challenges and learnings.</p>	<ul style="list-style-type: none"><li>• November 2017, June 2018, 2019</li></ul>	<ul style="list-style-type: none"><li>• Community Manager</li></ul>
15. Review, refresh and update RAP	<p>15.1 Review, refresh and update RAP based on learnings, challenges and achievements.</p> <p>15.2 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</p> <p>15.3 Submit draft RAP to Reconciliation Australia for review, feedback and formal endorsement.</p>	<ul style="list-style-type: none"><li>• November 2017</li></ul>	<ul style="list-style-type: none"><li>• RWG</li></ul>







Pictured: Luther Cora, local artist and performer.

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**WE ARE YOUR SUNS**



FOUNDATION PARTNER



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