



BUANGAN



DOLPHINS NRL

RECONCILIATION ACTION PLAN

JANUARY 2025 – JANUARY 2026



ACKNOWLEDGEMENT OF COUNTRY

The Dolphins acknowledge the Kabi Kabi, Gubbi Gubbi, and Ningy Ningy peoples as the Traditional Custodians of Quandamooka Country (Moreton Bay), where our office and training facility are located. We also recognise the Turrbal and Yuggera peoples, the Traditional Owners of the land on which our home stadium, Suncorp Stadium, stands in Meanjin (Brisbane).

As a national league team, we pay our respects to all Traditional Owners—their ancestors, Elders, and families, past, present, and emerging—on the lands where we travel, play, and come together throughout the season. We celebrate their rich history, diversity, and profound sense of belonging, as well as their spiritual connection to the land, water, and community.

No matter where we are, we will remain aware of our presence and embrace the cultural values of the Traditional Custodians and showing respect for the land, the people, and the environment around us.

We acknowledge and appreciate the contributions of Aboriginal and Torres Strait Islander people to the sport of Rugby League. Aboriginal and Torres Strait Islander players' impact is integral to the game's history and culture.



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Images featured within this document were taken by the Dolphins at key events that showcase Aboriginal and Torres Strait Islander culture.

ABOUT THE ARTIST

Lyndon Davis (Kabi Kabi) is an internationally acclaimed artist, educator and cultural performer. Born and raised on the Sunshine Coast, Davis' arts practice represents his deep connection to Country. Most recently, Davis has been making work that visualises the calls of different species on Kabi Kabi Country using cymatics, the science of visualising acoustic energy or sound.



Here in Quandamooka Country (Moreton Bay), Aboriginal people used an ancient hunting practice to lure in the large schools of mullet closer to shore. By slapping the water in a particular pattern to create water percussion and grinding their spears into the sandstone along the water's edge, we communicated with the dolphins, who would hear these calls and drive the mullet to shore where the people were waiting with spears and nets. The dolphin was never hunted by the Gubbi Gubbi / Kabi Kabi and was always there to share in the catch. Family groups of local pods of dolphins would respond and recognise the calls of Aboriginal families / clan groups. There were different families of dolphins connected with different families of Aboriginal people, with stories of 'calling of the dolphins' spread across the Sunshine Coast, Minjerribah (Stradbroke Island) and Meanjin (Brisbane) clans. This artwork represents those connections, the calling and the special relationship that has existed for thousands of years.

LYNDON ON THE ARTWORK SERIES



ABOUT THE ARTWORK

As part of the Dolphins' commitment to the respectful acknowledgement of the Traditional Owners of the land on which they play, the NRL Indigenous Round jerseys for our first three years have been designed as a trilogy that celebrates the local First Nations peoples, Country, and stories of buangan [pronunciation: boo-un-gahn] or dolphins.

The jerseys feature parts of a specially commissioned artwork by the acclaimed Sunshine Coast artist Lyndon Davis, a Traditional Custodian of the Gubbi Gubbi / Kabi Kabi people, titled 'The Calling of the Dolphins'.

Different elements of the artwork (which is also features in full in the Dolphins' celebration of First Nations video) are featured in the jerseys over three years, with the colours for each year drawn from the Dolphins' traditional brand palette to represent and pay tribute to the Traditional Owners and their Country.

2023's Red jersey represents the Gubbi Gubbi / Kabi Kabi and Ningy Ningy people of the north and the cliffs of Quandamooka Country (Moreton Bay), which are coloured red from the blood of the dolphin from the great battle when it got its blowhole.

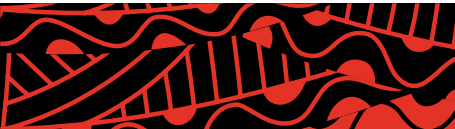
2024's Black jersey represents both the Turrbal and Yuggera peoples of the south and west, and the rich soils of the river plains of Meanjin (Brisbane).

And 2025's Gold jersey represents the Quandamooka people in the east, and the golden sands of Minjerribah (Stradbroke Island) and the Sunshine Coast.

Combined, the three colours also give a respectful nod to the Aboriginal flag and all First Nations people across the country, while replacing the name "Dolphins" on the back of the jersey with the in-language name "Buangan" reinforces the celebration of First Nations culture.

A bold and standout trilogy, the jerseys are a powerful symbol of the enduring connection between the buangan and First Nations peoples, and provide a new layer of meaning to The Dolphins — the club that nurtured the first ever First Nations person to captain Australia in any sport, the immortal Arthur Beetson.

FROM RECONCILIATION AUSTRALIA'S CEO



Reconciliation Australia welcomes the Dolphins to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Dolphins joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.



It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Dolphins to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Dolphins, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

KAREN MUNDINE

CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

FROM THE DOLPHINS CEO



It is with great pride that the Dolphins continue to promote understanding of and work towards improving the lives of Aboriginal and Torres Strait Islander people with the release of our first ever Reconciliation Action Plan.

It is no coincidence that a timetable for the Dolphins Reconciliation Action Plan was set in stone even before the club gained a licence into the national competition.

Indeed, this Reconciliation Action Plan was part of the original bid submission delivered to the NRL in June 2021 – some four months before the 17th team licence was awarded to the Dolphins.

The need to promote reconciliation with First Nations people is not simply a modern requirement for the Dolphins; but a widening expression of previous attitudes and efforts that have formed part of this club's history.

Arthur Beetson – who in 1975 became the first Aboriginal man to captain an Australian national team – was discovered by the club in rural Queensland and began his senior rugby league career here in the Redcliffe Dolphins' colours some 60 years ago.

The club holds great pride in playing a small role in the career of one of the greatest First Nations icons Australian sport has produced, and in the fact that he also finished his senior playing days and began his decorated coaching career at the club in the 1980s.

Today the Dolphins are part of the journey of modern-day First Nations stars such as Hamiso Tabuai-Fidow, Josh Kerr and Trai Fuller, whose contributions have added so much to the team's new NRL identity.

These players are important role models as we execute our part in the community in a multitude of ways.

The Dolphins' first community-based partnership was with the successful Deadly Choices program run by the Institute for Urban Indigenous Health.

Deadly Choices employs the iconic Dolphins logo to engage local First Nations communities to encourage clients to undertake free health checks at their clinics in the Brisbane, Moreton Bay and Central Queensland areas.

But other communities have also been provided for, with NRL players participating in tours over multiple years to areas throughout the Northern Territory to specifically engage Aboriginal and Torres Strait Islander men, women and children with the promotion of healthy lifestyles.

The Dolphins have also hosted students from rural Aboriginal and Torres Strait Islander communities in both remote north-west Queensland and the Northern Territory through partnerships with the Stars Foundation and Yirara College.

On the NRL stage, the club has highlighted the stories of local First Nations communities through the telling of the legend of the buangan ("dolphin") and the lands on which we play and train through the design and promotion of the Dolphins Indigenous Round jerseys the team proudly wears during games.

Buangan is also the centrepiece of the Dolphins' highly-regarded 'Celebration of First Nations', a video piece that plays at key events such as match days, corporate functions and more.

The club again honours the legacy of Arthur Beetson by working with the charitable foundation that bears his name to assist the Future Immortals Tour in raising funds to support local communities.

With great respect, the Dolphins recognise the massive impact Aboriginal and Torres Strait Islander peoples have played in both our club and in our community.

This is why the continued effort to raise awareness and educate people on the long and vibrant histories of Australia is so important to the club.

We hope the implementation of our first official Reconciliation Action Plan will continue to aid support for and understanding of the meaning of reconciliation for all Australians.

TERRY READER

CHIEF EXECUTIVE OFFICER
DOLPHINS NRL



OUR BUSINESS

The Dolphins are a professional rugby league team that competes in the sport's premier competition, the National Rugby League.

A not-for-profit organisation, the Dolphins primarily represent the 'Northern Corridor' Brisbane, Moreton Bay and Sunshine Coast.

This natural catchment has extended from the Dolphins' establishment in Redcliffe in 1947, subsequently growing to become a power in Queensland Rugby League over the past eight decades.

While an arm of the wider Dolphins Group, in the NRL we are known simply as the 'Dolphins' to differentiate ourselves from the traditional Queensland Cup entity, the Redcliffe Dolphins.

This wider Dolphins focus reflects the club's imprint on not only the Northern Corridor, but also our commitment in Queensland through the southeast of the state to Wide Bay and Central Queensland.

The club's mission is to maintain an organisation where players, supporters and staff can live their dreams and ambitions; and be a club that provides a sense of belonging connected by a single passion.

Although a young organisation, the Dolphins already have almost 200 employees.

The employment cohort of the Dolphins includes a range of full-time players, junior representative players, coaches, full and part-time employees, club contractors, interns and casual staff.

At the time of the development of this Reconciliation Action Plan, 15 First Nations staff are currently employed at the club at NRL level.

First Nations players for the Dolphins team in our first two seasons included Queensland State of Origin player Hamiso Tabuai-Fidow, Trai Fuller, Josh Kerr, Edrick Lee, James Walsh, Brenko Lee and Brayden McGrady.



Importantly, the Dolphins club has a strong history of support of Aboriginal and Torres Strait Islander players over many years, including one of the most inspirational First Nations athletes in history, Arthur Beetson.

Beetson is a rugby league Immortal who was the first Aboriginal person to captain Australia in any major sport, when he led the Australian Kangaroos out against France in 1973.

Beetson's connection to the Dolphins is historic after he played in the Redcliffe Dolphins side in their first Brisbane Rugby League top-grade premiership team in 1965, later finishing his playing career at the Dolphins as captain-coach.

Beetson will be forever remembered as the captain of the Queensland team in the inaugural State of Origin match in 1980 and is justifiably a member of Queensland's Indigenous Hall of Fame.

Dolphins players Hamiso Tabuai-Fidow, Edrick Lee and Josh Kerr have all represented First

Nations people in the NRL All Star Game through their selection for the Indigenous All Stars team. The annual match is an important date on the national calendar that celebrates Aboriginal and Torres Strait Islander cultures and rugby league.

In addition to Brisbane, in 2024 the Dolphins extended their reach by playing games in Perth, Darwin, Townsville, New Zealand, Sydney, Newcastle, Melbourne, the Gold Coast and Bundaberg.

The club's office and training facility is located on Quandamooka Country (Moreton Bay), the traditional lands of the Gubbi Gubbi / Kabi Kabi and Ningy Ningy people. The Dolphins would also like to recognise and acknowledge the Turrbal and Yuggera people in which our home stadium, Suncorp Stadium, is placed in Meanjin (Brisbane).

We extend our respect and acknowledgement to all Traditional Owners on the lands in which we travel, play and meet on.



OUR RAP

The Dolphins are establishing a formal Reconciliation Action Plan to demonstrate our commitment to fostering positive social change and creating opportunities for First Nations people.

Our Reconciliation Action Plan is designed to take significant steps toward reconciliation and engagement with Aboriginal and Torres Strait Islander communities.

Armed with the knowledge that First Nations players are highly represented in rugby league clubs proportionately to the Australian population, our organisation has a unique opportunity to not only support reconciliation but to also create and participate in a range of programs that can have meaningful impact towards this goal.

The Dolphins' Reconciliation Action Plan will aim to educate various stakeholders - including members, fans, sponsors, employees and our communities - on the importance of reconciliation and contributing to greater awareness and understanding of the positive outcomes reconciliation can produce.

This holistic approach is essential to building meaningful relationships in this space and working towards creating a more inclusive and equitable society.

Our Reconciliation Action Plan was created and will be implemented by our RAP committee, consisting of the clubs Chief Commercial Officer (RAP Champion), General Manager Football & People, Head of Game Day, Events and Hospitality, Head of Marketing, Digital Campaign Manager, Community Engagement Executive, Sponsorship Coordinator, and Wellbeing and Education Officer who is a proud Wakka Wakka man. The club will also seek guidance and work alongside local Elders and Aboriginal and Torres Strait Islander community members on relevant club activities.

The RAP committee will meet throughout the year to ensure deliverables outlined in our company's Reconciliation Action Plan are being met, developed and improved upon.

It is envisioned these efforts will be formative but successful steps in the implementation of the Dolphins first Reconciliation Action Plan.

This Reconciliation Action Plan will remain informed by the current partnerships and initiatives the Dolphins have in place that underline our engagement with reconciliation and Aboriginal and Torres Strait Islander peoples.

These include continuing community partnerships with important organisations such as the Arthur Beetson Foundation, the Institute for Urban Indigenous Health and its program Deadly Choices, the Northern Territory Stars Foundation and Yirara College.

The Dolphins are working with the Arthur Beetson Foundation in line with their Future Immortals Tour, an event focusing on supporting the grassroots Rugby League community, with former greats taking part in raising much-needed funds to support local community.

The Dolphins have provided fundraising opportunities for the Arthur Beetson Foundation through our Game Day 50-50 charity raffle. The funds raised were invested back into Indigenous Rugby League programs and structures endorsed by the Queensland Rugby League to establish sports-focused sustainable community activities.

The Dolphins are proud of their partnership with Deadly Choices, which provides a strong community engagement tool to enhance positive health messaging and encourage health checks among Indigenous communities across South-East Queensland.

Additionally, Dolphins players spend time in remote communities in the Northern Territory promoting healthy lifestyles and the value of sport during their annual tour with partner, Tamboran Resources.

Club staff and players also provide presentations for company wide 'town meetings' with Anglo American Coal employees across Queensland on the important role reconciliation plays in Australian society.

The Dolphins provide students of the Northern Territory Stars organisation the opportunity to visit our facility as a reward for their efforts with their program, which supports Indigenous girls and young women to attend and remain engaged at school, complete Year 12 and move onto further study. Students from Yirara College in Alice Springs were also provided a similar opportunity.

The Dolphins have also implemented important recognition of culture through Indigenous Round jerseys as part of the participation in the NRL's Indigenous-themed round. These jerseys were designed for the 2023-2025 NRL seasons as a trilogy that celebrates local First Nations peoples, Country and stories of 'Buangan' - the pronunciation of 'dolphins' in local Quandamooka language.

The jerseys feature parts of a specially commissioned artwork by acclaimed Sunshine Coast artist Lyndon Davis, a Traditional Custodian of the Kabi Kabi people, titled 'The Calling of the Dolphins'. The garments also feature both the Aboriginal and Torres Strait Islander flags in their representation.

The Dolphins are also diligent in educating the club's member and supporter community on First Nations cultures and understanding. This has included facilitating the Indigenous painting of players boots to showcase cultures; the playing of a First Nations Acknowledgment to Country Video before each game and event; a Players Acknowledgement to Country available on the club's social media channels; and the promotion of First Nations languages

and practises by initiatives such as sharing information through social media posts which explain the difference between a 'Welcome to Country' and an 'Acknowledgement of Country.'

The Dolphins have also been a major contributor to important First Nations events with involvement in NAIDOC Week celebrations. Further, the Dolphins have hosted the annual Murri Carnival, a tournament that highlights Indigenous rugby league talent and includes participation of male and female players, across adult and youth age groups.



Damien McDowell
Chief Commercial Officer



Hanan Laban
General Manager Football & People



Katie Croll
Head of Game Day, Events and Hospitality



Amir Rezaee
Head of Marketing



Liam Edwards
Digital Campaign Manager



Abbey Clery
Community Engagement Executive



Tully Briggs
Sponsorship Coordinator



RELATIONSHIPS



| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|--|----------------------|---|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. | January 2025 | Community Engagement Executive |
| | • Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | January 2025 | Community Engagement Executive |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2025 | Community Engagement Executive General Manager Football & People |
| | • RAP Working Group members to participate in an external NRW event. | 27 May- 3 June, 2025 | General Manager Football & People Community Engagement Executive |
| | • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May- 3 June, 2025 | General Manager Football & People Community Engagement Executive |
| 3. Promote reconciliation through our sphere of influence. | • Communicate our commitment to reconciliation to all staff. | January 2025 | Chief Commercial Officer |
| | • Identify external stakeholders that our organisation can engage with on our reconciliation journey. | March 2025 | General Manager Football & People Chief Commercial Officer |
| | • Identify RAP committee and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | January 2025 | General Manager Football & People Community Engagement Executive |
| 4. Promote positive race relations through anti-discrimination strategies. | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | November 2025 | General Manager Football & People |
| | • Research best practice and policies in areas of race relations and anti-discrimination. | November 2025 | General Manager Football & People |

RESPECT



| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|------------------------------|--|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | • Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. | January 2025 | General Manager Football & People |
| | • Conduct a review of cultural learning needs within our organisation. | January 2025 January 2026 | General Manager Football & People Community Engagement Executive |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | • Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. | January 2025 | Community Engagement Executive Digital Campaign Manager |
| | • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | January 2025 | General Manager Football & People Community Engagement Executive |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | • Raise awareness and share information amongst our staff about the meaning of NAIDOC Week via an in person event, lead by First Nations Partners. | June - July 2025 | Community Engagement Executive Head of Game Day, Events and Hospitality Digital Campaign Manager |
| | • Introduce our staff to NAIDOC Week by promoting external events in our local area. | First week in July, 2025 | Community Engagement Executive |
| | • RAP Working Group to participate in an external NAIDOC Week event. | First week in July, 2025 | Chief Commercial Officer Community Engagement Executive |

OPPORTUNITIES



| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|---------------|---|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | • Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. | February 2025 | General Manager Football & People Chief Commercial Officer |
| | • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | February 2025 | General Manager Football & People Chief Commercial Officer |
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. | February 2025 | General Manager Football & People Chief Commercial Officer |
| | • Investigate Supply Nation membership. | November 2025 | General Manager Football & People Community Engagement Executive |

GOVERNANCE

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|---------------|---|
| 10. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | <ul style="list-style-type: none">Maintain a RWG to govern RAP implementation. | January 2025 | Community Engagement Executive |
| | <ul style="list-style-type: none">Draft a Terms of Reference for the RWG. | January 2025 | Community Engagement Executive Chief Commercial Officer |
| | <ul style="list-style-type: none">Establish Aboriginal and Torres Strait Islander representation on the RWG. | January 2025 | Community Engagement Executive Chief Commercial Officer General Manager Football & People |
| 11. Provide appropriate support for effective implementation of RAP commitments. | <ul style="list-style-type: none">Define resource needs for RAP implementation. | January 2025 | General Manager Football & People Chief Commercial Officer |
| | <ul style="list-style-type: none">Engage senior leaders in the delivery of RAP commitments. | February 2025 | Chief Commercial Officer General Manager Football & People |
| | <ul style="list-style-type: none">Maintain an appointed a senior leader to champion our RAP internally. | December 2025 | Chief Commercial Officer General Manager Football & People Community Engagement Executive |
| | <ul style="list-style-type: none">Define appropriate systems and capability to track, measure and report on RAP commitments. | January 2025 | General Manager Football & People Community Engagement Executive |

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|--|---|-----------------------|--|
| 12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none">Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June annually | Community Engagement Executive Chief Commercial Officer |
| | <ul style="list-style-type: none">Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | 1 August annually | Community Engagement Executive |
| | <ul style="list-style-type: none">Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September annually | Chief Commercial Officer Community Engagement Executive |
| 13. Continue our reconciliation journey by developing our next RAP. | <ul style="list-style-type: none">Register via Reconciliation Australia's website to begin developing our next RAP. | October 2025 | Community Engagement Executive Chief Commercial Officer |



CONTACT

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