

P E R T H
BEARS

STRATEGY



2025-30

ACKNOWLEDGEMENT OF COUNTRY

The Perth Bears acknowledge Aboriginal peoples as the traditional custodians of Western Australia and we pay our respects to Elders past and present. We celebrate the diversity of Aboriginal West Australians and honour their continuing connection to Country, culture and community. We recognise and appreciate the invaluable contributions made by First Nations peoples across many generations in shaping Western Australia as a premier destination.

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INTRODUCTION

It's time to wake up from hibernation ...

Emerging from a period of reflection and resilience, the Perth Bears Rugby League Club presents the most exciting opportunity in Australian sport.

This is a future that overcomes past challenges and honours heritage on both sides of the country to create a new national family that bridges two histories on either side of Australia.

It is a future that grows and develops 'the greatest game of all' in Western Australia so that our children can see a pathway to having a career in professional football.

It is a future that honours the enduring spirit, energy, diversity and dynamism of Western Australia, while paying respect to the proud legacy, values, strength in adversity and tradition of the North Sydney Bears.

Stand aside, here come...
the Perth Bears!

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CHAIRMAN'S FORWARD

The establishment of the Perth Bears Rugby League Club is an exciting chapter in the history of rugby league in Australia and has been embraced with great enthusiasm in both Western Australia and on the east coast.

Our mission is clear. Our constitution provides that we will own, operate, manage and develop a sustainable, competitive and financially viable rugby league club in Western Australia to participate in the NRL Premiership and NRLW Premiership.

In doing so we will assist in developing the sport of rugby league in Western Australia, including by working co-operatively with the Australian Rugby League Commission. Our strategy presents a clear plan on how we will not only achieve this mission, but smash it.



Ben Morton

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We will be best in business in all that we do.

Our board and management team have been in place since July 1, 2025, and already share a commonality of purpose and enthusiasm that will be an essential ingredient of our success. The responsibility of the task ahead is not lost on us. Our supporters on the west coast and east coast have had their ups and downs over the decades, and they look to us as directors of this new club to add to the Bears' rich history and forge an exciting new future.

That's why we have taken the approach of getting our foundation and fundamentals right from the start. Our critical first focus has been to understand our objectives, purpose, vision, values and strategic priorities to ensure that we understand who we are and what we intend to be.

The Perth Bears are not a relocation, not a merger, not an amalgamation, not a takeover, not a successful bid with developed and approved plans, and not an existing club being granted an NRL licence.

We are brand new. This presents an exciting opportunity to build this club and develop our plans from the ground up by listening, learning and respecting. This is an essential step in taking our rugby league communities with us.

While our club is new, we are not without history — we move forward on the foundations of both the North Sydney Bears and rugby league in Western Australia. We will respect, reflect and celebrate those histories as we create our Perth Bears culture, values and opportunities for the future.

This is an exciting journey to be on, together with our supporters, as we establish the Perth Bears in the lead up to March 2027 and achieve success both on and off field.

Go the Bears!



The Hon Ben Morton

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BOARD OF DIRECTORS

Peter Cumins, John Dumesny, Joe Hockey, Jacqueline Johnstone, James Bracey, Emma Garlett, Head Coach Mal Meninga, Ben Morton, Christina Matthews, Daniel Dickson and Chief Executive Officer Anthony De Ceglie.

PERTH
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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

The Perth Bears represent the most exciting opportunity in the Australian sporting landscape.

A new club founded on two proud legacies — rugby league in WA and the North Sydney Bears. A team whose unique supporter base will stretch from coast to coast, from West Australian cities and towns as diverse as Perth, Bunbury and Port Hedland to the north shore of Sydney.

Two fan groups separated by the vastness of our nation but connected by common traits such as resilience, local pride and survival. A coupling united in growing the game in Western Australia and truly putting the 'National' in National Rugby League. It really is a match made in heaven.



Anthony De Ceglie

**P E R T H
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And then there is our Head Coach Mal Meninga. Not just a footy Immortal, but an immortal of Australian sport. A revered figure who is truly one of the country's greatest icons.

We all know the story of the North Sydney Bears. The famous red-and-black foundation club created in 1908 that cruelly had to exit elite-level rugby league more than 25 years ago. Yet the fans never gave up — keeping the candle burning and the passion alive for a return to the big stage. Some of the game's greatest-ever players hailed from the Bears. Names like Irvine and Blinkhorn, Moore and Florimo. Their heroics are in the DNA of the Perth Bears.

Equally as important is the history of rugby league in WA. The State's foundation clubs (Fremantle, South Perth, Cottesloe, Perth and Palmyra) came together to start a league more than 75 years ago. West Australians have also been waiting all this time to play in the national competition. Our appetites only whetted by the all-too-short existence of the mighty Western Reds.

The Perth Bears is a truly great opportunity — and one our executive team and football department don't take lightly. We know the excitement is palpable. We know the expectations are great. And we know our fans have waited a long time for this historic moment.

Our job is to make sure the foundations are rock solid and the decisions we make now hold us in good stead for many, many years to come. The Perth Bears Strategy 2025-2030 rightly has a heavy focus on culture, values and community.

We know our success off the field is just as important as our success on the field.

Through our strategy of Connect, Protect and Respect our club will ensure behind everything we do is a motivation to give back to WA and North Sydney — to repay the people who have fought so hard for our club to be born.

Stand aside ... here come the Perth Bears!



Anthony De Ceglie

**P E R T H
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MESSAGE FROM THE HEAD COACH

As Head Coach of the Perth Bears, I believe that success begins with culture and the people who drive it.

A strong and empowered culture is the foundation upon which every great club is built. For us, culture must be grounded in integrity, in respect for each other and in our values, which have underpinned winning rugby league clubs for more than 100 years.

At the Perth Bears, respect will be non-negotiable. It guides the way we train, the way we play and the way we connect with our community. Every player, coach and staff member carries this responsibility. When we uphold these standards, we not only earn respect, we also inspire the next generation who look to us as role models.



Mal Meninga

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Family values are at the heart of what we do. Rugby league is a game built on loyalty, sacrifice and trust — the same qualities that underpin strong families.

Just as bears protect and nurture their cubs, we are committed to creating an environment where our people feel safe, supported and valued. We strive to foster genuine connections that extend beyond the field, because being a Perth Bear means belonging to something bigger than yourself.

Our B.E.A.R.S. model reminds us to be Bold, Empowered, Accountable, Resourceful and Selfless. These are not just words on a page, they are the behaviours we expect and the identity we proudly embrace.

Together, as one family, we will honour the proud legacy of the North Sydney Bears, embrace the energy of Western Australia, and build a future where culture and integrity drive everything we achieve.

This is who we are. This is what it means to be a Perth Bear, a club WA will be proud of.

A handwritten signature in black ink, appearing to read 'Mal Meninga', with a large, stylized loop at the end.

Mal Meninga

**P E R T H
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THE VISION

To create a successful, financially sustainable and community-anchored club that grows the game in Western Australia by honouring and respecting the legacies of both rugby league in WA and the North Sydney Bears.



KEY PARTNERSHIPS

PERTH
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KEY PARTNERSHIPS

THE WA GOVERNMENT AND THE AUSTRALIAN RUGBY LEAGUE COMMISSION

The Perth Bears have been established through an agreement between the WA government and the Australian Rugby League Commission.

“A WA NRL club will deliver jobs and new economic activity, including a boost in tourism and visitation as the WA brand is exposed to millions across Australia and overseas.”

WA Premier
Roger Cook



Both the ARLC and the WA government are key partners, and their commitment will significantly contribute to the success of the Perth Bears and to the development of rugby league in Western Australia.

The government, on behalf of the Western Australian community, has entered into an agreement to provide \$60 million in funding to the Perth Bears.

The approved purpose of this funding is “to develop rugby league in Western

Australia, including for establishing and operating the WA club and the funding of community participation in, and talent development pathways for, the sport of rugby league in Western Australia”. A minimum of \$35 million must be spent in Western Australia on development of rugby league, including grassroots.

In addition, the WA government will fund and develop a high-performance centre for the Perth Bears, and provide additional match-day and marketing support.

The Perth Bears acknowledge and respect the significant public support provided to help establish the club and further develop rugby league throughout Western Australia.

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KEY PARTNERSHIPS

NRL WA & THE NORTH SYDNEY BEARS

The Perth Bears will not only bring together the proud histories of rugby league in Western Australia and the North Sydney Bears, we will significantly contribute to the future of the game.

NRL WA

The Perth Bears are not just about a team or a club — it's about assisting in the development of rugby league in Western Australia. The Perth Bears will work alongside NRL WA and all current and future Western Australian clubs to co-operate on this objective.

The commitment to developing the game in WA is about all Western Australian clubs. It will be a direct failure of the Perth Bears if over time the team are not supplied with great players from our local Western Australian clubs and community.

We recognise that only through investment in strong local clubs and grassroots development can the future success of the Perth Bears be assured.



KEY PARTNERSHIPS

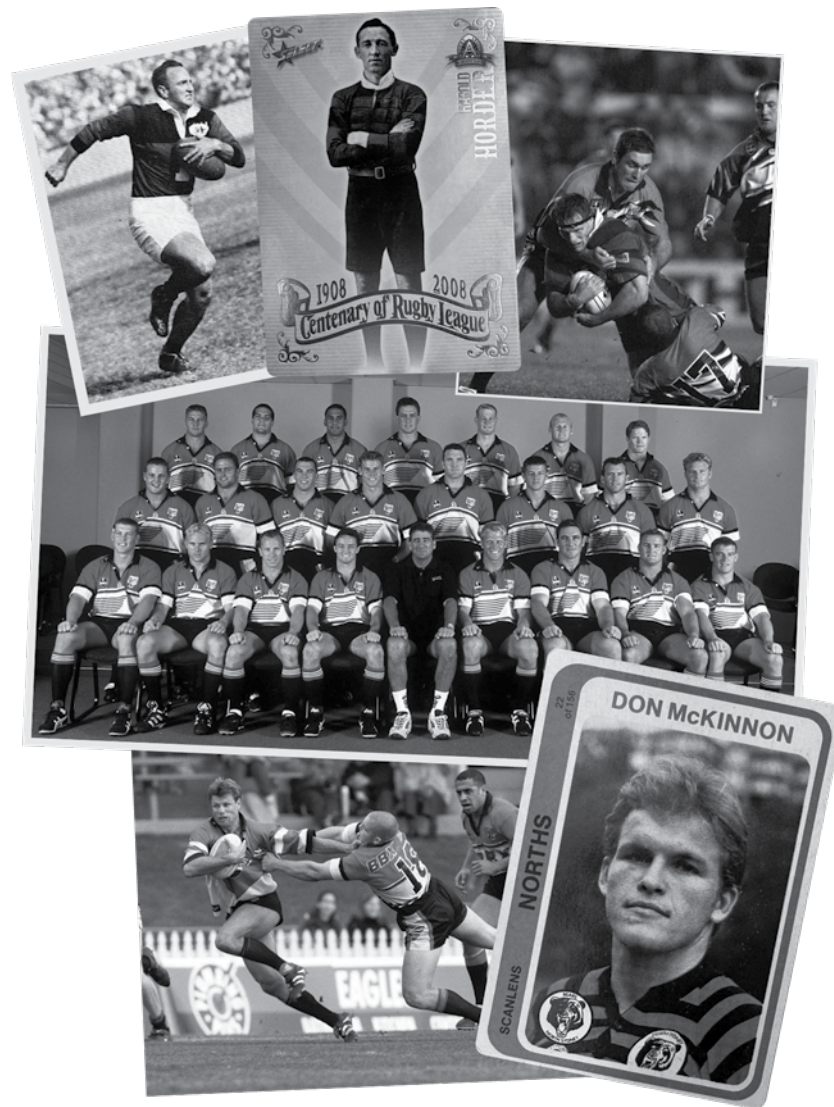
North Sydney Bears

The North Sydney Bears are a foundation rugby league club that have participated in premier competitions since the first rugby league premiership competition played in NSW in 1908. Ever since then, the team has maintained a strong brand, heritage, and supporter and membership base that is enlivened to see the Bears back in the NRL as the Perth Bears.

The establishment of the Perth Bears Limited as a separate and independent organisation from the North Sydney Bears will never change the fact that the birthplace and spiritual home of the 'Bears' in rugby league will always be North Sydney. The Perth Bears are proud to honour and respect that heritage and history.

While the two organisations are and will remain separate and independent — there will be no more significant club partner to the Perth Bears than the North Sydney Bears. The success of each individual club will contribute to the success of the other.

The Perth Bears will establish strong ties between the Western Australian rugby league community and the North Sydney rugby league community, recognising that significant development opportunities exist for West Australians participating in pathway programs run by the North Sydney Bears.



THE B.E.A.R.S MODEL

B BOLD

PEOPLE Forward-facing, authentic, powerful, courageous.

BEARS Fearless protectors of their territory and young.

E EMPOWERED

PEOPLE Self-leadership and trust. We recognise initiative and inspire others around us.

BEARS Independent, roaming vast terrains, relying on their strength, instinct and knowledge to survive.

A ACCOUNTABLE

PEOPLE Own our decisions, genuine connection with community and earn respect through consistency. Dependable teammates. We nurture trust, loyalty and share success.

BEARS Known for their familial bonds, bears act with responsibility, protecting cubs, managing resources and respecting nature's cycles.

R RESOURCEFUL

PEOPLE Thrive under pressure. Adaptive learners and have a growth mindset.

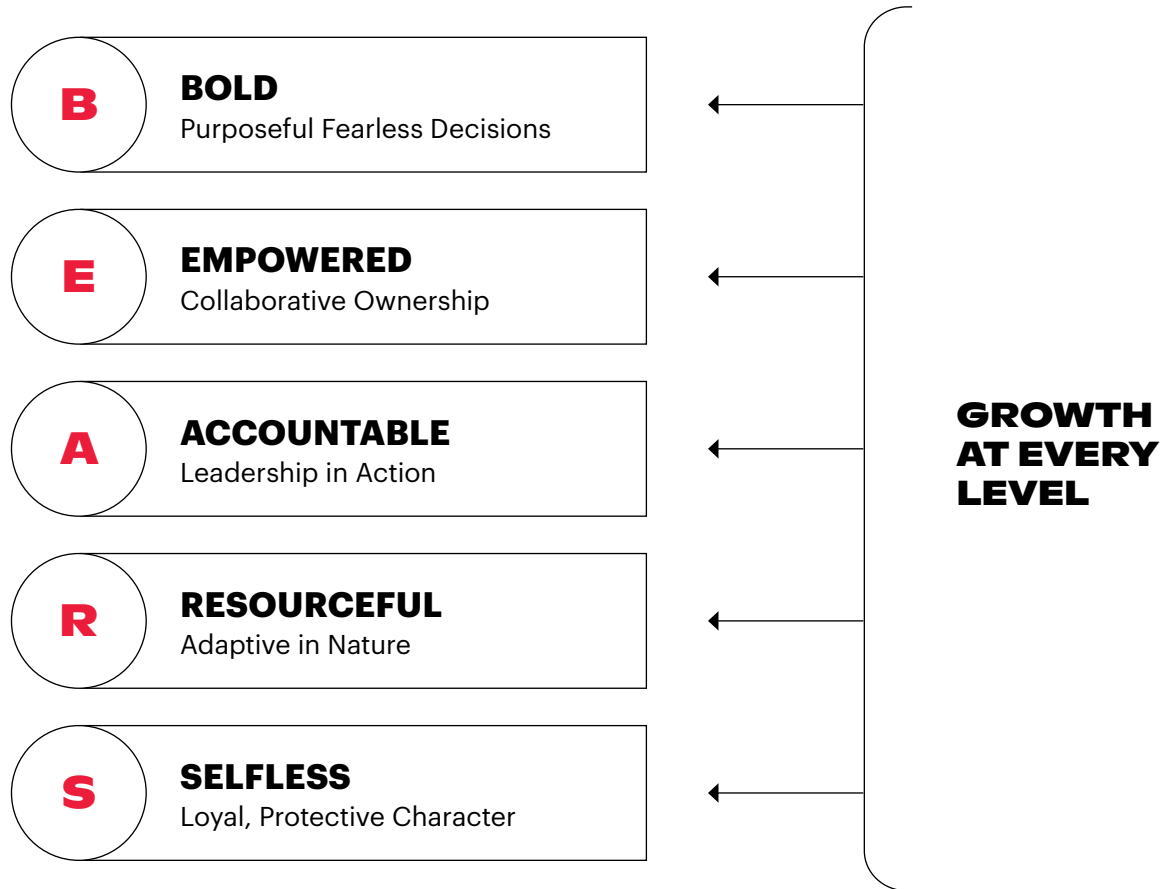
BEARS Whether hunting, foraging or adapting to seasonal changes, bears are masters of resilience.

S SELFLESS

PEOPLE Lead with humility, place team above self and serve with purpose.

BEARS Mother bears in particular show deep loyalty and sacrifice. They instinctively protect their kin, often at great personal risk.

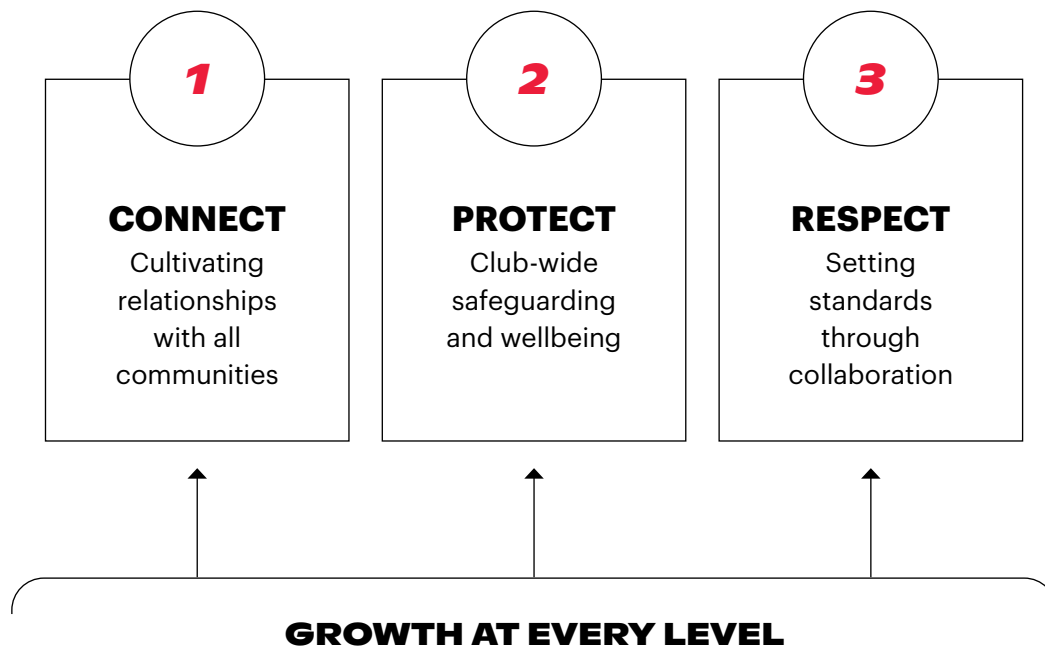
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THE STRATEGY

**Connect
+ Protect
+ Respect**



**PERTH
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HOW WE DO IT



PERTH
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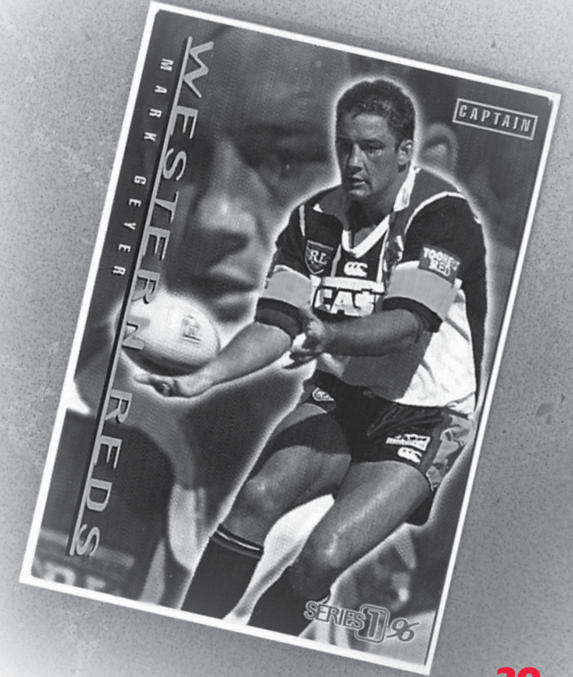
Ken Irvine

CONNECT

- Create best-in-class academies across Western Australia through the 'Bear Tracks' program to develop local talent
- Establish a training program to help build the professionalism of coaches throughout the WA rugby league community
- Become a top-five NRL team on the field as well as off the field in both memberships and crowd attendance
- Engage with fans outside metropolitan Perth through membership programs that recognise fly-in, fly-out workers and our east coast supporter base
- Develop a specific regional Western Australian program called 'Bears Roam' to engage rural communities and junior players
- Use our success on and off the field to help with the wider community through programs for at-risk populations
- Develop best-in-business adoption and use of technologies across everything that we do

How we measure success

1. Perth Bears is truly integrated and connected throughout the West Australian community at all levels
2. Fans of WA rugby league clubs and the North Sydney Bears are actively engaged and support the success of the Perth Bears
3. Our players and our staff feel proud to be a genuine part of the WA community



PROTECT

- Support players and their families through the 'Bears Unite' program that brings together business and community leaders to foster solidarity within the club on and off the pitch
- Work on accommodation strategies to support and connect young players and those in transition to Western Australia
- Develop an elite 'Bears Prowl' high-performance strategy that is considered among the best in the NRL
- Ensure our financial sustainability for years to come by being ranked in the Top 5 clubs commercially in the NRL
- Create programs that honours and recognises the legends and Life Members from WA rugby league, the Western Reds and the North Sydney Bears
- Reduce economic barriers to participating in rugby league across WA, including access to the Perth Bears and our games

How we measure success

1. Our players and families feel supported and welcomed into the West Australian community
2. The Perth Bears NRL Club is financially stable and our programs can be delivered for many years to come
3. Participation in rugby league in WA from grassroots to senior levels grows substantially
4. Broad supporter base reflects a commitment to remove economic barriers to supporting the Perth Bears

Greg Florimo



RESPECT

- Develop a comprehensive Indigenous policy framework that respects the Traditional Owners of Western Australia
- Establish the 'Shoreman Foundation' that regularly brings past legends of WA rugby league, the Western Reds and the North Sydney Bears together
- Choose and support a charity partner of the Perth Bears
- Ensure the WA government funding is used responsibly and represents value for money
- Create a game-day experience reflecting a family atmosphere where fans can come together safely
- Launch the Bears-in-Business program to connect with financial and community leaders
- Engage with corporate sponsors diligently and creatively to maximise value of partnerships

How we measure success

1. All financial decisions respect the contribution of WA taxpayers to Perth Bears
 2. Corporate sponsors feel they have a genuine and trusting relationship with the Perth Bears
 3. Past players, the Western Reds and the North Sydney Bears are engaged with the club
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PLANS FOR NRLW

The Perth Bears will participate in the NRL Women's Premiership.

While the timing is as yet unknown, the Perth Bears have the opportunity to develop our pathways and establish our club with this objective known and in place from the start.

The opportunity to ensure the future entry of an NRL Women's team is part of our mission in all of our thinking, establishment plans and developments should mean that we will maximise success when the time comes.

The NRLW has come on in leaps and bounds since it began in 2018 and it continues to go from strength to strength. The Perth Bears will do everything we can to help the game grow even further.



TRANSITION TO MEMBER CONTROL

The 2025 to 2030 strategy has been developed to ensure that the Perth Bears are a success.

Initially the team will be owned by the Australian Rugby League Commission, but that's not our destiny. The Perth Bears will transition to a member-controlled and owned organisation having successfully been established.

Our pathway to and requirements for transition to a member-controlled organisation are known and the successful implementation of this strategy will ensure that transition occurs.

But rather focus on that transition now, our focus must be to establish ourselves. Then, once the Bears have been successfully installed, our next strategy for 2030 and beyond can forge a path for our long-term future.



THE FIG TREE PRINCIPLE

Deep Roots Grow Tall

Perth and North Sydney may be on opposite sides of the country, but there are many symbols that exist in both areas to promote unity.

Perhaps none is stronger than the iconic fig trees located both outside the Perth Bears home ground at HBF Park in Perth and inside North Sydney Oval.

- The **B.E.A.R.S** Fig Tree Principle is symbolic of the foundation of the Perth Bears and the North Sydney Bears roots
- It is a deeper **CONNECTION** to the community that goes beyond tokenism
- It **PROTECTS** and nurtures those who are part of the club and its family
- It **RESPECTS** the past and ensures we never forget where we came from

**P E R T H
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***STAND
ASIDE***

...

***HERE
COME
THE
MIGHTY***

**P E R T H
BEARS**

