

# 2019 - 2021 DIVERSITY AND INCLUSION ACTION PLAN



**RICHMOND**  
EST 1885



# INTEGRATING DIVERSITY, EQUITY & INCLUSION IN THE SCHOOL CURRICULUM



GENDER EQUITY | DISABILITY | DIVERSE GENDERS & SEXUALITY | CULTURALLY DIVERSE

**Richmond Football Club acknowledges the traditional owners of the land on which it resides, the Wurrundjeri and Bunurong people of the Kulin Nations. We pay our respect to their elders, past, present and emerging and acknowledge that sovereignty was never ceded.**

We also acknowledge the work of the Korin Gamadji Institute with emerging Aboriginal and Torres Strait Islander leaders. This document accompanies the significant contributions the Club has made to support Reconciliation between first and new Australians. This document strongly aligns to the Club's Elevate Reconciliation Action Plan (RAP).

As we consider the purpose of this Plan, we recognise that true connection with diverse and marginalised people, can only be achieved with genuine respect and understanding of First Australian's inextricable link with this Country.

## PURPOSE

**FOSTER A CULTURE OF INCLUSION BY CELEBRATING AND CONNECTING WITH DIVERSE AND MARGINALISED COMMUNITIES.**

Diversity within the scope of this document addresses any dimension – gender, ethnicity, disability, and sexual orientation – that can be used to differentiate groups and people from one another.

**Inclusion refers to organisational efforts, behaviours and practices in which different groups or individuals with having different backgrounds are culturally and socially welcomed, affirmed and respected.**

## CONNECTION

**CONNECTION IS AT THE HEART OF RICHMOND FOOTBALL CLUB'S PURPOSE BOTH ON & OFF THE FIELD.**

On the field we believe a connected football team will be a winning football team. Off the field we believe a connected football club reflects and embraces the diverse community within which it operates.

**Authentic connection with diverse communities requires a Club-wide commitment and it is why I am so pleased to share Richmond's inaugural Diversity and Inclusion Action Plan with you.**

## COMMITMENT



**THIS PLAN WILL DRIVE OUR COMMITMENT TO BUILDING A DIVERSE AND INCLUSIVE CLUB, CONNECTING WITH THOSE WHO ARE OFTEN DISCONNECTED AND UNDER-REPRESENTED WITHIN OUR AFL INDUSTRY.**

While diversity and inclusion make clear sense from a business perspective, it is equally a responsibility. We understand the unique and privileged position we hold as Australia's biggest sports Club to embrace and empower people regardless of their culture, beliefs, sexuality, gender or abilities.

Programs and initiatives such as the AFLW program, the establishment of the Bachar Houli Foundation, the Richmond Emerging Aboriginal Leader's program (REAL), the Wheelchair Football team and our partnership with Midsumma – along with many other actions in this plan – will play a significant role in strengthening our Club through diversity and inclusion.

**As an elite football Club, nothing is more important than winning Premierships however our purpose – our reason for being – is so much broader. Our role is to connect the people and communities that ultimately provide us with our licence to operate.**

## PROGRESS

**THIS DIVERSITY AND INCLUSION ACTION PLAN IS A COMMITMENT TO OUR COMMUNITY AND WE LOOK FORWARD TO REPORTING BACK ON OUR PROGRESS.**

Although there are many dimensions of diversity that could be included in this Plan, Richmond has identified the following as focus communities. These communities often experience significant barriers to participating and are at greatest risk of exclusion from participation in the football industry.

1. WOMEN (GENDER EQUITY)

2. PEOPLE WITH A DISABILITY

3. PEOPLE WITH DIVERSE SEXUALITY &/OR GENDERS

4. PEOPLE WHO ARE CULTURALLY DIVERSE

Richmond's Diversity and Inclusion Action Plan focuses on four key themes:

- **Thriving & Participation**
- **Equitable Services & Spaces**
- **Advocacy & Leadership**
- **Developing a diverse & aware Workforce**

Furthermore, there are nine Outcomes and 34 Actions included in Richmond's Plan, as follows.

FOCUS COMMUNITIES



INTERSECTIONAL APPROACH

Richmond Football Club understands that humans are complex and are shaped by interactions between different personal attributes such as ethnicity, gender, class, sexuality, age, disability, migration status and religion. These interactions occur within a context of connected systems and power structures such as policies, governments, and the media. In shaping this action plan, we have taken an intersectional approach which enables us to understand the connections between structures that shape diverse populations. Individuals can simultaneously identify with different groups and therefore face exclusion on the basis of one or more characteristics of their identity.

COMMITTEE MEMBERS

**Ashleigh Humphries**  
Consumer Services Manager

**Ben Jenkins**  
Head of Marketing and Fan Engagement

**Damien Villarossa**  
Head of Education and Training

**Katherine McCarthy**  
Commercial Partnerships Account Manager

**Kathryn Stevenson**  
People and Culture Advisor

**Michael Lacy**  
Head of Community

**Nadine Haidar**  
Player Development and Wellbeing Coordinator

**Rana Hussain**  
Diversity and Inclusion Coordinator (Chair)

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GM of Human Resources

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**Richmond Football Club would like to thank all those who contributed to the making of this document. In particular the Club thanks the following people.**

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**Waleed Aly**  
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**Yasmina McGlone**  
VWFL player

**Yogi Thurairatnam**  
Richmond Cheer Squad Member







INCLUSION TO  
ME MEANS  
GOING BEYOND  
BEING AWARE  
OF DIFFERENCES  
OR ACCEPTING  
DIFFERENCES  
TO THE POINT  
OF ACTIVELY  
INCLUDING  
PEOPLE WHO  
**A R E**  
DIFFERENT  
FROM YOU. IT  
M A K E S  
FOR A BETTER  
**COMMUNITY.**

# THRIVING AND PARTICIPATION

Through strong partnerships and collaboration, **thriving and participation** ensures people from focus communities are empowered to have meaningful involvement in decisions, which will allow them to be themselves and thrive with the Richmond Football Club.



## OUTCOMES

### A.

Focus communities have increased opportunity to participate in decision making.

### B.

Focus communities have increased opportunity to participate as a player or supporter, club partner and/or supplier.

ACTIONS		Completed by	Responsibility
1	Maintain and establish partnerships with at least 2 organisations for each focus community that can continue to guide and inform Richmond's work	End of 2021	Commercial & Community
2	Richmond to develop a Diversity and Inclusion policy that informs employees of its approach to D&I and their responsibilities	End of 2019	Human Resources
3	Richmond to develop a Diversity and Inclusion Statement, which is included on the Club's website	2019	Consumer
4	DIAP Working Group to meet quarterly to ensure Actions are being delivered	Ongoing to 2021	Community
5	DIAP Working Group to include representatives from all Club departments, and to keep external DIAP Ambassadors regularly informed of the Plan's progress	Ongoing to 2021	Community
6	Maintain and support the Women's Football Steering Group to ensure successful implementation of the Club's inaugural AFLW program and develop the Club's understanding of the intersectional female experience in sport	Ongoing to 2021	Commercial
7	Establish Richmond Football Club as the home of the Bachar Houli Foundation	2019	Community
8	Develop a comprehensive multicultural engagement strategy (understanding the diversity of CALD communities) that increases participation of culturally diverse communities in all aspects of football and the Richmond Football Club	End of 2019	Community & Marketing
9	Commit to establishing an annual multicultural themed Richmond AFLM match day that celebrates the rich cultural diversity throughout Richmond's players, employees and supporters	2019	Community & Fan Development & Marketing
10	Review Club communications and marketing (including match day communications and marketing) to ensure initiatives and programs for focus communities are well profiled and recognised	2020	Fan Development & Marketing, Communications
11	Develop a D&I supplier and service provider list (individuals that identify with one or more focus communities or businesses with Diversity and/or Inclusion strategies) that can be utilised by all Club departments	2020	Community



INCLUSION TO ME  
IS BEING VALUED  
FOR WHAT YOU  
BRING TO THE  
TABLE. IT MEANS  
BEING ABLE TO BE  
YOUR TRUE SELF  
WITH OTHERS,  
**CELEBRATING**  
THE DIFFERENCE  
THAT BRINGS US  
**T O G E T H E R .**



# EQUITABLE AND ACCESSIBLE SERVICES AND SPACES

## OUTCOMES

Focus communities have the right to **equitable and accessible services and spaces**. This contributes to building and strengthening the connection between the Club and its supporters, and the overall wellbeing of individuals.



**A.** Increased use of Richmond facilities, programs, events and online spaces through improved safety, cultural appropriateness and physical access.

**B.** Greater proportion of the Club's communication methods and information to be inclusive and accessible.



ACTIONS		Completed by	Responsibility
12	Accessibility and Inclusion guidelines and checklist developed for Club match days, events and programs	2019	Community, Commercial & Marketing
13	Accessibility and Inclusion information relating to match days and Swinburne Centre reviewed and updated across Club digital platforms	2019	Community, Commercial & Marketing
14	Develop a 'safe environment' plan to ensure focus communities feel physically and emotionally safe. This plan is to include, but is not limited to lighting in carpark, post-game support and safety, on site security	2020	Human Resources & Consumer
15	Review club communications to ensure they are inclusive and accessible to all	2020	Communications & Marketing
16	Facility planning phases to include consultation with external and internal groups who can provide guidance on best practice approaches to safety, cultural appropriateness and physical access	2021	Senior Management Team



**YASMINA  
MCGLONE**

Richmond Wheelchair Player and  
Diversity and Inclusion Officer

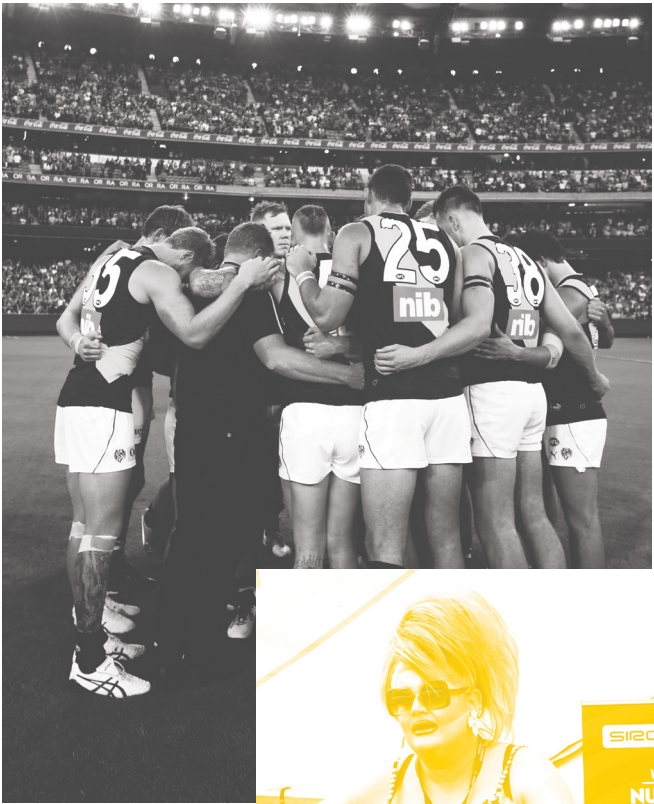


**INCLUSION IS EVERYONE  
FEELING LIKE THEY  
BELONG AND TREATING  
ONE ANOTHER WITH  
RESPECT.**



# ADVOCACY AND LEADERSHIP

Richmond will collaborate and lead within its sphere of influence to address discrimination and marginalisation throughout the Richmond community.



## OUTCOMES

**A.** Advocacy and leadership initiatives developed and delivered by Richmond and its stakeholders

**B.** Improved behaviours and attitudes towards focus communities by Richmond Football Club and its stakeholders.

ACTIONS		Completed by	Responsibility
17	Ensure both the Member and Employee Code of Conduct clearly outlines unacceptable behaviour, including engaging in or endorsing any form of threatening conduct, or vilification or abuse on the basis of race, gender, religion, disability or sexuality	2019	Consumer
18	Key commemorations relating to focus communities to be recognised each year. These can include but are not limited to, International Day for People with a Disability, IDOHIBIT, International Women’s Day, Ramadan, Diwali, and Mental Health Week	Annually	Community
19	Scope opportunities across Richmond’s football programs to establish match day activities and fan experiences that embrace diverse sexualities and genders	Annually	Fan Development & Marketing
20	Facilitate at least two initiatives throughout the year that engages partners and stakeholders to share learnings and ideas on effective inclusive practices	Annually	Community
21	Maintain our commitment to the Sport Male Champions of Change Program that drives gender equity and equality for all women (including women who identify with other focus community groups) and to ensure progress is communicated biannually to employees	Annually	Senior Management Team
22	Identify at least 4 player ambassadors (2 men and 2 women) to profile, who can support programs, and advocate for focus communities ensuring that at least two player ambassadors can identify with an intersectional experience	Annually	Communications & Community
23	Work with MCC on knowledge sharing and advocacy for inclusive best practices	2020	Fan Development & Marketing

YOGI  
THURAIRATNAM

Richmond Football Club  
Cheer Squad member

WHAT INCLUSION  
MEANS TO ME IS  
**EMPOWERING**  
MANY CULTURES  
AND BELIEFS TO  
PARTICIPATE  
PASSIONATELY  
AND ENJOY OUR  
GAME IN  
**SOLIDARITY.**





# DIVERSE AND AWARE WORKFORCE

A **diverse and aware workforce** is a proven formula for high performing organisations. Building awareness and understanding of the differences between employees, ensure effective working relationships and a strong culture are built.



KEY AREA FOUR

## OUTCOMES

**A.**  
Increased confidence across the organisation through the provision of training, awareness raising activities and consideration of good practice strategies

**B.**  
Focus communities have increased opportunities to participate in employment and development opportunities with Richmond.

**C.**  
Facilitating an environment of cultural safety in the provision of these services that enable workers to feel respected.

ACTIONS		Completed by	Responsibility
24	Consolidate the Club's internal education program that ensures relevant employees complete training to build their knowledge and understanding of focus communities. Training to include, but not limited to Wheeltalk, Disability Awareness Training, Respectful Relationships, Mental Health First Aid & Cultural Awareness, Inclusion training	2020	Human Resources
25	Review of existing policies and procedures and address any potential barriers to participation and engagement	Annually	Human Resources
26	Determine an effective measure to ensure a benchmark is established for Inclusion across Richmond's workforce, which allows progress to be monitored	2019	Human Resources
27	Ensure the Club's partnership with Job Access provides quality support, training and education that will build the Clubs capacity to better connect people with a disability	Annually	Human Resources
28	Provide at least 6 immersion experiences for staff each year to engage with focus communities (eg. Wheelchair football exhibition, Midsumma, Midwinta, Pride March, Iftar, Bachar Houli Academy, Next Generation Academy)	Annually	Community
29	Employment positions at Richmond to be advertised with at least 2 employment brokers that specifically support focus communities	Ongoing	Human Resources
30	Ensure the Club's Extended Management Team (EMT) has a 40% female/40% male/20% discretionary gender split as is best practice	2019	Human Resources & EMT
31	Ensure Senior Management Team (SMT) has increased representation of senior female staff members through intervening methods until such time that SMT has reached a regular min 30% of women represented on the team	2020	Human Resources & SMT
32	Establish Richmond Institute of Sports Leadership (RISL) CALD community scholarship of 5 students	2020	RISL
33	Review opportunities presented through the Next Generation Academy for increased CALD community engagement through internships and resourcing	2019	Community & Football
34	Ensuring mechanisms are in place, via training and debriefing to address concerns of negative experiences of diverse individuals experience in the workplace or at Richmond Football Club events	2020	Human Resources

INCLUSION TO ME IS  
GENUINE ACCEPTANCE,  
RESPECT AND EQUALITY  
IN THE SHARED  
**COMMUNITY.**



Richmond AFLW Player and  
Marketing and Fan Engagement Officer

**SABRINA  
FREDERICK**

VOICE OF OUR COMMUNITY



25



24



**FOSTER A CULTURE OF  
INCLUSION BY CELEBRATING  
AND CONNECTING WITH  
DIVERSE AND MARGINALISED  
C O M M U N I T I E S .**





**RICHMOND**  
EST 1885

