



RECONCILIATION ACTION PLAN

JULY 2016 – JULY 2019

OUR VISION FOR RECONCILIATION

The Sydney Swans Football Club is committed to playing an active role in Australia's reconciliation journey. Our vision for reconciliation is for our football club to be a leader in promoting equality and justice for First Australians, so that our players, staff and broader community have a deeper respect for and understanding of Aboriginal and Torres Strait Islander cultures. It is our hope that our football club, through the commitments contained in this Reconciliation Action Plan, will make a tangible difference for Aboriginal and Torres Strait Islander peoples by creating awareness through education and providing opportunities.

We understand that before we can truly advance down the path of reconciliation we must first appreciate the challenges confronting Aboriginal and Torres Strait Islander peoples.

These challenges are many and varied, and include inequality in health, education and employment outcomes, as well as the generational impact on families as a consequence of the Stolen Generation. We must acknowledge these historical injustices through education of our staff and players, and by driving an organisational culture underpinned by inclusion. Through education, understanding and a commitment to fairness and inclusion, our football club can contribute to a united future.

Through our first Reconciliation Action Plan, we established a crucial platform of respect. Every Sydney Swans staff member and player undertook face-to-face cultural awareness training. Key relationships have been built which have facilitated practical opportunities.

In partnership with AFL Sportsready, the Club has had its first Aboriginal graduate trainee shift into full-time employment. The Goodes-O'Loughlin Foundation and the Australian Indigenous Education Foundation have provided scholarships to Aboriginal and Torres Strait Islander students with ongoing support from the Swans.

The QBE Sydney Swans Academy has provided Abe Davis, a Torres Strait Islander player, a pathway to become part of the senior list.

These achievements are examples of the success we hope to build upon through our second Reconciliation Action Plan. This document outlines those next steps.



OUR BUSINESS

The Sydney Swans Football Club is the oldest and largest AFL club in Sydney. Established in 1874 as the South Melbourne Football Club, the Swans relocated to Sydney in 1982 and made their home at the Sydney Cricket Ground. The Swans play 11 home games at the SCG each year as part of the AFL's 23-round premiership season. According to Repucom research, it is estimated that up to one million people in Australia identify as Sydney Swans supporters. This enormous supporter base provides the Club a wonderful opportunity to be a leader in the path to reconciliation.

The Swans employ approximately 125 full-time staff including the playing group. As of 2016, the Swans had three full-time Aboriginal and Torres Strait Islander employees, including players Lance Franklin and Abaina Davis, along with Madison Howarth who is the Human Resources Assistant.

Although our business is focused on the Sydney and Melbourne markets, the Club has national reach with a membership base of more than 50,000 spanning all of Australia. Swans members are united in their passion for the red and white and we believe our success on the field begins in the stands. Being a Swans member means being part of the fabric of our football club and sharing in the Swans journey.

The Sydney Swans values comprise of HONESTY, RESPECT, TEAM, ACCOUNTABILITY, PERSISTENCE and ENJOY. It is important to the Swans that we engage and represent the wider community. We do this by offering an inclusive environment for all to connect with the Club.

We have a strong supporter group of Aboriginal and Torres Strait Islander fans, known as the Black Swans Supporter Group. The group was founded in 2010 and has a presence in the cheer squad at all Swans home games. The Black Swans is free to join and members are invited to take part in many of the Club's First Australian events throughout the year.

Each year the Sydney Swans welcome National Reconciliation Week with Marn Grook at the SCG. Meaning "game ball", Marn Grook is the name given to the Aboriginal ball game played with a possum skin ball. The game inspired Australian Rules Football. In 2016, the Sydney Swans marked their 15th annual Marn Grook match, having first played for the Marn Grook Trophy in 2002 to celebrate the contribution of Aboriginal and Torres Strait Islander players to our game. Five years later, in 2007, the AFL adopted an annual Indigenous Round.

Marn Grook at the SCG is a focal point of our community awareness campaign as it is witnessed by more than one million people across Australia each year. This offers a unique platform to promote and celebrate Aboriginal and Torres Strait Islander culture. Each year Marn Grook at the SCG includes an official Welcome to Country and there is a cultural gift exchange with the opposing team. The Sydney Swans players wear our Indigenous guernsey for the match, which includes the 'Recognise' logo. The Swans proudly support the campaign to recognise Aboriginal and Torres Strait Islander people in our nation's Constitution. Meanwhile in addition to the Marn Grook Trophy, the player judged best on ground is awarded the Goodes-O'Loughlin Medal, to honour the contribution of Swans greats Adam Goodes and Michael O'Loughlin.

In the community, the Sydney Swans play an active role in developing grassroots talent. The Swans are passionate about connecting and building strong relationships with local football clubs from our talent zone in NSW. Through our Swans Friendly Clubs initiative, we aim to recognise and reward community clubs as well as provide opportunities for engagement with the Swans. In addition, through the Volkswagen Swansfit Schools Program we aim to promote healthy living to primary school children in the Sydney region. The program is a school-based initiative conducted by Sydney Swans players and community staff to encourage children and their families to participate in sport and live active lifestyles.

In addition, the Sydney Swans work with a number of charity partners and community organisations to deliver social responsibility objectives. Some of these partners include Redkite, beyondblue and the Cerebral Palsy Alliance, as well as the Goodes-O'Loughlin Foundation. Our community partners are organisations with which we have shared values. We recognise the power of sport in uniting and inspiring, and with sport as our platform we work with our charity partners to achieve shared goals.

The QBE Sydney Swans Academy is an elite training program for young footballers. Established in 2010, the Academy involves 600 boys aged from 11 to 19 years who participate in an elite long-term development program under the guidance and support of professional coaches. The specialised training program is tailored specifically to each age group and provides a first-class training environment. The program operates in nine regions across the Swans Academy zone including Sydney Metro; Sydney North; Sydney South; Illawarra; Northern Beaches; Central Coast; Hunter; Port Macquarie and Coffs Harbour. As part of our RAP, an Aboriginal and Torres Strait Islander talent stream has been created to encourage greater participation and engagement from those communities with the Sydney Swans. In 2016, the Academy had 24 First Australian players. There are numerous opportunities to join the QBE Sydney Swans Academy in trials throughout the year, which are detailed through the Sydney Swans website.

OUR RAP

The Sydney Swans are committed to making a tangible contribution to reconciliation and this is the primary impetus for us in developing a Reconciliation Action Plan. Our football club has been enriched by the contribution of First Australian players, and to date, the Sydney Swans have had 18 Aboriginal and Torres Strait Islander players represent the Club since Don Keyter first pulled on the red and white in 1953. Players of prior eras like Elkin Reilly, Jamie Lawson, Robbie Ahmat, Derek Kickett and Troy Cook, and today, our more recent Aboriginal champions Michael O'Loughlin, Adam Goodes and Lance Franklin are household names celebrated throughout Australia.

By developing a RAP, we hope to educate our staff and wider playing group about the cultures, histories and achievements of Aboriginal and Torres Strait Islander peoples, including those who have worn the Swans jumper. Through education and understanding we hope that our football club will offer an even more inclusive and welcoming environment for future Aboriginal and Torres Strait Islander staff and players – and we believe the best way to achieve this is by making meaningful commitments through a Reconciliation Action Plan.

Through our first RAP, launched in 2014, staff and players have been on a journey of learning about the histories and cultures of Aboriginal and Torres Strait Islander peoples. The cultural awareness training undertaken by the entire football club has been eye-opening and helped foster a deeper understanding and respect. With this strong foundation of respect we are now truly positioned to make a meaningful contribution to reconciliation. We hope this journey will continue through this, our second RAP.

As part of our RAP we have also forged a relationship with the National Aboriginal Sporting Chance Academy. NASCA is a not-for-profit organisation based in Redfern, NSW that operates programs in Aboriginal communities across Australia. The organisation aims to increase confidence, leadership, school completion rates and meaningful employment for Aboriginal and Torres Strait Islander peoples. The Swans have committed to being involved in NASCA's ARMTour (Athletes and Role Models) to provide our players and staff with the opportunity to directly engage with young people in Aboriginal communities, who statistically are more likely to disengage with or not perform well at school. It's hoped through this partnership we can make a positive contribution to the communities we engage with.

Aboriginal and Torres Strait Islander people have made a significant contribution to the Sydney Swans Football Club and two in particular stand out: Goodes and O'Loughlin. Together they have played 675 games for the Swans and were teammates in the Club's historic 2005 premiership success. They remain two of the most loved and respected players in the Swans' long history. To acknowledge their contribution, the Goodes-O'Loughlin Medal will be awarded to the player judged best on ground in the Indigenous Round.

In 2009, Goodes and O'Loughlin started the Goodes-O'Loughlin Foundation (GO Foundation), with the goal of enabling a brighter future for Aboriginal and Torres Strait Islander Australians by providing a conduit for philanthropic intent of corporations, organisations, families and individuals. Since its inception the Sydney Swans have been a proud partner of the foundation and supporter of the outstanding work it does in the Aboriginal and Torres Islander communities.

One of the outcomes of this RAP will be the strengthening of ties between the GO Foundation and the Club.

Another key outcome is to ensure the legacy of Goodes and O'Loughlin is carried forward by the Swans, through all staff and players. As part of that we must ensure that the Club's doors are wide open for the next Goodes or O'Loughlin to arrive and leave their mark. Through the QBE Sydney Swans Indigenous Talent Stream and increased First Australian employment targets, this RAP aims to ensure that is the case.

In addition to achieving positive outcomes in the areas of respect, opportunities and relationships, the Sydney Swans are also committed to recognising the individual within the RAP Committee who has contributed most significantly to achieving reconciliation. In 2016, that individual was Human Resources Manager Scott Dalby.

The Sydney Swans RAP working group comprises:

This Reconciliation Action Plan was developed in consultation with a Swans RAP Committee and AFL NSW/ACT. The committee included Sydney Swans greats Adam Goodes and Michael O'Loughlin, as well as AFL NSW/ACT Indigenous Programs Manager Katriina Heikkanen. In 2016, a new committee was formed to champion this RAP. It comprises:

> **Lance Franklin (Sydney Swans Player)**

Lance Franklin is one of the most recognised players in the AFL and at the commencement of this RAP had played 230 AFL games. The tall forward is a five-time All Australian, dual premiership player and three-time Coleman medallist. Lance is a proud Noongar/Wajuk man whose ancestry originates in the southwest of Western Australia.

> **Dane Rampe (Sydney Swans Player)**

Dane Rampe joined the Sydney Swans leadership group in 2016. A reliable defender, Rampe grew up in Sydney's beachside suburbs and was 17 before he first played AFL. His ability to cement a spot in the Swans' senior team is testament to his hard work and commitment.

> **Andrew Pridham (Chairman)**

A member of the Sydney Swans Board since 2002, Andrew assumed the role of Chairman in December, 2013. Andrew is the Managing Director and Head of Investment Banking of New York based investment bank, Moelis & Company.

> **Andrew Ireland (Chief Executive & Managing Director)**

Andrew Ireland has served as Chief Executive of the Sydney Swans since 2010 after decades of experience in football administration. A veteran of 110 games, he is a Life Member of the AFL.

> **Tim Laing (Chief Financial Officer)**

Tim Laing has been Chief Financial Officer of the Sydney Swans since 2006. He is Secretary of the GO Foundation and provides financial advice and administration assistance.

> **Loretta Johns (General Manager – Communications)**

Loretta Johns is a media and communications professional who joined the Swans in 2016 after roles in sports media and broadcast journalism.

> **Dennis Carroll (Player Welfare & Development Manager)**

Dennis Carroll is a former Swans captain who played 219 games from 1981-1993 and was named at half-back in the Sydney Swans Team of the Century. He now provides support to the playing group and has an active role in player development.

> **Scott Dalby (Human Resources Manager)**

Scott Dalby has been a key driver of both of the Sydney Swans RAPs and has been instrumental in delivering outcomes. He received the inaugural Sydney Swans RAP Award for his contribution to reconciliation.

> **Katriina Heikkanen (AFL NSW/ACT Indigenous Programs Manager)**

Katriina Heikkanen is a proud Aboriginal woman who was born and raised in Sydney with family from the Worimi and Dhungutti Nations on the Mid North Coast of NSW. She has extensive experience working in First Australian employment and education.

> **Madison Howarth (GO Foundation Communication & Administration Assistant)**

Madison Howarth is a descendent of the people of the Wonnarua Nation, the Traditional Landowners of the Hunter Valley. She joined the Sydney Swans as a trainee in 2015 before being appointed to the full-time role of Human Resources Assistant, where she continues to work closely with the GO Foundation.



Michael O'Loughlin

FOREWORD BY MICHAEL O'LOUGHLIN

For me, the Sydney Swans is more than just a football club. It's a special, welcoming place that celebrates diversity and makes people feel included. It's the place I love and the place that shaped the person I am today.

The way the Sydney Swans have embraced Aboriginal and Torres Strait Islander cultures has been significant and commendable. It's part of the reason why I love the Club and why I have, and will forever, continue to be involved.

The Swans have always been open and enthusiastic to learn about other cultures and beliefs. It doesn't matter who walks through the door, the Swans always ensure everyone feels welcome, regardless of their background.

In May 2014, the Sydney Swans Football Club launched its first Reconciliation Action Plan, which was an important milestone. It set out key commitments on the path to reconciliation. This, our second RAP, further strengthens the Club's position as a leader in the community. The Swans are seen as an organisation that Indigenous Australians want to work for – a place that is open and inclusive with a myriad of opportunities. Our Reconciliation Action Plans have been made possible thanks to the work of everyone within the organisation, especially Australian of the Year, Adam Goodes.

Moving forward, I've got no doubt that the Swans will continue to strengthen their relationship with Aboriginal and Torres Strait Islander communities and that more Indigenous people will either work or play for the Swans. I can't wait for the day that a student who has come through the Goodes-O'Loughlin (GO) Foundation, who has gone on to graduate at school or university, works for our football club. It would certainly be very special.

Sport is a great vehicle to encourage kids to stay in school. It can inspire people to seek an education, to work hard and to live a healthy life. Through our sport, and through the commitments contained within this RAP, we can continue to provide opportunities for Aboriginal and Torres Strait Islander peoples and play a leading role in reconciliation.



Andrew Pridham
Sydney Swans Chairman

MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE

The Sydney Swans are proud to launch our second Reconciliation Action Plan (RAP) to build respect, create opportunities and strengthen relationships with Aboriginal and Torres Strait Islander communities.

Respect, relationships and opportunities are the three key components of our new RAP. Respect is one of the core values of our football club; we ask it of our players and staff on and off the field.

Relationships with Aboriginal and Torres Strait Islander communities are an important focus for the Swans, as we look to increase understanding and raise cultural awareness among our staff and playing group.

Meanwhile, as a football club that aims to lead the way through diversity and inclusion, we are actively seeking to create opportunities for people from Aboriginal and Torres Strait Islander communities to help close the gap with employment, health and education outcomes, as well as increase participation in all levels of our great game.

Our football club has a history rich in the Marn Grook tradition and we recognise that sport can play a critical role in reconciliation. Sport brings people together, provides common ground and contributes to overall health and wellbeing.

We hope this Reconciliation Action Plan will help us celebrate the wonderful contribution of Aboriginal and Torres Strait Islander peoples to our football club, and provide a pathway to strengthen those relationships into the future.



Andrew Ireland
Sydney Swans Chief Executive & Managing Director



ACTION	RESPONSIBILITY	MEASURABLE TARGETS	TIMELINE
1.4 Raise awareness of our RAP among members, corporate partners, staff members and other relevant stakeholders to promote reconciliation across our sphere of influence.	General Manager – Communications	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders • Ensure senior leaders are involved in the delivery of RAP outcomes • Officially launch the Sydney Swans RAP as a major Club event • Provide a copy of the Sydney Swans RAP to all staff, members and corporate partners of the Club 	August 2016 July 2016 July 2016 July 2016
	Human Resources Manager	<ul style="list-style-type: none"> • The Sydney Swans Health Check Survey is to include questions specifically seeking feedback on RAP initiatives and progress the Club has made in achieving reconciliation • Communicate an update on RAP progress to all staff at the quarterly club lunches • Include a detailed breakdown of the RAP during the employee induction process • Publish our RAP on sydneyswans.com.au with supporting information about relationships, partnerships and progress of RAP goals 	February 2017, 2019 February, May, August, November 2016, 2017, 2018, 2019 July 2016 July 2016
	General Manager – Corporate Partnerships & Marketing	<ul style="list-style-type: none"> • Encourage sponsors and other external stakeholders to develop a RAP • Develop a strategy to promote reconciliation to our members and stakeholders 	July 2016 August 2016
1.5 Promote initiatives to strengthen outcomes and foster positive relationships with Aboriginal and Torres Strait Islander peoples.	General Manager - Communications	<ul style="list-style-type: none"> • Develop and communicate a strategy for addressing racism on and off the field • Investigate opportunities to collaborate with other AFL clubs to promote anti-discrimination dialogue • Join the 'Racism. It Stops With Me' campaign • Engage the Australian Human Rights Commission to determine how Sydney Swans can publically promote positive race relations 	March 2017 March 2017 May 2017 December 2017

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RESPECT

RESPECT is a core value of our business. Our Club has proud links to Aboriginal and Torres Strait Islander communities, largely through players past and present. The development and recognition of these links are an important part of the history and the future of the Sydney Swans.

ACTION	RESPONSIBILITY	MEASURABLE TARGETS	TIMELINE
2.1 Facilitate opportunities for staff and players to engage in continuous cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Human Resources Manager	<ul style="list-style-type: none">Review and update the Sydney Swans cultural awareness training strategy, which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be providedInvestigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness trainingFormal face-to-face Cultural Awareness Training sessions are to be compulsory for all 82 staff and 46 players (100% of employees)All eleven (11) members of the Sydney Swans Board of Directors to undertake formal face-to-face Cultural Awareness TrainingAll RWG members to undertake cultural learning activities	January 2017, 2018, 2019 February 2017 February 2017, 2018, 2019 July 2019 January 2019 August 2016
	General Manager – Corporate Partnerships & Marketing	<ul style="list-style-type: none">Investigate opportunities to build cultural awareness and understanding for Sydney Swans Corporate Partners	
2.2 Publicly demonstrate respect for Aboriginal and Torres Strait Islander peoples and communities by embedding culture in Club facilities, events and activities.	General Manager – Match Day, Events & Hospitality	<ul style="list-style-type: none">The Aboriginal and Torres Strait Islander Flags are to be flown at all AFL matches played at the SCGDisplay Aboriginal and Torres Strait Islander artwork in our Sydney and Melbourne officesInclude an Acknowledgement of Country in all Swans Schools Program visitsEngage with the SCG Trust to investigate the possibility of installing Acknowledgement of Country plaques in all standsProvide an Acknowledgement of Country on the screen and over the loudspeaker at all home games	July 2016 January 2019 August 2016 January 2017 July 2016
2.3 Promote respect for Aboriginal and Torres Strait Islander cultures and histories through the Sir Doug Nicholls Indigenous Round Marn Grook match.	General Manager – Match Day, Events & Hospitality	<ul style="list-style-type: none">The Goodes-O'Loughlin Medal is to be awarded to the player of the match in the annual Marn Grook match played in National Reconciliation WeekAn Aboriginal and Torres Strait Islander guernsey featuring the Recognise campaign logo to be worn by all players at the annual Marn Grook match played in National Reconciliation WeekInvite a local Traditional Owner to provide a Welcome to Country at the annual Marn Grook match played in National Reconciliation WeekInvite Aboriginal and Torres Strait Islander representatives to attend the Chairman's Club event for the Marn Grook matchEngage with AIME, AIEF, the GO Foundation and other Aboriginal and Torres Strait Islander community organisations to provide opportunities for Aboriginal and Torres Strait Islander students to attend the match	May 2017, 2018, 2019



ACTION	RESPONSIBILITY	MEASURABLE TARGETS	TIMELINE
2.4 Embed cultural protocols in internal processes and functions to demonstrate respect for Aboriginal and Torres Strait Islander peoples, cultures and histories.	General Manager – Match Day, Events & Hospitality	<ul style="list-style-type: none">Develop a cultural protocol document for Welcome to Country and Acknowledgement of Country and communicate it across the ClubInvite a Traditional Owner to provide a Welcome to Country at a minimum of four (4) events each year, including the Annual Club Champion DinnerMaintain and review a list of key contacts for organising a Welcome to CountryInclude Acknowledgement of Country at the commencement of all internal meetingsAll staff and senior leadership to provide an Acknowledgement of Country at public eventsInclude an Acknowledgement of Country in all staff email signaturesInclude an Acknowledgement of Country in all communications to membersInclude an Acknowledgement of Country banner on our website	November 2016 October 2016, 2017, 2018 November 2016 January 2017 January 2017 July 2016 January 2017 January 2017
	IT Manager		
2.5 Celebrate Aboriginal and Torres Strait Islander cultures by participating in NAIDOC Week Events.	Human Resources Manager General Manager - Communications	<ul style="list-style-type: none">Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC WeekAll staff to be provided with the opportunity to attend an official NAIDOC Week event during working hours upon requestEngage with National NAIDOC Committee to discuss mutually beneficial opportunitiesEncourage staff to participate in a local NAIDOC Week eventHold an internal NAIDOC Week eventDevelop a media strategy to promote NAIDOC Week through the Swans' online channels	1st Sunday to 2nd Sunday July 2016, 2017, 2018
2.6 Reward those individuals that significantly contribute to the Club's reconciliation efforts.	RAP Working Group Secretary	<ul style="list-style-type: none">The RWG is to vote prior to the conclusion of each RAP on which individual has contributed most significantly to advancing reconciliationThis individual is to be presented with a certificate by the Chief Executive at the RAP Launch	May 2019
			May 2019



OPPORTUNITIES

The Sydney Swans understand that the passion for AFL football in the community allows clubs and their personnel the unique opportunity to set a strong example, to influence and even change attitudes and values amongst the wider population. It is a unique privilege. Providing employment and training opportunities to Aboriginal and Torres Strait Islander peoples can help Australia's pathway to reconciliation. These opportunities can increase self-esteem and confidence, increase workforce participation and promote equality for First Australians.

ACTION	RESPONSIBILITY	MEASURABLE TARGETS	TIMELINE
3.1 Increase Aboriginal and Torres Strait Islander recruitment and retention within the Club.	Human Resources Manager	• Conduct a comprehensive review of existing recruitment policies and procedures	December 2016
	Human Resources Assistant	• Review, update and communicate our Aboriginal and Torres Strait Islander employment strategy, including retention and professional development plans.	March 2017
		• Increase Aboriginal and Torres Strait Islander employment to 3% (additional 2 employees) across the Commercial Operations of the Club	July 2019
		• Engage with existing Aboriginal and Torres Strait Islander staff and ambassadors to consult on employment and retention strategies, including professional development	May 2019
		• Advertise all job vacancies in Aboriginal and Torres Strait Islander media	November 2017
		• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait employees and future applicants participating in our workplace	January 2018
		• All job advertisements to include a statement to encourage Aboriginal and Torres Strait Islander applicants to apply	June 2017
			January 2018
		• Review player recruitment and induction process and implement procedures to gain a greater understanding of potential Aboriginal and Torres Strait Islander players' backgrounds and cultures	
	Player Welfare & Development Manager		
3.2 Investigate opportunities to support Aboriginal and Torres Strait Islander peoples to pursue careers in the sporting industry.	Head of QBE Sydney Swans Academy	• Develop and promote opportunities for Aboriginal and Torres Strait Islander Coaches through the Swans Academy coaching program	January 2017
		• Provide two (2) opportunities for Aboriginal and Torres Strait Islander coaches to gain experience with Swans Academy coaching staff to improve their skills	January 2018, 2019
3.3 Investigate opportunities to increase the number of Aboriginal and Torres Strait Islander businesses within the Club's supply chain.	Assistant Accountant	• Review, update and communicate to all relevant staff members the Sydney Swans' Aboriginal and Torres Strait Islander procurement strategy	December 2017
		• Comprehensive review of existing suppliers to be undertaken	February 2017
		• Continue to develop a register of potential Aboriginal and Torres Strait Islander businesses that the Sydney Swans could engage with	March 2017
		• Develop at least three (3) commercial relationships with Aboriginal and/or Torres Strait Islander businesses	May 2019
		• Set annual targets for procuring goods and services from Aboriginal and Torres Strait Islander owned businesses	January 2019

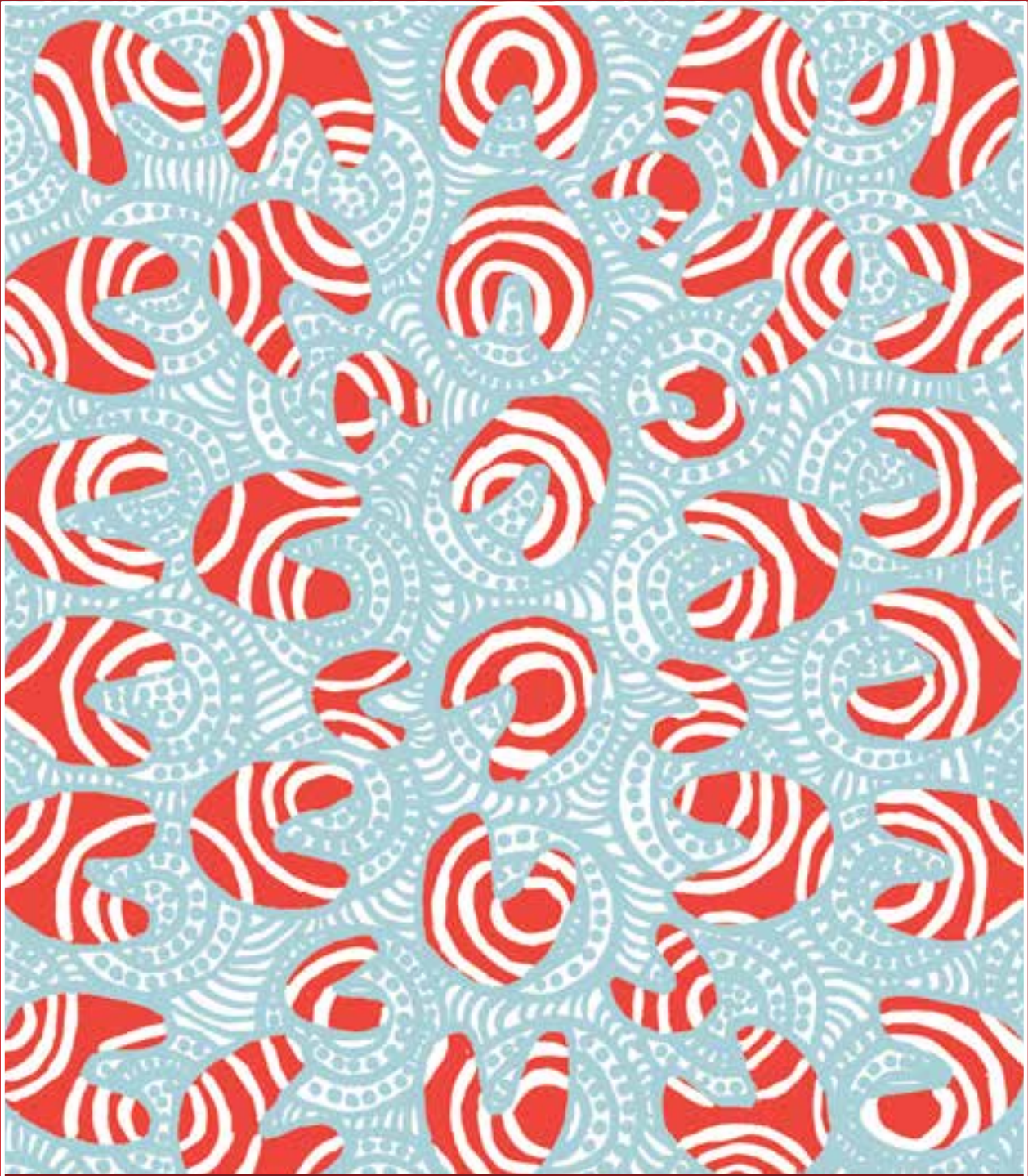


ACTION	RESPONSIBILITY	MEASURABLE TARGETS	TIMELINE
3.4 Support positive educational outcomes for Aboriginal and Torres Strait Islander students	Chief Financial Officer	• Provide ongoing financial advice and administration assistance to the GO Foundation	July 2016
		• Allocate a work space for the GO Foundation in the Sydney Swans proposed new training and administration facility	May 2018
		• Create a formal internship program for GO Foundation Year 12 graduates and other Aboriginal and Torres Strait Islander graduates	March 2017
	Human Resources Manager	• Offer internship placements to two (2) Aboriginal and Torres Strait Islander students each year	March 2018, 2019
		• In partnership with the National Aboriginal Sporting Chance Academy (NASCA) the Club will provide at least two (2) players and two (2) staff members annually for the Athletes and Role Models Tour (ARMTour) program	October 2016, 2017, 2018
	Player Welfare & Development Manager	• Investigate possibilities to partner with the AFL Players' Association and AFL SportsReady to encourage players to become mentors for Aboriginal and Torres Strait Islander young people	January 2017
3.5 Provide a clear pathway for young Aboriginal and Torres Strait Islander players to become members of the Sydney Swans playing group.	Head of QBE Sydney Swans Academy	• Maintain an 'Indigenous Talent Stream' with the purpose of specifically targeting and attracting talented Aboriginal and Torres Strait Islander youth	May 2016
		• Allocate a training space for the 'Indigenous Talent Stream' in the Sydney Swans proposed new training and administration facility	May 2018
		• Continue to work collaboratively with the Australian Indigenous Education Foundation or other similar organisations to provide education scholarships to talented Aboriginal and Torres Strait Islander Academy players	May 2016
		• Establish a mentoring program for Aboriginal and Torres Strait Islander players with former/older Aboriginal and Torres Strait Islander players or respected individuals in our sphere of influence	February 2018
		• Provide support to new Aboriginal and Torres Strait Islander players relocating to Sydney	July 2019
		• Establish a buddy system for new Aboriginal and Torres Strait Islander team members	February 2017



TRACKING PROGRESS AND REPORTING

ACTION	RESPONSIBILITY	DELIVERABLE	TIMELINE
4.1 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	RAP Working Group Secretary	<ul style="list-style-type: none">• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually• Investigate participation in the RAP Barometer• Develop and implement systems and capability needs to track, measure and report on RAP activities	By 30 September 2016, 2017, 2018 August 2018 September 2016
4.2 Report RAP achievements, challenges and learnings internally and externally.	RAP Working Group Secretary	<ul style="list-style-type: none">• Publicly report our RAP achievements, challenges and learnings• Provide quarterly update to Sydney Swans Board through Human Resources Board Report	May 2016, 2017, 2018 February, May, August, November 2016, 2017, 2018, 2019
4.3 Review and refresh Sydney Swans RAP	RAP Working Group Secretary	<ul style="list-style-type: none">• Liaise with Reconciliation Australia to develop a new Sydney Swans RAP based on learnings, achievements and challenges of previous RAP• Submit RAP to Reconciliation Australia for formal endorsement	December 2017 May 2018



The artwork represents the Indigenous communities of Sydney. It tells the tale of Indigenous people coming together around Sydney's harbour and estuaries, portraying the way of life that many Sydneysiders experience today.

ARTIST – LISA SANSBURY

Lisa Sansbury is the mother of Sydney Swans champion and 2014 Australian of the Year Adam Goodes.





SYDNEY SWANS



RECONCILIATION
ACTION PLAN
STRETCH

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Scott Dalby, Human Resources Manager