

Creating an equal future for our people.

The AFL's Workforce Gender Action Plan
2019 to 2021





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A message from AFL CEO Gillon McLachlan.



I am very proud to be launching our first Gender Action Plan.

On and off the field, the AFL is committed to giving everyone, women and girls, men and boys, the opportunity to participate in, rally behind and truly embrace the game of AFL.

On the field, the AFLW competition is putting female talent, strength and passion in the spotlight, creating role models, cultivating new champions and shaping a future where every person across the nation can share in the love of the game.

Behind the scenes, we're introducing initiatives to continue to drive equality in all parts of the industry, ensuring the AFL is an employer of choice and that we provide a flexible, supportive and equal workplace for our people.

At the start of 2019, the AFL became the first national sporting body to achieve the Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality Citation.

It's a great start and we want to continue to progress towards achieving an inclusive and equal AFL.

This Gender Action Plan outlines the steps we are taking off-field in our workplace, on our journey towards gender equality. It allows us to measure our progress and ongoing success.

I look forward to creating an equal future where the opportunities provided by the AFL are infinite, and diversity of gender is valued.

Gillon McLachlan
Chief Executive Officer
Australian Football League



“I started in a part time Partnership and Community Engagement role at AFL Tasmania when my second child was six weeks old. As I became more comfortable and confident in my role as mother, I gradually increased my role to four days a week.

Because of the great experience and support I had at the AFL after becoming a mother, I felt really supported when taking on the larger responsibilities that came with the CEO role, which I was promoted to 12 months ago.

The ability to work flexibly in a very senior role at the AFL has been great as I balance my family commitments. Working from home one day a week allows extra time with my girls.

Within my role I champion flexibility. It’s important I lead the way and show you can work flexibly as a senior leader. Hopefully it encourages others to do to the same, as I know just how important it is to take care of the people that work with us.”

Trisha Squires,
CEO, AFL Tasmania

The future is equal: our vision.

The AFL exists to progress the game so everyone can share in its heritage and possibilities. This very purpose relies on equality and inclusivity.

Our vision is for the AFL to be the employer of choice for talented women of all backgrounds. We will have women participating, leading and succeeding across all areas of our industry, respected for their expertise, equally represented, and positioned to hold any role in the industry.

Looking to 2021, our vision is to create a respectful and equal workforce, where:

- ▶ The AFL is an employer of choice for talented women from all backgrounds.
- ▶ Women are equally represented across all areas of the industry.
- ▶ Women hold leadership roles and have a key part to play in shaping the future of the industry.
- ▶ Women are supported with professional opportunities and are able to hold any role in the industry.
- ▶ A culture of respect is upheld by all and promoted both internally and publicly.

OUR FOCUS

This Gender Action Plan has been developed with a focus on AFL staff who are administrating Australian Football. On the field, our Women’s Football Vision outlines the long-term vision for women’s football at all levels.

“I took a different path to others and completed a school-based and a full-time AFL SportsReady traineeship before completing my university studies online. This really helped kick-start my career in the AFL industry and I’ve had many amazing development opportunities and promotions along the way.

Receiving the Jill Lindsay Scholarship was a great honour and allowed me to complete the Leadership Excellence Course with the Disney Institute with the \$20,000 education grant.

The AFL offers incredible development opportunities which I have made the most of. My involvement in the AFL Industry Female Talent Program was very rewarding. A mentor told me that you don’t always need to know what your next role is, but you need to know the elements you want in your next role.

This really resonated with me when a secondment opportunity came up at AFL NT. I never saw myself moving to Darwin but the opportunity was too good to not take up. I had great support during the transition and I was offered the Game Development & Planning role permanently in 2018.”

Emily Wastle-Hopkins,
Manager of Game Development
& Planning, AFL Northern Territory



Our case for change.

To remain at the top of our game — in all parts of our industry — we need to continue to change. With almost half our fan base women, our people need to reflect those who are supporting our game.

Why change?



Our fan base is more diverse than ever before.

Our game is for everyone and we want a workplace for everyone. We have a responsibility to our people, and our future, to be at the forefront of positive change, setting the standard in the industry.



The better the balance, the better the industry.

We are ambitious and growing. We know a more diverse workplace leads to more innovation, improved decision-making and better business outcomes.



More diversity means more talent.

A commitment to gender diversity ensures we can attract industry experts and the next generation of leaders.



We all belong.

We want a truly inclusive workplace where everyone is respected, understood and engaged in their work.

Our journey so far.

We've come a long way in three years.

Female leaders

We have achieved a greater representation of women across all areas of leadership.

Investing in the future

We offer development programs for women at all stages of their career to support progression to more senior roles. Over the past several years more than 160 women have participated in our programs, with many promoted into more senior or expanded roles. Our programs have a strong focus on mentoring and sponsorship, establishing career goals and leveraging networks. Our AFL Women's Executive Program also includes immersion experiences providing the opportunity to build relationships across difference industries. A focus on health and wellbeing ensures our people can be their best at work and at home.

More than
160
women participated in our development programs.

Family focused

More initiatives for families, including subsidised school holiday programs and paid parental leave for primary and secondary carers.

Engaging our people

Each year we conduct our annual Vibe survey to ask our people about their experience working at the AFL. This includes asking about their sense of belonging and the extent to which diversity is valued.

Respect, always

A new Respect and Responsibility Policy has been implemented to promote respectful relationships.

More flexibility

Flexible working is a core part of the AFL culture where 90% of our people work flexibly. Our 'Play the Day Your Way' program, available to all people and all roles, allows our people to work in a way that suits their specific needs. Whether it be working remotely, flexible hours or varied leave arrangements, we offer a number of ways for our people to work flexibly.

Leading by example

Led by the CEO, the AFL has taken strong internal and public action towards gender equality.

Looking after our people

We have introduced 10 days paid domestic violence leave. We understand domestic violence is a community-wide issue and as a community-based organisation, we have an active role to play in supporting our people, ensuring our people are safe.

A social conscience

We have developed partnerships with community-based organisations to promote gender equality in the community.

90%
of AFL staff work flexibly in their role.

Biannual remuneration reviews are conducted.

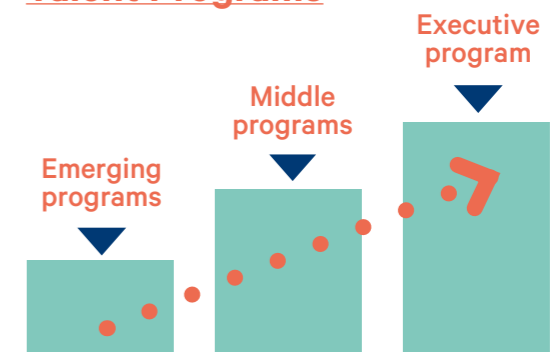
Fair play and fair pay

We are committed to sustainable pay equality where we offer equal pay for equal work, regardless of gender. Our remuneration is managed in accordance with our market and performance framework. Biannual remuneration reviews are conducted, which includes examining overall gender representation and gender pay equality at every level of our organisation. In addition, as part of our performance process we also review outcomes from a gender perspective to ensure any potential biases are detected.

Training and understanding

All team members complete diversity training to improve awareness and understanding of gender equality issues. In addition, our induction and all leadership programs include diversity modules to drive cultural change.

Developing Our Women – Talent Programs



Core development, career programs and informal mentoring

A great place to work.

Our AFL Purpose is to progress the game, so everyone can share in its heritage and possibilities.

More than
90%
of our team enjoy working at the AFL and love what they do.

92%
of our team believe the AFL is in a position to succeed over the next three years.



“I’m incredibly proud of the progress we have made towards gender equality over the past several years. While we have had some challenges along the way, these moments have created opportunities for conversation, for learnings, and for change.

This is more than just a document to us. It is core to our purpose. Our approach from the outset needed to be honest and real about what we stand for, what we value and most importantly - what we need to change.

Our aspiration is clear and is backed by a genuine commitment from all our people. I feel optimistic about what’s possible over the next three years and see this plan as a significant step forward towards a more equal future for our people.”

Sarah Fair,
GM People, AFL



92%
of our people are proud to work at the AFL.

88%
of our team recommend the AFL as a great place to work.

85%
of our team believe the AFL supports the health and wellbeing of its people.

Our AFL Values were created by our team, for our team.

They influence our actions and shape our decisions – they’re the way we do things and they help us recruit, reward and promote. Everyone at the AFL has a role to play in bringing Our Values to life.



“My role as Implementation Lead in the Male Champions of Change (MCC Group) is to support our CEO by attending meetings and working groups with key MCC organisations, whilst internally being a key point of contact and influencer for the broader team.

Getting to see firsthand the amount of work that the AFL puts in behind the scenes to drive gender equality is really rewarding. Groups such as MCC are an important part of the broader social change that will eventually achieve greater gender equality.

I take my role in gender equality incredibly seriously. As a father of three girls, I want them to grow up in a world where they can achieve anything they want.”

Tristan Salter, Head of Talent Pathways & State League Competitions, AFL House



Gender Action Plan 2019 — 2021.

Our priorities and outcomes

<p>1.</p> <h3>Leadership & Culture</h3> <ul style="list-style-type: none">▶ Visible demonstration of inclusive leadership▶ Our leaders owning the agenda▶ Both men and women actively engaged in driving change▶ A more inclusive culture where women can thrive and diversity is celebrated	<p>2.</p> <h3>Talent Pathways & Progression</h3> <ul style="list-style-type: none">▶ More women attracted to the industry as an employer of choice▶ More women recruited to the industry▶ More women working in traditional 'male dominated' functions▶ An established industry-wide female talent pipeline to promote more women to senior positions	<p>3.</p> <h3>Representation & Accountability</h3> <ul style="list-style-type: none">▶ Our leaders accountable for driving positive change through clear performance measures▶ Regular reporting to monitor progress▶ Women equally represented on industry committees
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Our commitment to action.

We share the powerful vision of a future where gender is no barrier to opportunity, in our industry and in others. In this Plan, we are committed to achieving key actions by 2021.

Creating opportunities for female talent We will establish formal internship programs in traditionally male-dominated areas, including Football Operations, Game Development, AFL Media and Finance.

Achieving pay equality We will achieve equal pay for equal work for industry administrators, regardless of gender.

Supporting families The AFL prides itself on being a family friendly workplace for both mums and dads. We will more than double parental leave entitlements, providing six months of paid parental leave for primary carers and six weeks for secondary carers, regardless of gender. In addition, we also offer continuous superannuation payments to the primary carer during any unpaid parental leave period up to 28 weeks.

Providing pathways We will provide and promote formal pathways for career progression through the AFL Industry Female Talent Pool. Pathways will be provided for CEO readiness, executive readiness and senior leadership readiness.

Recruiting a diverse workforce We will increase the number of women recruited by the AFL.



Establishing equal representation We will ensure all industry committees include female representation.

Engaging our employees We will create an industry where employees are equally engaged, measured by the AFL Employee Engagement Survey.

Fostering inclusion We will actively engage men in gender equality.

Holding the industry accountable We will lead by example, holding leaders accountable to our commitment to deliver on our initiatives.



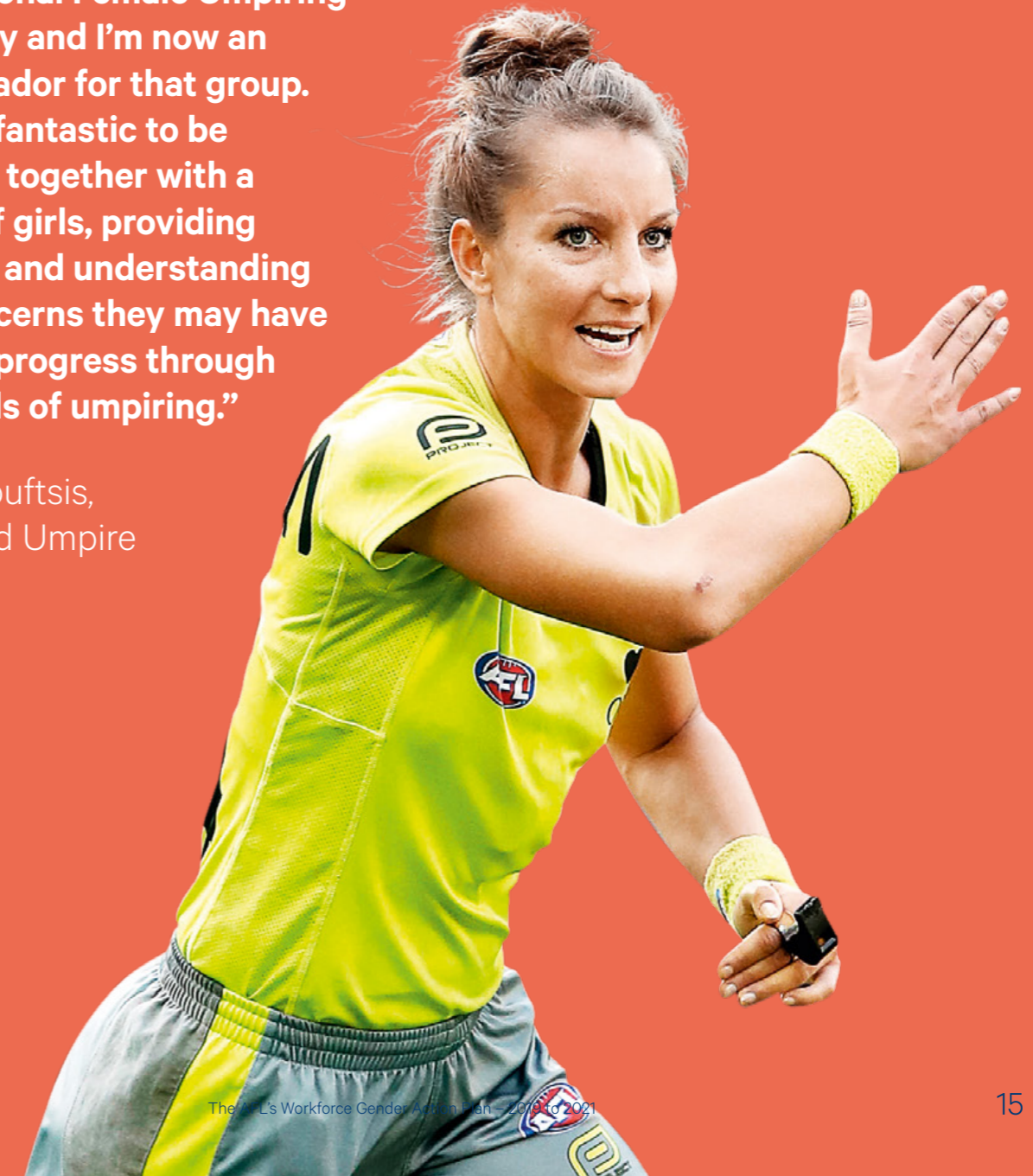


“I started umpiring as 13-year-old at my local association in Adelaide and it meant a lot to be welcomed in and really supported. To become the first AFL female field umpire and to be doing something I love, which is umpiring, is great.

I’ve had great support along the way, including taking part in the first AFL Female Pathway Scholarship in 2015. This pathway was developed by a group who wanted to make change and have female field umpires at the AFL level.

That pathway has evolved into the National Female Umpiring Academy and I’m now an ambassador for that group. It’s just fantastic to be working together with a group of girls, providing support and understanding any concerns they may have as they progress through the levels of umpiring.”

Eleni Glouftsis,
AFL Field Umpire



“Over the years I have had the opportunity to partake in many different development opportunities with the standout for my career progression being the Emerging Female Leadership program.

This program gave me the platform, network and tools to better understand and challenge myself to aid my career progression. The program was personally challenging at times, but truly liberating.

To receive the Jill Lindsay Scholarship, which is named after such an incredible trailblazer in our industry, is an absolute honour. Jill is a woman who I had the privilege of working with in my early days at the AFL and it became clear that her passion, work ethic and continual improvement of our game are values that resonate strongly with me.

Personally, the award gives me great confidence in my ability, values, contribution and trust that the scholarship will help me to give back to the organisation that has given me so many great opportunities.”

Jessica Tedge, Licensing Category Manager,
Supporter Apparel, AFL House



“The Parental Leave Program has allowed me to not only be there for the first moments of my son’s life, but to balance supporting my wife as we learn how to be parents. I took two weeks leave when Oscar was born and will take four weeks when my wife goes back to work in August.

The AFL’s secondary carers support gives me so much comfort that I work at an organisation that encourages a work-life balance and a commitment to family. My wife and I are just starting our family and to have the knowledge that I work somewhere that supports our desire to have a family is incredibly comforting.”

Jacob Attwood, Group Reporting Manager
Finance, AFL House



We’re all on board.

We can only achieve gender equality with the support of our people, our fans, our community and our industry.

Providing a platform for all voices

The development of the Gender Action Plan involved extensive consultation with our people, at all levels of the industry. From Club CEOs and board members to male and female employees, the AFL Commission and our community partners, we identified a need and appetite for the plan.

‘Listen and learn’ sessions were conducted across the organisation and with Male Champions of Change to better understand the barriers to gender equality, and identify solutions to overcome them.



