

GENDER EQUITY: WHAT WILL IT TAKE TO BE THE BEST?

An initiative of the Richmond Football Club

In partnership with Bluestone Edge, the Australian Football League
and the Australian Sports Commission

PROJECT REPORT
DECEMBER 2016



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PROJECT AND OUTCOME RATING SCALE



Achieved



Some Elements Achieved



Not Achieved

OVERVIEW

In early 2014, the leaders of Richmond Football Club decided it needed to more effectively engage with female stakeholders, internally and externally, to improve business performance. It was agreed that the critical first step to drive this strategy, and subsequently drive business outcomes, was to address the issue of gender equity within their organisation. To do so we needed to understand the real and perceived barriers to getting women into leadership positions, and they needed to hear that from people within the industry, from people across other industries with relevant experience, and from experts in the field.

Between March and May 2014 our research partners Bluestone Edge interviewed over 50 industry-associated people and several subject matter experts, both male and female on their experiences, observations and suggestions. From this the Richmond Football Club executive team used the results to inform the development and implementation of practical responses and strategies to address gender equity in the club. The plan was for activities over the next two years, with final reporting in December 2016.

This report summarises the progress as at 31 December 2016. As acknowledged in the original research report change is difficult. Over the two years we have seen accelerated change in structural and procedural areas but still have work to do on the personal reactions and concerns raised by participants.

KEY LEARNINGS

- Creating the opportunity to discuss issues of diversity and difference builds connection and trust
- Take the opportunity to make bold, disruptive changes to unlock resistance and underlying issues when changing the status quo
- What we measure we remediate as this creates focus and allows the barriers to surface so we can address
- Role models of both genders are essential to enabling the cultural shift needed
- Consistent and committed public leadership is essential to create a new norm
- Be open to understanding unconscious bias that each of us hold and build awareness of how these hidden ways of seeing the world can limit us

'OUR LEADERSHIP ON THE ISSUE OF GENDER EQUITY HAS CLEARLY DEMONSTRATED THE CLUB'S COMMITMENT TO DIVERSITY AND INCLUSION, WHILE WE HAVE WORK STILL TO DO I AM PROUD OF THE PROGRESS WE HAVE MADE'

– Brendon Gale, CEO

IMPLEMENTATION PLAN AND PROGRESS TO DATE

1.0

ESTABLISHMENT OF MALE CHAMPIONS OF CHANGE IN AUSTRALIAN SPORT INITIATED BY RFC

TARGET



Of all 18 AFL clubs join MCCS



Largest Australian sports by economic value join MCCS

OUTCOME



Program operational in 2014, with planned quarterly meetings chaired by Elizabeth Broderick from 2015. Funded program in place from 2016 and has **13 CEO's** from **Australia's largest economic value sports**. Program of work developed and implemented from focus groups across all participating organisations and progress report delivered in December 2016 to the public. Governance through funded Chair and Program Director and full integration and oversight by MCC Inc. Plans to increase membership in 2017 including the addition of female CEO advisor to the group. Richmond has been positioned throughout the project as a leader in gender equity in sport, not just in the AFL. During the project term the Club has been asked regularly to comment and speak about the interim learnings including but not limited to:

2014

- Oct 2014: Asia Pacific World Sport and Women Conference 2014 (27–28 October 2014), Sydney Cricket Ground. Presenting “Women into leadership positions in elite sport – Project overview (Amanda Green)

2015

- February 2015: Marketplace for Sports Directors 3-4 February, Sydney Cricket Ground. Presenting “Gender Equity – What will it take to be the best” (Brendon Gale, Paul Oliver)
- April 2015: ANZAC Eve Leadership Session on Gender Equity – pre-game workshop between RFC & HMAS Cerberus (Brendon Gale, Peggy O’Neal, Amanda Green)
- May 2015: Leadership Diversity Luncheon. Wrest Point, Hobart on Friday 8th May (Brendon Gale)
- May 2015: From Diversity Comes Innovation and Growth Conference in Adelaide on Monday 11 May (Brendon Gale)
- July 2015: APS 11th Industrial and Organisational Psychology Conference 2015 (2-4 July 2015), Pullman Hotel, Albert Park, Melbourne. Presenting “Project Overview: Gender Equity – What will it take to be the best?” (Amanda Green)
- July 2015: Richmond Football Club, Boardroom Lunch Wednesday, July 8 2015 with Senator The Hon. Michaelia Cash & The Hon. Natalie Hutchins MP (Brendon Gale, Peggy O’Neal, Amanda Green)

- August 2015: Male Champions of Change Leadership Forum on Tuesday 25 August, The Westin, Sydney (Brendon Gale, Amanda Green)
 - November 2015: Promoting inclusivity, equality and diversity through sport in the Pacific – Burnet Institute – project presentation at Punt Road Oval (Brendon Gale, Peggy O’Neal, Amanda Green)
 - December 2015: Leaders Breakfast in the Eastern Metropolitan Region (Peggy O’Neal)
- 2016**
- April 2016: Department of Sport and Recreation WA – Women in Leadership Forum (Peggy O’Neal)
 - June 2016: The Australian Women’s Leadership Symposium (Peggy O’Neal)
 - July 2016: 2016 AFL Goldfields & RDFNL Women in Football Luncheon (Peggy O’Neal)
 - July 2016: Operations Leadership Conference Hostplus NSW (Peggy O’Neal)
 - September 2016: 2016 APS Congress, Melbourne, MCEC. Presenting ‘Building the whole player – mental health and wellbeing program for female AFL youth athletes’ (Amanda Green)
 - November 2016: Championing Women in Sport conference – Melbourne Cricket Club (November 15th 2016) Panel member (Amanda Green)
 - November 2016: Minister John Eren announcing ‘Victorian Champions Program’ at Punt Road (November 30th 2016) (Brendon Gale, Amanda Green)
 - December 2016: Finalist for the 2016 VicHealth Award – Improving Mental Wellbeing, AFL Victoria’s TAC Youth Girls Academy Mental Health and Wellbeing Program – AFL Vic, Deakin University and Richmond Football Club (Amanda Green)

2.0

TALENT POOLS & HOT JOBS

2.1 Create a talent pool of women capable of succession into the 'hot job' areas of: **Football Recruiting, Media Management, Commercial.**

2.2 Provide access and development opportunities into 'hot job' areas

TARGET



At least one strong female candidate applies for each role arising in 'hot job' areas ongoing

OUTCOME



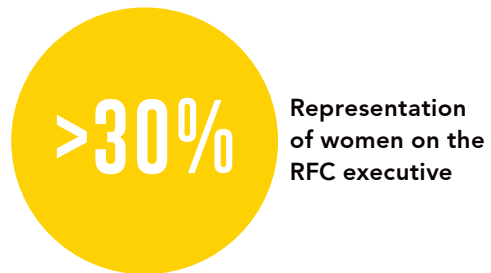
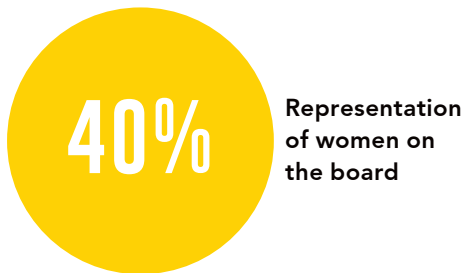
Talent pools and successful appointments of female leaders to **2 of the 3 target areas** – Female Media Manager appointed January 2016; Commercial Sales Manager appointed April 2016 and Commercial Partnerships Executive January 2016. Based on external talent metrics Richmond is over indexed in female followers on LinkedIn where **32%** of followers of RFC are female vs **22%** of LinkedIn followers are female.

Our engagement survey (provided by CultureAmp) indicates in 2015 **68%** of our people are positive about our Learning & Development opportunities which is **10%** above the AFL 2015 Benchmark. In 2016, **69%** of our people are positive about our Learning & Development opportunities which is **7% above the AFL 2015 Benchmark.**

3.0 TARGETS

3.1 Board and Executive targets set and agreed

TARGET



OUTCOME



We have set and are tracking to 40% representation of women on the Board and its committees and >30% representation of women on the RFC executive.

We have remained relatively consistent with Board representation; however, the decline in numbers relates to the Tigers In The Community Foundation and its Board being de-activated as the Foundation's activities were absorbed by the Club's community team. This has been offset by the significant increase in women on Board committees.

- 2014 – **27%** women on the Board(s); **22%** women on Board committees
- 2016 – **20%** women on the Board; **35%** women on Board committees

The decline in representation on the executive team relates to resignation by one female leader and addition of an executive role in Football occupied by a male (2014 – 29%; 2016 – 12.5%).

4.0

CAPABILITY BUILD

4.1 Unconscious Bias

4.2 Value-based training on gender equity

TARGET



OUTCOME



We successfully implemented a series of development sessions on unconscious bias; however, value-based training on gender equity was not completed. Instead we held a series of Indigenous cultural awareness sessions due to the Club's leadership position on this topic and the establishment of Melbourne Indigenous Transition School at Punt Road Oval.

While we engage in unconscious bias on a daily basis, little is known about what it is and how it plays out in our personal and professional lives. In an industry that employs, and reaches, a broad range of people, raising awareness of unconscious bias has significant benefits. With this in mind, a development session was offered to staff and the Club's commercial partners (Décor and Hostplus) to explain and explore the notion of unconscious bias. The 2-hour workshop, externally facilitated by Diversity Partners, was designed to reinforce the value of diversity and inclusion for our business.

A total of **39** staff members from the Clubs (which equates to 50% of net football personnel), and 10 staff members from our partners participated in one of the four workshops, offered during June and July 2016. All participants reported an increased level of understanding in unconscious bias following the workshop as demonstrated by 100% of participants who completed the post-survey agreeing to the question; 'my initial understanding of unconscious bias has changed as a result of the session'.

In particular participants reported increased understanding how unconscious bias **impacts decisions and behaviours** and an increased **confidence** in being able **to discuss inclusion and diversity with stakeholders and members**. In addition to these elements, staff from our partners also reported a notable increase in being able **to identify current products and services that could be made more inclusive**.

5.0

BUILD AND MANAGE A COMMUNICATIONS PLAN ON THE RFC GENDER EQUITY PROJECT INCLUDING INCLUSIVE BRAND IMAGERY AND COLLATERAL

- 5.1 Unconscious Bias
- 5.2 Value-based training on gender equity
- 5.3 Multi-channel branding collateral (online, merchandise, marketing etc.) representative of women and girls
- 5.4 Female membership increased to greater than 41% by end 2016, with a target of 50:50 membership within 10 years

TARGET



One 'story' associated with RFC's progress and leadership (including MCCS) per month until end of project

OUTCOME



Richmond has taken a considered and disciplined approach to the development of all marketing and branding collateral, ensuring items display a strong representation of women and girls. This focussed gender equity approach is in line with the strategic marketing objectives of engaging with women and families, and placing an emphasis on engaging with kids. The outcome of this focus is to create an environment where people of all ages, genders and cultural backgrounds feel they belong. Examples of his gender equity approach to branding can be seen across key pieces of collateral, including, but not limited to, retail merchandise promotions, family events, game day experiences and fan engagement activities, corporate events, and generic membership branding. See page 11 for examples of inclusive brand imagery.

+6% Female Facebook engagement
38% 2014 to 44% 2016

-2% Female Twitter engagement
25% 2014 to 23% 2016

32% Female membership
2016

Our members and fans when asked about the impact of the program of work reported

'I AM PROUD THAT RICHMOND FOOTBALL CLUB IS ACTIVELY INVOLVED IN COMMUNITY AND SOCIAL ISSUES SUCH AS GENDER EQUITY FOR ELITE SPORT' – 79% agree from our 2016 member satisfaction survey

INCLUSIVE BRAND IMAGERY & COLLATERAL

TIGERLAND SUPERSTORE

2016 KIDS WINTER RANGE

SHOP OPEN AFTER THE GAME

OR SHOP.RICHMONDFC.COM.AU



WHEN THE **TIGERS ROAR** YOU SCORE

20% OFF BLK POLOS



WIN

A JUNIOR GUARD OF HONOUR EXPERIENCE & THE CHANCE TO RUN OUT WITH THE TEAM THANKS TO



A.G. Coombs Presenting Partner

STRONG & BOLD

Resilience in the face of adversity

FREE KIDS CLINIC

THURSDAY, APRIL 14 | 2PM
KITCHENER PARK, SUBIACO

REGISTER NOW.



before the pounce



THEY'RE BACK. **uglier** THAN EVER.

PURCHASE YOURS NOW.



6.0

LOBBY AFL TO GET RFC BETTER ENGAGED WITH AFL FEMALE PARTICIPATION PATHWAYS

- 6.1 RFC engagement with NWL
- 6.2 Female U/18 academy based out of Punt Road Oval
- 6.3 Female finals game played at Punt Road Oval
- 6.4 Girls coaching clinics hosted at Punt Road Oval

TARGET



RFC is the 'go to' club on female participation events with best facilities for female players.

OUTCOME

As a Club with an enviable location next to the MCG, we have continued to offer Punt Road Oval as a destination to showcase female talent. The most notable being hosting the AFL Vic Girls Metro program for full pre-season training in both 2015 and 2016. Over the life of the project, we have also witnessed the announcement of the AFL National Women's League for 2017 providing the final piece in the elite pathway for female players. Our licence submission in the tightly contested Victorian market resulted in the Club being awarded a provisional licence. With the support of the AFL we will continue to focus on participation outcomes in our Next Generation Academy zone.

Our support has also extended to help the female pathway programs build greater awareness and understanding about the importance of mental health and wellbeing. In partnership with AFL Vic Youth Girls and Deakin University our Mental Health and Well Being Program was presented at the Australian Psychological Society Congress 2016 and honoured as one of five finalist in the 2016 VicHealth Awards.

PRO Utilisation

- **Healthy Tigers program, Presentation Collage Windsor (PCW) 2007 – 2015** – This was a commercial partnership program we ran for the year 9 students. The program ran for 9 sessions per class across school term 2. **70+** (Per year) students took part in the program.
- **Youth Girls Academy:** In 2014, we held a master class session for the newly formed Youth Girls academy with Troy Chaplin in Warrnambool. 30+ participants took part in this session.
- **Youth Girls Community Camp Training sessions 2014 and 2016**
- **Woomeras (Indigenous) girls Kick start team selection and trials 2015;**
- **ADF 2015** – RFC hosted the Army and Navy teams to a training session, training recovery session with our Boxing Coach and subsequent match on PRO. We had **65+** participants for this event.
- **Northern Territory Women's football team tour of facilities 2015 / 16;**
- **Youth Girls Clinic:** 2016 – **75+** participants took part in this session.
- **National Youth Girls Championships May 2016** – Peggy O'Neal trophy presentation to finalists.

7.0

PARENTAL LEAVE AND FLEXIBLE WORK POLICIES

7.1 RFC retain or grow female staff numbers

7.2 Addition and use of policies

7.3 Regarded as an employer of choice as determined by external validation

TARGET



Full policy implementation to Australian federal standards and EOC recommendations

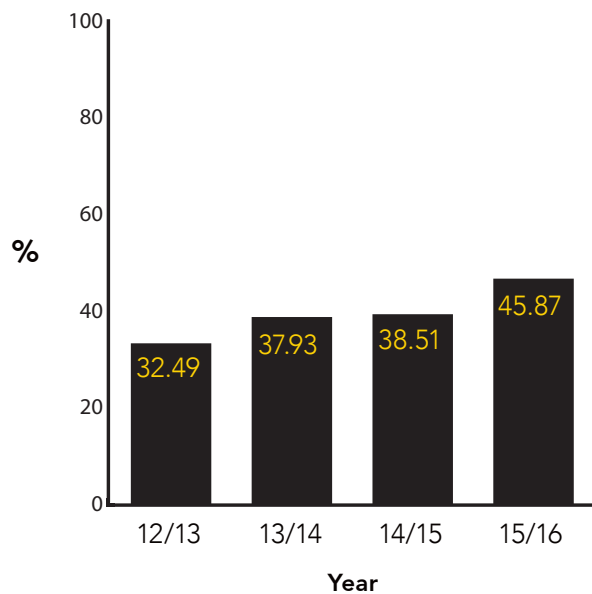
OUTCOME

We undertook significant policy and procedural reviews for this project which resulted in substantive changes. In summary, these included:

- the inclusion of non-gender biased parental leave (**12 weeks paid leave for primary carer and 10 days to the secondary carer after 12 months service**);
- **career break** leave for our talented people (option to take up to 12 months and retain position);
- formal flexible working policies
- and most notably a whole-of-Club approach to implement **"All roles flex"** on International Women's Day 2016 signalling a shift in the Club's attitude to where and when work needs to be done.

These and other structural changes have resulted in a significant shift in the attitudes and engagement of our team. Our recent engagement survey resulted in work and life blend being the most favourable aspect of our employee offering at **80%** (which is **7%** above the 2015 result and the AFL 2016 Benchmark). Given our relentless focus we have also been able to steadily grow our female staff numbers as outlined in our WGEA public reporting.

WGEA figures of percentage of females



8.0

CULTURE & ENGAGEMENT SURVEY

8.1 Upward trend year on year in culture and engagement survey results

8.2 RFC is externally and internally regarded as having one of the best AFL club cultures

8.3 Retention rates remain strong

TARGET



Baseline data established 2014

OUTCOME

Since 2014 we have externally measured and benchmarked our culture and engagement levels. Our partner, CultureAmp, has assisted us and we have seen strong results relative to both the sport industry and the broader market.



This case study can be seen on the CultureAmp website when you click [here](#).

Engagement Survey results

+7% **2014 = 80%**
7% above AFL Benchmark (baseline)

+6% **2015 = 74%**
6% above AFL 2015 Benchmark

+1% **2016 = 70%**
1% above AFL 2016 Benchmark

In addition to our engagement measure, over the project period we have had five permanent female staff leave the Club and all reported leaving for a promotion opportunity. Across the period, we have experienced a strong retention rate of

94% with 1 in 3 voluntary resignations coming from a female staff member. In addition to the external benchmarking, the LinkedIn Talent Brand Index has placed the Club at **29%** (October 2016), **2%** above our peers which include Cricket Australia, Racing Victoria and Tennis Australia.

Employee quotes:

'I RECOGNISE THIS WORKPLACE AS THE BEST AND MOST REWARDING OF ALL. DYNAMIC, GROUNDED, HUMBLE, FRIENDLY, EFFECTIVE AND INSPIRING. A WORKPLACE ANYONE WOULD BE PROUD OF.' – December 2015

'I LOVE WORKING FOR THE RICHMOND FOOTBALL CLUB. THE BIGGEST ASSET THE CLUB HAS IS THE LARGE NUMBER OF QUALITY STAFF MEMBERS. THERE ARE A LOT OF GREAT PEOPLE ACROSS MULTIPLE DEPARTMENTS AND I REALLY ENJOY THE CULTURE THAT EXISTS WITHIN THE WORKPLACE.' – December 2015

'I FEEL AS THOUGH WE HANDLE TOUGH SITUATIONS WELL. WE ALSO PROVIDE A FANTASTIC COMMUNITY AND INDIGENOUS PROGRAM.' – December 2015

NEXT STEPS

With the awarding of our provisional NWL licence by the AFL we are working to increase participation and opportunity for female talent. As a Club, we are continuing to ensure that our recruitment strategies actively target candidates from a wide variety of experiences and bring that wealth of knowledge and diversity to our business.

We are exceptionally proud of the progress made in establishing the Male Champions of Change for Sport. This leadership position has shown the appetite that exists within the Australian Sporting Community to build a more diverse and inclusive sporting environment for all. Through this project we will remain committed and focused on implementing actions that create a more inclusive Club.

Further information
please contact:

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JOINT MAJOR PARTNERS