



SYDNEY SWANS



QBE

PRINCIPAL PARTNER

**SYDNEY SWANS**  
**DIVERSITY**  
**ACTION**  
**PLAN**

JULY 2017 - JULY 2020



# OUR VISION



The Sydney Swans have long been community leaders in celebrating diversity and using the power of football to create a sense of belonging. We are committed to creating a supportive environment in which people feel connected to our football club and to each other.

Our Diversity Action Plan (DAP) is a joint initiative from staff, players and community leaders to formalise meaningful commitments to change.

The DAP's purpose is to continue to steer our football club on a path that creates a flexible and harmonious workplace, one that's rich in diverse thought and experience, and place where everyone feels welcome.

The action plan addresses four key pillars, including:

- > Disability Empowerment
- > LGBTIQ Pride
- > Multicultural Inclusion
- > Advancement of Women

The four pillars are all underpinned by the Sydney Swans' core value of respect.

The DAP builds on the important work already being undertaken as part of the Sydney Swans Reconciliation Action Plan, which aims to foster respect, opportunities and relationships with Aboriginal and Torres Strait Islander Communities.



# DAP COMMITTEE



## ▶ Sam Mostyn, Sydney Swans Board Member and DAP Chairperson

Sam Mostyn has expertise spanning corporate and government affairs, business, legal affairs, sport, social inclusion and arts. In 2005, Mostyn was the first woman appointed to the AFL Commission. During 11 years in that role she was a strong advocate for the AFL's Respect and Responsibility policies and Indigenous programs, as well as being a driving force in the development of the AFL women's league. Among Sam's current roles she is the Deputy Chair of the Diversity Council of Australia and on the boards of the GO Foundation and the Sydney Swans.

## ▶ Aliir Aliir, Sydney Swans Player

Born in a Kenyan refugee camp after his parents fled South Sudan, Aliir became the first player of Sudanese heritage taken in the AFL's National Draft when he was selected by the Swans with pick No.44 in 2013. He made his much-anticipated AFL debut against Brisbane in Round 6, 2016 and has become a favourite among Sydney Swans supporters.

## ▶ Cynthia Banham, Sydney Swans Ambassador

Dr Cynthia Banham is a writer, an academic, a lawyer, a former journalist and a passionate supporter of the Sydney Swans. She is a UQ Research Fellow in the School of Political Science and International Studies at the University of Queensland, where she teaches and researches international human rights. She is also a Visitor at the School of Regulation and Global Governance (RegNet) at the Australian National University.

## ▶ Elise Cameron, Sydney Swans Dietician

Elise Cameron began her career in clinical nutrition, specialising in oncology before transitioning into sports nutrition. As part of the Sydney Swans Football Department, Elise's role involves liaising with players, coaches and medical staff, as well as delivering nutrition services to the QBE Sydney Swans Academy.

## ▶ Scott Dalby, Sydney Swans Human Resources Manager

Scott Dalby serves as the Secretary of the DAP Committee and has been responsible for the development and consultation process in bringing this document together. He has filled a similar role with the Sydney Swans Reconciliation Action Plans, which have steered the Club's efforts in contributing to Reconciliation for Aboriginal and Torres Strait Islander people.

## ▶ Natalie Fagg, Sydney Swans Head of Customer and Community

Natalie Fagg has been working in sports administration for more than 15 years, most of that time at the Sydney Swans. She leads a team responsible for consumer business, fan community and community engagement, and is a founding member of the Ladies at Sydney Swans Committee

## ▶ Andrew Ireland, Sydney Swans CEO and Managing Director

Andrew Ireland was appointed as CEO of the Sydney Swans in September 2009, after joining the Club in 2002 as the General Manager of Football. He has overseen a strong and successful football program along with outstanding growth in commercial areas of the Club. Andrew holds a Bachelor of Science, is a Fellow of the Australian Institute of Company Directors and is a Life Member of the AFL.

## ▶ Sarina Jackson, Rainbow Swans Chair

Sarina Jackson is the current Chair of the Rainbow Swans, the official LGBTIQ supporter group of the Sydney Swans, and a partner at the national law firm Douros Jackson. Sarina sits on the working group for Women in Sport, which is part of Sports NSW.

## ▶ Nick Smith, Sydney Swans Player

Nick Smith is a Sydney Swans premiership player and All-Australian defender. Recruited to Sydney with pick 15 in the 2007 Rookie Draft, Nick is passionate about equality and has taken part in the Mardi Gras as part of a campaign to tackle homophobia in sport. He is a delegate with the AFL Players Association to provide a link between the AFLPA and the Sydney Swans playing group.

## ▶ Kelle Storey, Sydney Swans General Manager of Commercial

Kelle Storey has worked on a number of community campaigns with large sporting brands during her 15-year career spanning sponsorship, marketing and public relations. Moving to Australia from New Zealand in 2009, Kelle has held previous roles at Surf Life Saving, The Auckland Westpac Rescue Helicopter, Professional Public Relations and SKYCITY Auckland.

# FOREWORD



I am delighted to have been involved in the inaugural Diversity Action Plan for The Sydney Swans. Our plan is much more than a set of policies. It is a strong commitment to a set of values throughout our football club which seek to empower, to educate, and to ensure that everyone who walks through our doors knows that they belong and are respected.

It was an honour to be asked to chair the Diversity Action Plan Committee. Since joining the AFL Commission in 2005 I have witnessed huge positive change in our industry. In creating our Diversity Action Plan, we were able to draw on the learnings gained in the development of the AFL's Respect and Responsibility policies, our learning and experience as a club in committing to our Reconciliation Action Plan, and the insights brought by the diverse group of people on our committee.

I would like to extend a heartfelt thank you to the Diversity Action Plan Committee members. We assembled a diverse panel to provide expertise and advice across a range of areas – including from our playing group. What followed were honest conversations and observations often drawing on some very personal experience. From that honesty and robust debate, we were able to formulate specific recommendations which underpin this action plan, and which we are delighted were fully endorsed by the Sydney Swans Board.

For the Sydney Swans, inclusion is about celebrating diversity, embracing difference and making everyone feel welcome. I am very proud of the commitments contained in our first Diversity Action Plan and hope they inspire other organisations to develop plans of their own. We will not rest on our laurels, but will continue to listen, and learn, as we embark on this next stage of the Sydney Swans journey. We look forward to feedback, and understanding the experiences of all who embrace our football club.

Sam Mostyn

Chair, Sydney Swans Diversity Action Plan Committee



## Message from the Chairman and Chief Executive



The Sydney Swans are proud to launch our first Diversity Action Plan to formalise commitments to opportunities, access and inclusiveness at our football club.

The decision to create a DAP was made in 2016 as we launched our second Reconciliation Action Plan. The strategic framework provided by our RAP outlined clear initiatives, timeframes and accountabilities through which we could measure success. Similarly, the DAP will give us a roadmap to deliver key initiatives across the four pillars of disability empowerment, LGBTIQ pride, multicultural inclusion and the advancement of women.

At the Swans, we believe that the standard that you walk past is the standard you accept. We will stand up for equality and work to ensure everyone at our club and in the Sydney Swans family feels welcome and included. We hope that the values we drive through this action plan will inspire conversation and change not only within our club and its supporter base, but also in the broader community.

## DISABILITY EMPOWERMENT



We are committed to creating a welcoming environment at our football club for everyone who wants to be a part of it. The Sydney Swans will empower people of all abilities through employment opportunities, tailored children's clinics and ensuring there are no barriers to accessing our facilities or the Sydney Swans experience.

ACTION	RESPONSIBILITY	TIMELINE
Engage NOVA Employment to supply suitable candidates for casual employment as part of our match-day operations team and football support team	Human Resources Manager	March 2018
Review employment practices to ensure that barriers to employment for people with a disability are removed	Human Resources Manager	January 2019
Publicly advocate for and increase awareness of the National Disability Insurance Scheme (NDIS)	Head of Media & Communications	January 2018
Participate in the AFL NSW/ACT Kickability Program and explore the possibility of introducing Volkswagen Swansfit Sessions tailored to the needs of children with a disability	Head of Customer & Community	December 2018
Continue to honour and promote "companion cards" for carers of people with a disability to attend Sydney Swans matches free of charge	Head of Customer & Community	July 2017
Partner with the SCG Trust to review the Sydney Cricket Ground and neighbouring facilities with the aim of improving accessibility and a sense of inclusion	General Manager – Matchday, Events and Hospitality	June 2020

## LGBTIQ PRIDE



Our football club strives to be a community leader in celebrating diversity, while our core value of respect is at the heart of everything we do. We are committed to making everyone feel safe and welcome at the football.

ACTION	RESPONSIBILITY	TIMELINE
Pride Game to be a permanent feature of the Sydney Swans fixture request	CEO	October 2017
All staff, players and directors to undertake LGBTIQ Awareness Training	Human Resources Manager	July 2017
Plan to participate in future Mardi Gras Parade	Head of Customer & Community	March 2019
Ongoing commitment to support the Rainbow Swans	Head of Customer & Community	July 2017
Pride merchandise products to be made available and promoted	Head of Customer & Community	July 2017
Introduce an LGBTIQ liaison officer at the Club	Human Resources Manager	January 2019
Emphasis to be placed on our stance of 'zero tolerance' to homophobia	Human Resources Manager and Head of Media & Communication	July 2017
Build stronger connections with the local LGBTIQ community	Head of Customer & Community	December 2018
Thoroughly review the Vic Health Research findings relating to the impact of the Pride Game	Human Resources Manager	October 2017

## MULTICULTURAL INCLUSION



Our vision is for our football club to reflect the ethnically diverse supporter base which underpins the Sydney Swans. These commitments are an extension of the great work already being done through our Reconciliation Action Plan, where we have already committed to promote anti-discrimination dialogue and stand up to racism.

ACTION	RESPONSIBILITY	TIMELINE
Develop a strategy to increase the cultural and ethnic diversity of Sydney Swans staff	Human Resources Manager	January 2019
Community program to include a multicultural stream	Head of Customer & Community	December 2019
Continue to support AFL and AFLCA programs such as the Alex Jesaulenko Coaching Internship	Head of Football	July 2017
Pursue multicultural options to place in Swans Friendly Venue Program	Head of Customer & Community	March 2018
Aliir Aliir to be promoted as AFL and Sydney Swans Multicultural Ambassador	Head of Football	July 2017
Emphasis to be placed on our stance of 'zero tolerance' to racism	Human Resources Manager and Head of Media & Communication	July 2017

## ADVANCEMENT OF WOMEN



Women make a tremendous contribution at all levels of our football club. These commitments are designed to recognise that contribution and provide a more flexible working environment. While the Sydney Swans are proud of our organisation's existing gender diversity, we are committed to creating even greater opportunities for women and developing pathways to help our female staff reach their aspirations.

ACTION	RESPONSIBILITY	TIMEvLINE
Paid parental leave scheme to be implemented at 16 weeks of full replacement income for the primary caregiver and one week of full replacement income for the secondary caregiver	Human Resources Manager	November 2017
Paid domestic violence leave to be offered to staff and participation in the White Ribbon Cup to be maintained	Human Resources Manager	November 2017
Sydney Swans female mentoring program to be developed with the engagement of both internal and external mentors	Human Resources Manager	November 2018
Target of 50% composition of women in senior management group to be implemented (currently 46% composition of women in senior management group)	Human Resources Manager	July 2020
Expansion of the QBE Sydney Swans Academy to include a youth girls program	General Manager – Sydney Swans Academy	January 2018
Bid for a future Sydney Swans women's team to be developed	CEO and Head of Strategy & Commercial	July 2020
Continue to fund and support AFL Women's training programs	Human Resources Manager	July 2017
Ongoing commitment to support the Women's Huddle and Ladies @ Sydney Swans supporter group (L@SS)	Head of Customer & Community	July 2017

# RAP



The Sydney Swans are 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 the First Australians, to foster a deeper respect for and understanding of Aboriginal and Torres Strait Islander cultures.

In July 2016, the Sydney Swans launched their second Reconciliation Action Plan to make a tangible contribution to reconciliation. The three-year stretch RAP has three key pillars including relationships, opportunities and respect. Among the initiatives contained in the RAP are commitments to:

- > Address racism on and off the field through the campaign: 'Racism. It Stops with Me'
- > Formal face-to-face cultural awareness training sessions for all staff and players
- > An employment strategy to increase employment of Aboriginal and Torres Strait Islander peoples to three per cent of staff across Sydney's commercial operations
- > Opportunities for Aboriginal and Torres Strait Islander coaches with the QBE Sydney Swans Academy
  - > An Indigenous talent stream as part of the QBE Sydney Swans Academy
  - > A strategy to increase the number of Aboriginal and Torres Strait Islander businesses in the Sydney Swans' supply chain
  - > Continued partnership with the Goodes-O'Loughlin Foundation to support education outcomes for Aboriginal and Torres Strait Islander students
  - > The opportunity for staff and players to take part in an Athletes and Role Models Tour of remote communities in the Northern Territory in conjunction with the National Aboriginal Sporting Chance Academy

The Sydney Swans RAP and DAP initiatives will work in tandem to educate our staff, players and the broader community, as well as enriching our football club through diversity and opportunities. The Sydney Swans RAP can be found in full on the club website at [www.sydneyswans.com.au](http://www.sydneyswans.com.au)



## TRACKING & PROGRESS REPORT



ACTION	RESPONSIBILITY	TIMELINE
Report DAP achievements, challenges and learnings internally and externally	Human Resources Manager	Quarterly reports to the Sydney Swans Board  Annual DAP update to staff
Review and refresh Sydney Swans DAP	DAP Committee	June 2020





# **SYDNEY SWANS** **DIVERSITY** **ACTION** **PLAN**



PRINCIPAL PARTNER



Sydney Swans  
PO Box 173, Paddington, NSW, 2021  
T: 02 9339 9123  
W: [sydneyswans.com.au](http://sydneyswans.com.au)