

DIVERSITY AND INCLUSION ACTION PLAN 2022 - 2024



RICHMOND
EST 1885



**Inclusion, connection,
celebration, belonging**

ACKNOWLEDGEMENT OF COUNTRY

Richmond Football Club acknowledges the traditional owners of the land on which we work and play, the Wurundjeri 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.

The Club also acknowledges 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 and the strengthening of relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples.



MESSAGES FROM OUR PEOPLE



Peggy O'Neal AO, Richmond's President

Strong organisations have inclusiveness at their very heart. It is why I am so pleased to share Richmond Football Club's second Diversity and Inclusion Action Plan (DIAP) with you.

Our Club's stated purpose is to Connect to Thrive and Win. This DIAP strengthens our capacity to live that purpose. It provides strategic direction and clearly articulates the actions which the Club will undertake to ensure that we create a safe and welcoming environment. An environment that empowers people from diverse backgrounds to take their place in the game.

This DIAP aims to enable diverse voices to be heard actively. Hearing these voices will underpin better decision making that can only strengthen our Club on and off the field. In short, these actions are not just nice to do, they are things the Club must do, and we are fully committed to them. We have built a sound foundation upon which to continue our commitment to diversity and inclusion. Our women's football program is now fully established, as is our Victorian Wheelchair Football League team. The Korin Gamadji Institute has been empowering Aboriginal and Torres Strait Islander youth for more than a decade.

The Bachar Houli Foundation is firmly entrenched as a part of our community programming while ground-breaking partnerships with the Melbourne Indigenous Transition School and Midsumma Festival (Australia's premier LGBTQIA+ arts and cultures organisation) further strengthen our capacity to listen, learn and drive change.

We are excited by what successful delivery of the initiatives outlined in this DIAP will mean for our Club, but just as importantly, for the people we connect with. We look forward to reporting back to you on our progress.



Rita Nehme, Richmond's Social Impact and Sustainability Manager

Sport has the power to bring people together, connect communities, improve social outcomes, and enrich lives. When utilised to its full potential, it is a space of celebration, connection, and inspiration.

Sport is an integral part of the fabric of our society. Because of its unique position and platform, sports in general, and football in particular, have a social responsibility to be inclusive for all while enabling opportunities and removing barriers. We have a responsibility to be a catalyst for social change and play our part in creating a more diverse, inclusive, and equitable society, starting with our own Club.

This Diversity and Inclusion Action Plan (DIAP) cements the Club's Diversity and Inclusion commitments and vision. To implement this work, we are ensuring that we are taking an organisation-wide approach to effectively and actively embed Diversity and Inclusion across the Richmond business. This DIAP ensures transparency and accountability around this necessary work and will serve as a tool to inspire change within our Club and in our sphere of influence.

Our differences and uniqueness as people and communities make us a stronger, richer, and more interesting Club. Through the DIAP, we are committed to staying true to our Club values and to continuously seek diversity of voice and thought to listen to and learn from.

We are looking forward to working collaboratively with our staff, players, partners, members, and the broader Richmond community to achieve the Club's Diversity and Inclusion goals and continue creating collective impact in this space.

ABOUT RICHMOND FOOTBALL CLUB

Established in 1885 and based in Richmond, Melbourne, the Richmond Football Club has been an active competitor and member of the Australian Football League (AFL) for over 130 years, winning 13 premierships, most recently in 2020. The Club has also founded a women's team playing in the AFL Women's competition since 2020 and a wheelchair football team playing in the VWFL competition since 2018. More recently, the Club has worked to distinguish itself as a leading voice for social impact, reconciliation, diversity and inclusion, and sustainability throughout Australian sport.

Today, the Club employs 800 staff (full-time, part-time and casual) across its business focus areas and is represented by 123 footballers (AFL, VFL, VFLW and VWFL). The Club has over 100,000 members, over 500,000 supporters nationwide, and over 30 commercial partners.

The Club has four other key business focus areas:

- **Aligned Leisure:** Supported by the Club and the AFL, Aligned Leisure is a vehicle to manage Richmond's health and leisure business activities.
- **Korin Gamadji Institute (KGI):** The Club's centre for Indigenous youth leadership. KGI is a unique and innovative Indigenous centre supporting the next generation of Aboriginal and Torres Strait Islander people.
- **Richmond Institute of Sport Leadership:** The Richmond Institute is the education arm of the Club, developing the next generation of sports industry leaders.
- **Bachar Houli Foundation (BHF):** Supported by the Club, BHF aims to build young leaders within the Muslim community while supporting social cohesion through sport.

Our Club Purpose

Connecting to thrive and win.

Our Club Values

Aware, Disciplined, Relentless, and United.

Richmond is anchored by unifying core values: Aware, Disciplined, Relentless, and United. We value awareness as an organisation and as individuals. We value a reputation as an authentic, transparent, and fair football Club. This means we challenge ourselves and others to support and care for our people and planet while actively seeking new ideas, perspectives, and feedback.

We are committed to open, honest, and constructive discussions - within our Club and our community, even when they are tough. We strive to continuously listen, learn, and improve throughout our diversity and inclusion journey.





OUR DIVERSITY AND INCLUSION VISION

Richmond is a community of inclusion, connection, and celebration where all people belong.

DEFINITIONS

Diversity within the scope of this document addresses the unique characteristics, experiences, and dimensions that make us who we are. This includes, but is not limited to, valuing and celebrating our difference in ethnicity, gender, race, disability, and sexual orientation, which all uniquely shape our perspective, worldview, and approach.¹

Inclusion refers to when all people – with their diverse backgrounds, characteristics, dimensions, and experiences – are respected and valued, have access to opportunities and resources, have a sense of belonging, and can fully contribute with their skills, lived experience, and knowledge to their community and organisation.²

Equity refers to the removal of barriers, fair treatment of people, and fulfilment of their needs based on their respective unique circumstances. This ensures that everyone has equal opportunities despite existing inequalities.

Belonging is the feeling of connection and being entirely accepted as part of a group – a Club, community, team, or family – and knowing that you're respected, valued, and loved for who you are.

1. Only skin deep? Re-examining the business case for diversity, Deloitte 2011

2. www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion



PROGRESS TO DATE

The COVID-19 pandemic presented unprecedented challenges and a new landscape for Richmond, and the sports sector more broadly, to navigate. The pandemic also highlighted and amplified the challenges that some communities are facing. Lockdowns, remote working, and limits on crowd capacity at games and events have contributed to a decrease in opportunities for face-to-face interactions, staff engagement, and community connections. The Club embraced the uncertainties and challenges presented in 2020 and 2021 and pivoted many of its programs and initiatives to deliver on major actions outlined in the DIAP 2019-2021 and continue moving forward in its diversity and inclusion journey.

Below are some highlights from the DIAP 2019-2021 actions that were successfully implemented at Richmond:



Developed the **Richmond Inclusion and Accessibility Guidelines** to be used for all Richmond programs and events.



Implemented **inclusive gender indicators** in Richmond's membership registration forms.

Formed the Richmond Pride Ally Network to improve LGBTQIA+ inclusion at Richmond and provide strategic direction for the Club in this space. The Pride Ally Network was a finalist at the 2021 Pride in Sport Awards.



Delivered more than **10 Diversity and Inclusion training sessions for staff**

such as Cultural Awareness Training with the Koorie Heritage Trust, LGBTQ Inclusion and Ally training with Pride in Diversity, and awareness training on Islam with the Bachar Houli Foundation.

Developed a **Member Code of Conduct** to ensure a safe, enjoyable, inclusive, and family-friendly environment in relation to all of members activities.



Achieved

40%

female representation within the Club's combined leadership groups (Board, Senior Management, Extended Management).



Delivered more than **25 immersion activities for staff**

such as participation in the Richmond Wheelchair Team's annual inductions, Iftar dinners, Pride Marches, Islamic Museum of Australia tours, and Midsumma Festival events



Established the **AFLW working group** to ensure successful implementation of the AFLW program and to improve the Club's understanding of the intersectional experience of women in sport.

AFLW



Reviewed and updated the suite of **HR Policies and Procedures** with a focus lens on inclusive languages and practices.

Created a feedback mechanism through the **Employee Experience Survey** for staff to report on their experience with the Club's Diversity & Inclusion work, practices, and performance.



Launched Richmond's inaugural **Pride guernsey** as part of the AFLW Pride Round and Midsumma Game.

Delivered the **Many Cultures Match Day** and campaigns as part of the 2019 and 2021 AFL seasons, celebrating the rich cultural diversity of the Richmond community.

Many Beliefs, Many Cultures, ONE TIGER ARMY



Celebrated key commemorations across the Club such as International Women's Day, Pride Month, Ramadan, and Mental Health Week. Celebrations were often complemented with immersion experiences or training for staff.

Launched a **Wheelchair Football Membership** supporting and driving engagement around Richmond's Wheelchair Football program and players.





Any Beliefs
Any Cultures
TIGER ARMY

TIGER
PRIDE

EQUAL

GO TIGERS

LATITUDE

LATITUDE

OFFICIAL
RICHMOND
CHEER
SQUAD

nib

25

SCOPE OF THE ACTION PLAN

The scope of the DIAP covers Richmond Football Club activities, which include collaborations and joint actions with Richmond Institute of Sport Leadership, Aligned Leisure, Korin Gamadji Institute, and Bachar Houli Foundation.

Aligned Leisure works in partnership with various local governments and commercial partners. Tailored diversity, inclusion, and community strategies and initiatives are developed suited to the unique needs of each partner and the local community as part of the management of these Aligned Leisure facilities, programs, and services. These plans align with the respective partners' community priorities and targets.

The DIAP also complements the Club's Reconciliation Action Plan (RAP), which has Elevate status. The RAP outlines the Club's strong commitment to reconciliation with a focus on strengthening respect, relationships, and opportunities between Indigenous and non-Indigenous people. Together, the RAP and DIAP support a culture of connection, understanding, and belonging across the Club.

GOVERNANCE AND IMPLEMENTATION OF THE ACTION PLAN

The DIAP has been approved and prioritised at a leadership level by Richmond's Senior Management Team (SMT) and has been budgeted for with a commitment to fund it across the next three years.

Richmond is embedding diversity and inclusion throughout its business, with all staff and departments collectively contributing to the implementation of the DIAP and the achievement of its targets. Specific department responsibilities have been allocated to the actions of the plan.

The Social Impact Team oversees the DIAP's implementation. The Social Impact Team will also provide support and guidance for departments to successfully implement their actions and play their part in achieving Richmond's diversity and inclusion objectives.

Richmond's Diversity and Inclusion Working Group includes representatives from all departments, including representation from SMT. Members of the working group act as internal ambassadors for the Club's Diversity

and Inclusion work. Their role includes ensuring updates are communicated to their respective departments and providing essential insights and perspectives on different areas of the Club's operations. Members of this working group will also influence and contribute to the conversation around Diversity and Inclusion issues at the Club. This Working Group is chaired by the Social Impact and Sustainability Manager.

The Club will use an internal version of the DIAP with a more granular timeline and specific allocations to ensure Diversity and Inclusion objectives are being met by the established timeframe.

Further, Diversity and Inclusion Working Group members will have significant representation in conversations surrounding the Club's Punt Road Oval Redevelopment.

A Redevelopment Team, along with the CEO, COO, and CMO, will be responsible for implementing Diversity and Inclusion principles relevant to the redevelopment project.





DEVELOPMENT OF THE ACTION PLAN

This Action Plan was developed by the Social Impact and Sustainability Manager with contributions and insights from the Diversity and Inclusion Working Group and external stakeholders. External contributors and partners were consulted and drawn on for subject matter expertise and feedback on the plan.

Richmond's Diversity and Inclusion Working Group:

This group is chaired by the Social Impact and Sustainability Manager and includes representatives from across the organisation including senior management.

- **Rita Nehme**
Social Impact and Sustainability Manager
(Chair)
- **Calum Moment**
Former Membership Sales Manager
- **Jennifer Osman**
Education Coordinator
(Richmond Institute)
- **Katherine McCarthy**
Commercial Partnerships
Account Manager
- **Kathryn Stevenson**
People and Culture Manager
- **Michael Lacy**
Head of Community
- **Michaela Langsdale**
Education Manager (Richmond Institute)
- **Michelle Kerrin**
Former Korin Gamadji Institute
Program Lead
- **Sec Maljanek**
General Manager of Human Resources
- **Simon Derrick**
General Manager of Commercial
Operations & Stakeholder Engagement
- **Tate Spiteri**
Media Manager
- **Troy Jones**
Membership Sales Team Leader

Internal and External Advisory:

Richmond would like to thank and acknowledge all those who contributed and were consulted in the making of this document. In particular, the Club thanks the following people:

- **Aaron Clark**
Director of Korin Gamadji Institute
- **Ali Fahour**
Director of Bachar Houli Foundation
- **Chyloe Kurdas**
Inclusion & Diversity Manager at
the Australian Red Cross
- **Freya Munzel**
Richmond Wheelchair Team Player
- **Henriette Rothschild**
Board Member at Richmond Football Club
- **Dr. Justin Trounson**
Adjunct Research Fellow at The National
Centre for Reconciliation Practice, Wellbeing
and Community Psychologist at Richmond
Football Club
- **Karen Bryant**
Chief Executive Officer at Midsumma
- **Kate Palmer**
Board Member at Richmond Football Club
- **Luke Sorrell**
President of the Golden Tigers
- **Maree Norden**
Diversity and Inclusion Manager at
Swinburne University of Technology
- **Miranda Charlton**
Richmond Wheelchair Team Vice-Captain,
and Occupational Therapist
- **Rana Hussain**
Program Director (Sport) at Champions of
Change Coalition
- **Simon Matthews**
Chief Marketing Officer at Richmond
Football Club



FOCUS COMMUNITIES

Although there are many dimensions of diversity that could be included in this DIAP, Richmond has identified the following four focus communities. This was informed by internal workshops undertaken with the Diversity and Inclusion Working Group and external consultation. Furthermore, these four communities have historically – and still to this day – experienced significant barriers to participating in football, sports more broadly, and Australian society.

- 1. Women (gender equity)**
- 2. People with disability**
- 3. People of diverse sexualities, genders, and sexes (LGBTQIA+)**
- 4. People from culturally and linguistically diverse backgrounds (CALD)**

INTERSECTIONALITY AND THE PLAN

Richmond Football Club understands that people are complex and are shaped by, but not limited to, interactions and overlaps between their different personal characteristics and experiences, such as ethnicity, gender, socio-economic situation, sexual orientation, age, disability, migration status, and religion. These interactions contribute to a person's unique sense of self and experience and can come, go, or coexist depending on time, place, and situation (for example, geographic residence or life stages). For this reason, individuals might simultaneously experience various privileges, barriers, forms of discrimination, or exclusion (for example, ethnicity and gender together). Furthermore, we acknowledge that this intersectionality can result in compounding inequality, discrimination, or marginalisation that needs to be addressed.^{3,4}

We also acknowledge that every individual is unique. Even individuals with similar characteristics or backgrounds are diverse and different from one another, which leads to these individuals having unique needs, experiences, and opinions. One individual can never represent an entire group of people, and one group of people can never represent every individual within it.

In shaping this DIAP, we have taken an intersectional approach, which enables us to acknowledge and consider the complexity of people and their experiences as much as possible. For this reason, we have structured the DIAP around four key strategic priorities (outlined in the following section), rather than around each of the focus communities.

3. www.vic.gov.au/understanding-intersectionality

4. www.vic.gov.au/dpc-diversity-and-inclusion-strategy-2019-2021/what-do-we-mean-diversity-and-inclusion

KEY STRATEGIC PRIORITIES

The objectives and actions of the DIAP are clustered into four main strategic priorities. The Club formed each priority following internal workshops with the Diversity and Inclusion Working Group as well as external consultations that helped to identify the Club's different areas of operations and sphere of influence.

The Club will measure success in relation to each of the four strategic priorities via two primary plan outcomes. It is important to note that the different strategic priorities and outcomes are not approached in isolation. They are often interrelated, complementary and overlapping. Likewise, actions in the DIAP might be relevant to more than one strategic priority but have been assigned to the one that is most relevant for the purpose of this document.

- 1. Voice and participation**
- 2. Inclusive, safe, and accessible services and spaces**
- 3. Advocacy and leadership**
- 4. Diverse, aware, and thriving workforce**



ALIGNMENT TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The United Nation's Sustainable Development Goals (SDGs) are 17 universal interlinked goals aimed at achieving significant social, economic, and environmental change by tackling the world's most pressing challenges by 2030. The SDG global framework provides a shared blueprint for peace and prosperity for people and the planet, now and into the future.⁵

Richmond's DIAP supports the SDGs by contributing to six of the goals. The strategic priorities of this plan have been mapped to those six goals. The targets and indicators of the SDGs will also be used when evaluating and reporting on the DIAP.



5. sdgs.un.org/goals

ACTION PLAN



STRATEGIC PRIORITY 1

VOICE AND PARTICIPATION

Richmond is committed to ensuring focus communities can fully and purposefully participate and thrive in the Richmond community, as program participants, members, players, Richmond Institute students, and suppliers. Beyond participation, Richmond is committed to ensuring focus communities have a strong voice and meaningful involvement in decision making at different levels across the Club. Richmond is committed to having a Board and leadership team that is open and curious to always listen to, seek, and integrate the voices of focus communities in decision making.



Outcomes and Targets	Actions	Timeframe	Responsibility
1. Richmond seeks out, amplifies, and integrates the voices of focus communities in its decision making. Target: A trusted Richmond Diversity & Inclusion Community of Practice is established by 2023 and includes internal and external advisers with lived experience and subject matter expertise from all focus communities.	<ul style="list-style-type: none"> Establish an effective process that allows focus communities, both internally and externally, to provide feedback to the Club on initiatives that support inclusion. Ensure that this process prioritises psychological and cultural safety for staff and players to raise any issues and have any discussions within the Club. 	FY 2022	HR, Membership, and Social Impact Teams
	<ul style="list-style-type: none"> Richmond's Board commits to ensuring that Board committees and the Board itself has representation from members of focus communities. 	FY 2022	Board of Directors
	<ul style="list-style-type: none"> Collaborate and consult with at least two organisations whose work amplifies the voices of focus communities to guide, inform, and be involved with the Club's work. The Club will seek organisations that operate at the intersection of different communities and that have a strong focus on intersectionality. 	Ongoing	Social Impact Team
	<ul style="list-style-type: none"> Maintain and support the Richmond Pride Ally Network to create a safe space for LGBTQIA+ employees, players, and their allies while providing direction and guidance on the Club's LGBTQIA+ inclusion journey. 	Ongoing	Social Impact Team
	<ul style="list-style-type: none"> Ensure representation from focus communities on all internal working groups across the Club. The Club's working groups will seek external expertise to fill any gaps in knowledge and representation of focus communities. 	Ongoing	SMT and Working Groups' Chairs

Outcomes and Targets	Actions	Timeframe	Responsibility
	<ul style="list-style-type: none"> Collaborate with internal groups across the Club (such as the AFLW and RAP Working Groups, and the Pride Ally Network) and ensure their input and involvement in the development and implementation of the DIAP and wider Club strategy. 	Ongoing	Social Impact Team and SMT
2. Richmond provides opportunities for focus communities to participate and be involved in the Richmond community as players, program participants, members, students, and suppliers.	<ul style="list-style-type: none"> Support AFL Victoria in the growth of the recently established Wheelchair Football Pride Round. Support the delivery of education and engagement initiatives around the round with a strong focus on intersectionality and the celebration of LGBTQIA+ people with disability. Develop and implement a Social Procurement Strategy to create opportunities for focus communities to participate in the Club as suppliers of goods and services while raising expectations from the Club's suppliers in relation to their Diversity and Inclusion (D&I) practices and human rights considerations (including Modern Slavery). This strategy can be linked or combined with Richmond's Environmental Procurement Strategy, which is being developed as part of the Club's 2022-2024 Environmental Sustainability Action Plan. 	Annually	Social Impact Team
Targets: Five CALD students acquire a Richmond Institute Scholarship and successfully graduate from the Diploma of Sport/Diploma of Leadership and Management program in 2024.	<ul style="list-style-type: none"> Establish a scholarship program at the Richmond Institute to support five Culturally and Linguistically Diverse (CALD) students. 	FY 2023	Richmond Institute and SMT
Target: A Social Procurement Strategy is approved and adopted across the business by 2023.	<ul style="list-style-type: none"> Establish the Golden Tigers (Richmond's LGBTQIA+ supporter group) as an official supporter group of the Club. 	FY 2023	Membership Team
	<ul style="list-style-type: none"> Explore an alternate price point for Richmond members who have accessible seating requirements to avoid them having to pay an additional fee to sit in accessible seats or the wheelchair bay. 	FY 2023	Membership Team
	<ul style="list-style-type: none"> Implement the Richmond Inclusion Guidelines across the Club's programs (including KGI and BHF) to ensure all programs are inclusive to all community members. 	Ongoing	Social Impact, KGI, and BHF Teams
	<ul style="list-style-type: none"> Engage Richmond Institute students in D&I initiatives at the Club such as immersion activities, Pride Ally Network events, and Wheelchair team engagements. 	Ongoing	Richmond Institute and Social Impact Teams
	<ul style="list-style-type: none"> Continue to support and grow the Bachar Houli Foundation by sharing its work and collaborating on projects where appropriate. 	Ongoing	SMT, Social Impact, and BHF Teams
	<ul style="list-style-type: none"> Maintain resourcing of the Next Generation Academy, a football development pathway for Indigenous and culturally diverse youth, and ensure 50% of participants are from culturally and linguistically diverse backgrounds. 	Ongoing	Community Team



FOUR WHEELERS



STRATEGIC PRIORITY 2

INCLUSIVE, SAFE, AND ACCESSIBLE SERVICES AND SPACES

Richmond is committed to creating services and spaces that are inclusive, accessible, safe, and welcoming to all. By ensuring that, Richmond can continue to build and strengthen its connection with its diverse supporter base and with focus communities while intentionally considering their physical, mental, and emotional wellbeing.



Outcomes and Targets	Actions	Timeframe	Responsibility
1. Richmond facilities, services, and physical spaces are optimised to be welcoming, safe, and accessible for focus communities.	<ul style="list-style-type: none"> Review football match days, Club events, fan engagement activities, and Club processes to ensure they are inclusive, safe, and accessible. Make gender neutral toilets available at Punt Road and other Richmond facilities (including the Punt Road Redevelopment). 	Annually	Fan Engagement and Events Teams
Target: 🎯 At least 90% of members, staff, and players report feeling included, safe, and welcomed at Richmond's offices, match-days, programs, and events annually.	<ul style="list-style-type: none"> Implement proactive measures that ensure focus communities feel physically and emotionally safe. This includes, but is not limited to improved lighting in carpark, and increased on site security for players, fans, and staff (especially post-game and post-training support and safety). Ensure focus communities can see themselves reflected throughout Richmond's physical spaces (e.g., through symbolism, language, and art). Intersectional identities will be reflected as part of this work. 	FY 2022	Facilities & Procurement and Redevelopment Teams
		FY 2022	Facilities & Procurement Team
		FY 2022	Social Impact and Facilities & Procurement Teams

Outcomes and Targets	Actions	Timeframe	Responsibility
	<ul style="list-style-type: none"> Consult with external and internal stakeholders from focus communities at every planning phase of the Punt Road Redevelopment. This will ensure the implementation of best practice approaches to safety, cultural appropriateness, and accessibility. Punt Road Redevelopment inclusions include, but are not limited to, a sensory room, Changing Places toilets, tactile indicators, flooring suitable for mobility devices, and facilities tailored for mothers. 	FY 2023	Redevelopment Team
	<ul style="list-style-type: none"> Ensure information that is specific and relevant to the focus communities is communicated on the Club's Match Day Hub (e.g., Interfaith prayer room, culturally appropriate foods, gender neutral toilets, accessible seating, parking, and shuttle services). 	Ongoing	Fan Engagement Team
	<ul style="list-style-type: none"> Incorporate Richmond's Inclusion Guidelines and checklists into all Club match days and events. 	Ongoing	Fan Engagement and Events Teams
2. All Richmond communication methods and online engagements are inclusive, safe, and accessible.	<ul style="list-style-type: none"> Review the Club's communications and digital platform engagements to ensure they are inclusive, safe, and accessible. This includes but is not limited to EDMs, social media posts, and website articles. Include information about Richmond's Diversity & Inclusion initiatives and Inclusion Guidelines in the induction for new staff. Incorporate accessibility tools in all Richmond digital content. This includes, but is not limited to, alternative text with image description in Richmond social media posts and closed captions in all Richmond video content. Ensure Richmond's website and digital content and documents are compatible with text to speech programming. Implement inclusive gender indicators in all Richmond forms. This includes but is not limited to member registration, participant registration, and internal and external surveys. Introduce Auslan interpreters and/or closed captions on the big screen at Richmond home games. 	Annually	Digital and Media Teams
Target: 🎯 At least 90% of members, staff, and players report feeling included, safe, and welcomed when engaging with Richmond's online and digital content annually		FY 2022	HR and Social Impact Teams
		FY 2022	Digital and Media Teams
		FY 2022	Digital and Media Teams
		FY 2022	Membership, HR, and Social Media Teams
		FY 2023	Fan Engagement Team



STRATEGIC PRIORITY 3

ADVOCACY AND LEADERSHIP

Richmond is committed to utilising its position, influence, and platform as an elite sports club to improve outcomes for focus communities and lead by example in its sphere of influence. Leveraging our partnerships and networks is crucial to achieving this and ensures continuous learning and improvement along our Diversity and Inclusion journey.



Outcomes and Targets	Actions	Timeframe	Responsibility
1. Richmond is utilising its platform and influence with integrity to positively impact focus communities and advocate for the issues that matter to them.	<ul style="list-style-type: none"> Participate in relevant D&I bench marking assessments such as the Pride in Sport Index and the Access & Inclusion Index to continue improving practices, programs, and initiatives at the Club. Build the capacity of the Club's leaders (Board and SMT) in D&I with a focus on Inclusive Leadership. Develop a communications and advocacy calendar to publicly recognise and celebrate key commemorations related to focus communities. These can include but are not limited to International Day for People with a Disability, IDAHOBIT, International Women's Day, Pride Month, and Mental Health Week. Celebrations of key dates can take different forms such as internal staff engagement, external events, social media posts, online and face-to-face storytelling, and training. Ensure the Member Code of Conduct clearly outlines unacceptable behaviour, including engaging in or endorsing any form of threatening conduct, vilification, or abuse on the basis of race, gender, religion, disability or sexuality. Ensure penalties and sanctions for unacceptable behaviour are clearly outlined. 	<p>Annually</p> <p>Annually</p> <p>FY 2022</p> <p>FY 2022</p>	<p>HR and Social Impact Teams</p> <p>SMT and Social Impact Team</p> <p>Social Impact and HR Teams</p> <p>Membership Team</p>
<p>Targets:</p> <ul style="list-style-type: none"> Six Athlete Ambassadors established and actively contributing to Richmond's Diversity & Inclusion work by 2022 12 stories shared on Richmond media channels around the Club's Diversity & Inclusion work every year 			

Outcomes and Targets	Actions	Timeframe	Responsibility
<ul style="list-style-type: none"> Launch impact measurement project 'Belonging in Sport' by 2024 Achieve Pride in Sport Index Recognition as Bronze Tier in 2022, Silver Tier in 2023, and Gold Tier in 2024 	<ul style="list-style-type: none"> Develop an Athlete Ambassadors program engaging two players from each of the men's, women's, and wheelchair teams to be advocates for focus communities and different Diversity & Inclusion priorities. Ensure player ambassadors are supported by providing them with relevant education, knowledge, and training. Develop a Modern Slavery Statement and Policy in alignment with the Modern Slavery Act 2018 outlining Richmond's commitment and actions to address modern slavery risks in its operations and supply chain while embedding human rights considerations in its business. Scope an impact measurement project 'Belonging in Sport' for the course of the DIAP to evaluate diversity, inclusion, and belonging across the Club and its supporter base. The project would be completed with an external evaluator over three years and will include yearly reporting. Maintain our commitment to the Champions of Change Sport Group that drives gender equity and equality for all women, including women who identify with other focus communities. As part of this work, Richmond will use its leadership position to advocate for more intersectional approaches to gender equity in sport. Progress will be communicated biannually to employees. Utilise match day activities and fan experiences as opportunities to amplify Diversity & Inclusion work and create awareness for our members and supporters. 	<p>FY 2023</p> <p>FY 2023</p> <p>FY 2022-2024</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Football Department and Social Impact Teams</p> <p>SMT, Legal, and Social Impact Team</p> <p>Social Impact Team and SMT</p> <p>SMT</p> <p>Fan Engagement Team</p>
2. Richmond is leveraging its connections, networks, and partnerships to foster inclusive behaviours and attitudes towards focus communities and increase opportunities for them.	<ul style="list-style-type: none"> Organise an annual round table event that brings together partners, stakeholders, and focus communities to share learnings and ideas on effective Diversity & Inclusion practices. A specific topic of interest that is relevant to the focus communities will be addressed at each round table. Invite partners and stakeholders to participate in at least two D&I related events, themed match days, or programs organised by the Club. Work with existing and prospective partners to identify areas of aligned value, shared commitments, and collaboration opportunities to support mutual D&I goals identified by both parties. Develop new partnerships, on a formal and informal level, with organisations and companies who have knowledge and experience in Diversity & Inclusion or in working with focus communities. This will enable Richmond to continue to grow and learn alongside like-minded organisations. In addition to the annual D&I reporting, share Richmond's stories of success and D&I aspirations through traditional and non-traditional communication channels with existing and potential partners. 	<p>Annually</p> <p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Partnership Team and Social Impact Teams</p> <p>Partnership Team</p> <p>Partnership and Social Impact Teams</p> <p>Partnership Team and Social Impact Teams</p> <p>Partnership Team</p>
<ul style="list-style-type: none"> At least three D&I round table events organised by 2024 One new D&I partnership established by 2023 Three existing partners actively engaged in the Club's D&I work through joint projects or collaborations by 2023 			



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AFL

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LATITUDE

PUMA
PLAYER EDITION



THE FIRST B
AUSTRALIAN OFFIC

STRATEGIC PRIORITY 4

A DIVERSE, AWARE, AND THRIVING WORKFORCE

Richmond is committed to providing opportunities, recruiting, developing, and retaining diverse people and communities in the Richmond workforce. Richmond is also committed to the education and awareness of its staff in the Diversity & Inclusion space, which in turns contributes to creating a safe, inclusive, and welcoming workplace for all people and communities.



Outcomes and Targets	Actions	Timeframe	Responsibility
1. Richmond is a safe workplace for all because our staff are confident, knowledgeable, and skilled in Diversity & Inclusion. They embrace diversity and are inclusive and welcoming to all.	<ul style="list-style-type: none"> Develop and implement a suite of immersion experiences for staff each year to engage with and learn from focus communities (e.g., Wheelchair football exhibition, Midsumma Carnival, Pride March, Iftar, Bachar Houli Academy, Next Generation Academy). Review, develop, and implement a suite of training programs to ensure employees have relevant knowledge in D&I topics such as anti-racism, cultural intelligence, unconscious bias, and inclusive leadership, as well as an understanding of different focus communities (e.g., Cultural Awareness Training, Disability Inclusion Training, LGBTQIA+ Inclusion Training). Incorporate a component in the Club's Employee Performance Report that identifies how staff can contribute to the Club's Social Impact & Sustainability work, including how they contribute to the Club's DIAP. Continue to provide all staff and players with the Converge International employee assistance program that provides specific support for focus communities. 	<p>Annually</p> <p>FY 2022</p> <p>FY 2023</p> <p>Ongoing</p>	<p>Social Impact and HR Teams</p> <p>HR and Social Impact Teams</p> <p>HR Team</p> <p>HR Team</p>
Targets:			
🎯 At least one training program related to each focus community as well as one other D&I training program delivered to staff annually			
🎯 At least six immersion experiences provided for staff annually			
🎯 At least 90% of staff report feeling confident and well-equipped in D&I topics			

Outcomes and Targets	Actions	Timeframe	Responsibility
2. Richmond has a diverse workforce where focus communities are represented, supported, and enabled to bring their leadership and diverse lived experience to the Club.	<ul style="list-style-type: none"> Review policies and procedures annually to optimise opportunities for inclusion and safety. This includes but is not limited to the following policies: <ul style="list-style-type: none"> Grievance and whistleblowing Cultural leave Parental Leave Gender Affirmation Develop a D&I statement for internal use as part of Richmond's work around Club culture as well as external use with partners, members, and supporters. Survey staff to understand our current workforce diversity profile and how representative it is of the Australian community. Establish a guaranteed employment placement at the Club for people with a disability. Implement recruitment practices that better attract and include job applicants from focus communities. This includes, but is not limited to, inclusive set-up of interview spaces and ensuring diversity on all interviewing committees. Report a 40% female/40% male/20% any gender balance in each leadership group of the Club (Board, Senior Management Team, Extended Management Team) Facilitate pathways for focus communities into training and employment with the Club, its commercial partners, and its networks. An Employment Pathways Manager has been allocated to facilitate training and employment opportunities for AFLW players, Wheelchair football players, and program participants from the Bachar Houli Foundation and KGI. Maintain the Inclusion Audit Group that oversees the DIAP and RAP and addresses any Diversity & Inclusion red flags or issues that might arise at Richmond, in the AFL industry, or the sport sector. The Inclusion Audit Group will draw upon subject matter experts where appropriate. 	<p>Annually</p> <p>FY 2022</p> <p>FY 2022</p> <p>FY 2023</p> <p>FY 2023</p> <p>FY 2024</p> <p>Ongoing</p> <p>Ongoing</p>	<p>HR Team</p> <p>HR, SMT and Social Impact Teams</p> <p>HR Team</p> <p>HR Team and SMT</p> <p>HR Team</p> <p>Board of Directors and SMT</p> <p>Employment Pathways Manager and Partnership Team</p> <p>SMT</p>
Targets:			
🎯 At least 90% of staff (full-time, part-time, and casual) report feeling included, safe, and supported as Richmond employees.			
🎯 At least 30 people from focus communities are engaged in training and employment pathways facilitated by Richmond by 2024			
🎯 Report a 40% female/40% male/20% any gender balance in each leadership groups (Board, Senior Management Team, Extended Management Team) by 2024			



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