



OCTOBER 2022 - OCTOBER 2025

SYDNEY SWANS
DIVERSITY
ACTION
PLAN



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 the Board, 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 a place where everyone feels welcome.

The action plan addresses four key pillars, including:

- **Disability Empowerment**
- **LGBTIQA+ 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 First Nations Strategy, which aims to foster respect, opportunities and relationships with Aboriginal and Torres Strait Islander Communities.



DAP COMMITTEE

▶ Belinda Rowe, DAP Chair

Belinda has extensive experience in C Level roles across marketing, digital and the media industry in a number of Global, UK and Australian companies. She is a professional Director on a number of publicly listed companies such as HT&E, in media entertainment and digital audio, Temple & Webster, an e-commerce company in furniture & homewares and 3P Learning, an Ed Tech company across four regions. She is an advocate for professional and social change supporting organisations such as SecondBite, Minerva Network, Mentor Walks and Marketing Academy.

▶ Joel Amartey, Sydney Swans Player

Hailing from Ghana, Joel Amartey has shown strong form in the ruck and as a key-position player at both ends of the ground since being drafted to the Sydney Swans as a rookie ahead of season 2018. In season 2020, he made his AFL debut against the Brisbane Lions in Round 17. The Ghanaian-Australian produced arguably the best performance of his AFL career in 2022, kicking two goals against Fremantle in Round 18.

▶ Elise Anderson, Dietician

Elise Anderson 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.

▶ Cynthia Banham, DAP Committee Member

Cynthia Banham is a lawyer, journalist, and author with a doctorate in regulation, justice and diplomacy. She is a passionate Sydney Swans supporter, ambassador, and former number one ticket holder.

▶ Scott Dalby, Head of People & Culture

Scott Dalby is the Head of People & Culture at the Sydney Swans. This portfolio includes all traditional elements of human resources such as recruitment, professional development and employee engagement but also the broader Sydney Swans social responsibility agenda. Passionate about the ability of professional sporting organisations to drive positive social change, Scott oversees the rollout of the Club's Diversity Action Plan (DAP) commitments.

▶ Tom Harley, Chief Executive Officer

First drafted to Port Adelaide but best known for his decorated career with Geelong. Tom Harley is a veteran of 198 AFL games. Appointed captain of Geelong in 2007, he led the team to three successive grand finals and two premierships, in 2007 and 2009. Following his retirement from football, he has held numerous roles within the football industry. He worked as a commentator with Channel 7 and an assistant coach to the AFL/AIS Academy, before taking on the role of General Manager of the AFL NSW/ACT. He joined the Sydney Swans in November 2014 as General Manager - Football, and in 2019 transitioned into the role as the club's Chief Executive Officer.

▶ Sarina Jackson, DAP Committee Member

Sarina Jackson is the current Chair of the Rainbow Swans, the official LGBTIQA+ 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.

▶ Kate Mahony, Executive General Manager – AFLW

Kate Mahony has been working in international and domestic elite women's sport for over 15 years. With a background in sports science and as a sports physiotherapist Kate has transitioned into sports administration and serves as the Executive General Manager of AFLW at the Sydney Swans.

▶ Shanthini Naidoo, DAP Committee Member

Shanthini has more than 20 years senior leadership, marketing and fundraising experience gained through roles in iconic Australian institutions such as the National Gallery of Australia, Taronga Conservation Society, Sydney Opera House and ABC Radio. Shanthini is currently the CEO of the St Vincent's Curran Foundation, the fundraising organisation for St Vincent's Hospitals in NSW. Shanthini is on the Boards of the Sydney Swans Foundation, Fundraising Institute of Australia (FIA) and is a member of the FIA Code Authority.

▶ Aimee Whelan, Sydney Swans AFLW Player

An experienced and fierce midfield competitor, Aimee Whelan represented Williamstown in the VFLW in 2021 and Hawthorn in 2022 before joining the Sydney Swans. Aimee made her debut for the Swans in Round 1, our inaugural AFLW match at North Sydney Oval against St. Kilda. Aimee is passionate about equality and inclusion, especially for the LGBTIQA+ community. In 2014, she was the Multicultural Ambassador for AFL Victoria and is looking forward to the opportunity to be a part of the Sydney Swans Diversity Action Plan committee.

FOREWORD

It is my pleasure to present the second Sydney Swans Diversity Action Plan (DAP) which will help guide our pathway forward both as an inclusive employer but also as a genuine community partner and advocate.

Our football club is constantly striving to be better tomorrow than today. There is no greater example of this than in the commitments we have outlined through our DAP. Acknowledging that we are not experts across our key pillars, we have formed integral partnerships to maximise our impact.

All elements of this Diversity Action Plan align strongly to our values. 'Respect' is at the core of how we operate and we want to ensure that this is the experience of all people who connect with our club. This can stretch from attending a Sydney Swans game for the first time and feeling truly included, through to embracing an education opportunity as a player, staff member or director.

Diversity and inclusion is a journey, with our club implementing this series of commitments at a pivotal moment in our history. We are immensely proud to now have an AFLW team competing in the national competition. This has been built off the platform set over several years through our youth Academy.

Overall, while there are great initiatives we look forward to bringing to life through this DAP, we understand that we will learn as much as we deliver. We hope that you will join us with enthusiasm on the next chapter in our journey.



**BELINDA
ROWE**

CHAIR, SYDNEY SWANS DIVERSITY
ACTION PLAN COMMITTEE





DISABILITY EMPOWERMENT

The Sydney Swans are proud to be partnering with Down Syndrome NSW to create employment opportunities, raise awareness and support all people with Down Syndrome to achieve their full potential.

ACTION	RESPONSIBILITY	TIMELINE
In partnership with Down Syndrome NSW, provide casual employment to a suitable applicant to join our football operations team.	Head of People & Culture	December 2022
Provide a match day activation opportunity to Down Syndrome NSW at one home game each season at the SCG to raise awareness of and funds for their important work.	Head of Operations	Annually at selected match day
Support major Down Syndrome NSW events including: “Lots of Socks” – World Down Syndrome Day “StepUp! & #21YourWay”– Community Awareness Opportunity	Head of Player Wellbeing & Development	Annually in March & October
Host and profile Down Syndrome NSW members, showcasing their passions and abilities across the arts, sports, acting, public speaking and other areas.	EGM – Marketing & Communications	Ongoing
Participate in Down Syndrome NSW virtual gatherings, connecting with both metropolitan and regional members.	EGM – Marketing & Communications	Ongoing
Extend the Down Syndrome NSW supporter network with advocacy across our membership, corporate and ambassador base.	EGM – Consumer & Product	Ongoing

LGBTIQA+ PRIDE

The Sydney Swans are proud to be partnering with Twenty10 to further educate our people, provide an inclusive environment in the workplace and at the footy, along with ensuring our Academy is a safe place for all of our young people.

ACTION	RESPONSIBILITY	TIMELINE
Conduct an evaluation of the Club's existing LGBTIQA+ awareness and understanding.	Head of People & Culture	January 2023
In partnership with Twenty10, provide all Sydney Swans staff and players with a customised LGBTIQA+ education program.	Head of People & Culture	June 2023
Compete annually in the Pride Game and strive to entrench this match as a key highlight of the AFL Season.	EGM - Football	Annually at selected match day
Publicly support the important work of Twenty10 and raise awareness of their major campaigns.	EGM – Marketing & Communications	Ongoing
In partnership with Symmetra, conduct a comprehensive review of our policies and procedures to ensure that best practice is achieved in relation to inclusivity for our members and fans.	EGM – Consumer & Product	July 2023
In partnership with Twenty10, offer customised LGBTIQA+ training to all QBE Sydney Swans Academy participants and coaching staff.	Head of Academy	February 2024





Sydney Swans staff supporting the Marrickville West Primary School Breakfast Program, 2022



Brett Kirk supports the Addi Road #HampersofHope initiative, 2021.

MULTICULTURAL INCLUSION

The Sydney Swans supporter base is rich in cultural diversity and with the support of partners such as Symmetra, Addi Road and guidance from the Australian Human Rights Commission (AHRC), we will strive to become a truly inclusive employer, active community volunteer and anti-racism advocate.

ACTION	RESPONSIBILITY	TIMELINE
In partnership with Symmetra, conduct an Inclusion, Bias and Equity Systemic Review of Club policy systems and processes to identify areas for improvement in respect to diversity and inclusion.	Head of People & Culture	January 2023
Based on Symmetra's recommendations, implement changes to our talent acquisition policies and processes to increase the cultural diversity of our workforce.	Head of People & Culture	March 2023
Players and staff to participate in the Breakfast Program at Marrickville West Primary School, combating food insecurity for students.	Head of Player Wellbeing & Development	January 2023
Players and staff to participate in the Hampers of Hope Program at Addi Road to rescue food, fight hunger, and stand in solidarity with diverse communities.	Head of Player Wellbeing & Development	January 2023
Promotion and advocacy of the 'Racism. Nobody Wins.' Campaign by the Australian Human Rights Commission (AHRC).	EGM – Marketing & Communications	March 2023
In partnership with VenuesNSW, implement the 'Racism. Nobody Wins.' Guidelines for all Sydney Swans matches played at the SCG.	Head of Operations	March 2023

ADVANCEMENT OF WOMEN

Our football club became whole with the introduction of our first AFLW Team. From here we will partner with Symmetra to strive for best practice in supporting our women both on-field and off-field. This will include the facility we operate in, the external network we build and the opportunities that we create.

ACTION	RESPONSIBILITY	TIMELINE
Sydney Swans to enter the AFLW Competition.	EGM - AFLW	AFLW Season 7
Support network to be activated in Sydney, allowing AFLW players to thrive in their off-field endeavours.	EGM - AFLW	October 2022
Facilities for AFLW players and staff to be at an industry-leading standard.	Chief Operating Officer	January 2023
Participate in a Symmetra Systemic Review to understand the equity experiences of women at the Sydney Swans across all areas of our organisation (football and commercial programs).	Head of People & Culture	January 2023
Paid parental leave scheme to offer 16 weeks of full replacement income for the primary caregiver and 2 weeks of full replacement income for the secondary caregiver (in addition to Government contributions).	Head of People & Culture	Ongoing
Educate, support and advocate for the prevention of domestic violence including paid domestic and family violence leave for our people.	Head of People & Culture	Ongoing
Nominations to be placed for all AFL Female Talent Programs offered each year, maximising opportunities for our people.	Head of People & Culture	Annually





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