

EQUITY AND DIVERSITY ACTION PLAN

2026 - 2028





ABOUT THE EQUITY AND DIVERSITY PLAN

The Queensland Academy of Sport (QAS) is dedicated to fostering inclusive, respectful, and culturally safe workplaces where diversity is valued, and everyone feels a genuine sense of belonging. This commitment underpins our ability to deliver high-performance support to our staff, coaches, athletes and sports. We are committed to providing world-class support systems to all QAS-supported athletes, coaches, and sports, guided by our vision of *'Inspiring Extraordinary Sporting Success'*.

The QAS Equity and Diversity Plan (the Plan) is underpinned by Chapter 2 of the Public Sector Act 2022 (the Act) which aims to promote equity and diversity in employment matters and promote and support a culture of respect and inclusion. Sections 28 and 29 of the Act outline the requirement to undertake a yearly audit to inform a report and the development of an equity and diversity plan.

Our Commitment

QAS will continue to prioritise education, targeted initiatives, and practical tools to empower its employees and cultivate a workplace culture that champions equity, respect, and inclusion for everyone. This approach aligns with the QAS 2032 High Performance Strategy, which prioritises diversity and inclusion as integral to our QAS values and behaviours.

This action plan brings QAS values and behaviours to life through practical steps that strengthen inclusion, accountability, connection and respect across QAS.



DEVELOPMENT OF THE EQUITY AND DIVERSITY PLAN

The Equity and Diversity Action Plan is informed by staff insights as part of a dedicated working group and the Equity and Diversity Audit Report (Audit) undertaken in accordance with the Act. The Audit examined 2025 Minimum Obligatory Human Resource Information (MOHRI) workforce data provided by the Public Sector Commission, QAS Working for Queensland employee opinion survey 2025 results (WfQ survey) and establishment analysis. Key findings from the Audit identified, the QAS's current state:

Gender diversity



52.94%

FEMALE



2.52%

NON - BINARY



44.54%

MALE

49.58%

30-39 YEARS

26.05%

40-49 YEARS



12.61%

20-29 YEARS

1.68%

60+ YEARS

10.08%

50-59 YEARS

Diversity targets



Sector Target

* A person has a disability if they have a limitation, restriction or impairment which has lasted, or is likely to last, for at least six months and may restrict everyday activities. There are different kinds of disability, usually resulting from accidents, illness, or genetic disorders.

^ CALD (Culturally And Linguistically Diverse backgrounds)

Staff insights

When asked how leaders and managers can take a more active role in fostering diversity and inclusion and the types of changes or initiatives that would help to create a more inclusive and supportive workplace, QAS staff and leaders provided responses aligned with these themes:



I believe employees of all cultural backgrounds have an equal opportunity to succeed in my workplace.

87% AGREE



People are treated fairly and equitably in my workplace

83% AGREE

KEY ACTIONS 2026 - 2028

Performance Measures

Employee and leadership engagement | Delivery of outcomes and initiatives | Workforce data and analytics

RECRUITMENT AND RETENTION

ACTIONS	RESPONSIBLE AREA/ OFFICER	IMPLEMENT YEAR
Review role descriptions, job advertisements and recruitment materials for inclusive language and accessibility.	Human Resources	2027
Review flexible work, parental leave, return-to-work and travel arrangements to support employees through life stages and caring responsibilities.	Human Resources	2027
Promote QAS vacancies through First Nations targeted recruitment channels.	Human Resources Connection to Country	2027
Partner with disability employment providers to attract, recruit and support candidates with disability.	Human Resources	2028
Offer culturally safe interviews, diverse representation and reasonable adjustments for candidates.	Human Resources Connection to Country	2027
Strengthen inclusive recruitment practices and workforce capability for diverse staff.	Human Resources	2028

WORKPLACE CULTURE

ACTIONS	RESPONSIBLE AREA/ OFFICER	IMPLEMENT YEAR
Build cultural connection through regular opportunities for staff and athletes to share cultures, identities and lived experiences, helping our people work well together and recognise the success of others.	Human Resources Brand and Partnerships	2026
Increase visible First Nations and culturally diverse artwork, storytelling and cultural representation across QAS spaces to celebrate diversity and strengthen belonging.	Connection to Country Human Resources	2026
Develop and implement an annual Diversity and Inclusion calendar that helps our people show up organised, informed and connected to key cultural, disability, gender and community events.	Human Resources	2026
Deliver awareness and allyship initiatives in support of LGBTQIA+ staff and athletes.	Human Resources AIS Ambassadors	2026
Embed First Nations support initiatives, NAIDOC activities and the Connection to Country Action Plan into the Equity and Diversity Action Plan.	Connection to Country Human Resources	2026
Senior leaders proactively and meaningfully visit regional hubs to improve leadership visibility, representation and accessibility.	Office of the CEO	2027
Establish a Diversity Champion and Ally Network to promote inclusion, awareness and belonging, helping our people work well together across all diversity groups.	Human Resources	2028

TRAINING AND DEVELOPMENT

ACTIONS	RESPONSIBLE AREA/ OFFICER	IMPLEMENT YEAR
Embed practical diversity awareness into existing forums, including Lunch and Learn sessions, staff-led learning and role-specific development opportunities.	Human Resources	2026
Provide inclusive leadership training on unconscious bias, cultural competency and decision-making.	Human Resources	2027
Provide practical learning on allyship, inclusive language, unconscious bias and respectful inclusion.	Human Resources	2028
Train leaders and staff on neuro-inclusive practices, reasonable adjustments and hidden disability support.	Human Resources	2028
Ensuring all learning and development opportunities are inclusive and accessible to all diversity groups.	Human Resources	2028

GOVERNANCE

ACTIONS	RESPONSIBLE AREA/ OFFICER	IMPLEMENT YEAR
Develop and implement an Equity and Diversity Action Plan that brings QAS values and behaviours to life through practical, measurable actions.	Human Resources	2026
Require executive leaders to champion and participate in diversity initiatives and activities.	Office of the CEO Human Resources	2026
Monitor and analyse workforce diversity outcomes by age, gender, employment type and profession.	Human Resources Corporate Analyst	2027
Establish equity and diversity reporting measures and annual progress reporting.	Human Resources Corporate Analyst	2028
Embed an equity and diversity lens into QAS governance, policies and procedures.	Governance Officer Human Resources	2027
Collect demographic and diversity data safely, ethically and voluntarily to identify barriers and track progress.	Human Resources	2028

SERVICE DELIVERY

ACTIONS	RESPONSIBLE AREA/ OFFICER	IMPLEMENT YEAR
Review athlete and staff uniform allocations using gender-neutral language and inclusive options.	Human Resources High Performance Programs	2026
Review facilities, digital platforms and promotional materials for accessibility, sensory needs, plain language and translation requirements.	Human Resources Brand and Partnerships	2027
Provide dedicated multi-faith and breastfeeding/expressing spaces that are safe, private and accessible.	Facilities Human Resources	2027
Advocate for all QAS leased facilities to include clearly signed all-gender toilets.	Facilities Human Resources	2027

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REVIEW AND UPDATES

This plan will be reviewed annually to ensure it remains relevant and effective. Updates will be made as needed to reflect changes in legislation, organisational priorities, or workforce demographics following annual audit reporting.