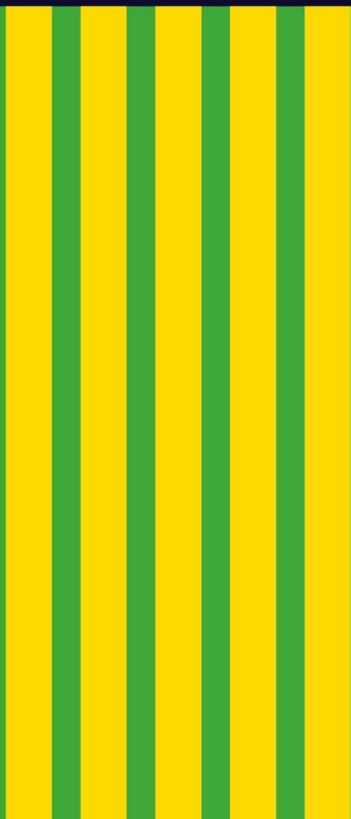




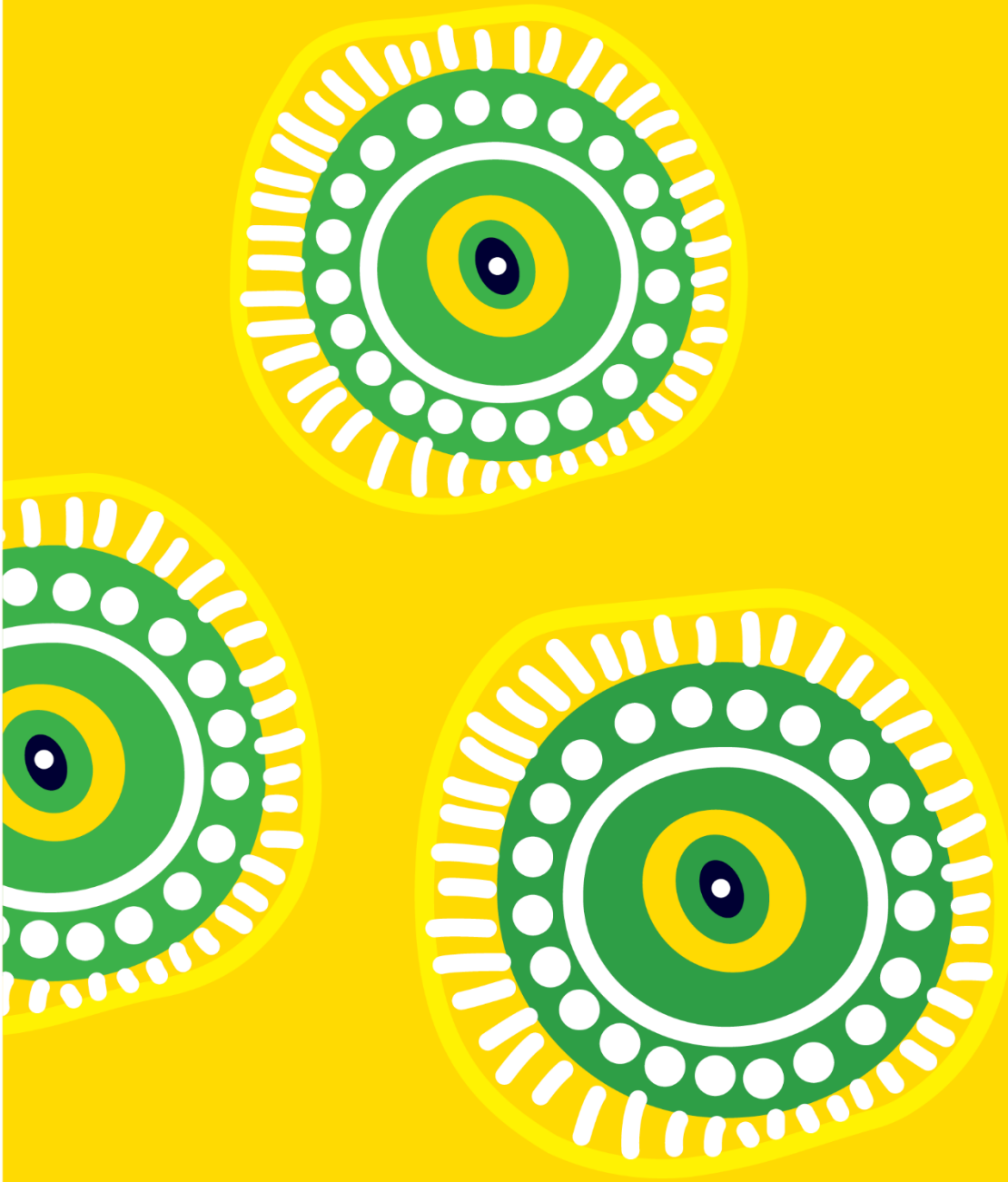
Australian Government
Australian Sports Commission

Diversity, Equity and Inclusion Framework

We believe that sport has a place for everyone, and that all staff feel a sense of belonging and can bring their best selves to work.



Prepared by
Diversity, People and Culture
May 2023



Acknowledgement of Country

The Australian Sports Commission (ASC) acknowledges the Traditional Custodians of the lands where its offices are located, the Ngunnawal people, the Wurundjeri Woi-wurrung people of the Kulin Nation, the people of the Yugambah Nation and the Gadigal people of the Eora Nation.

The ASC extends this acknowledgement to all the Traditional Custodians of the lands and First Nations Peoples throughout Australia and would like to pay its respect to all Elders past, present and emerging.

The ASC recognises the outstanding contribution that Aboriginal and Torres Strait Islander people make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

Address from the CEO, Kieren Perkins

I am proud to be presenting the Australian Sports Commission's (ASC) first Diversity, Equity and Inclusion Framework (the Framework).

The ASC's Strategic Vision is for sport to have a place for everyone and delivers results that make Australia proud, and this starts with us internally.

The ASC is committed to be intentional in fostering a culture of equity, as it is imperative that our sport sector becomes truly representative of a modern, progressive, and diverse Australia. Sport needs to be more open and inclusive, and as the lead sporting organisation we need to set the example and champion this.

The Framework is an initiative that is a step in the right direction as we continue to increase a culturally diverse workforce that offers an inclusive and welcoming environment for everyone.



Kieren Perkins OAM
Chief Executive Officer
Australian Sports Commission

"It's not what we do, it's who we are."
Kieren Perkins, Chief Executive Officer,
Australian Sports Commission



Our Diversity, Equity and Inclusion Commitment

The ASC recognises the significance in creating a culture of Diversity, Equity and Inclusion (DE&I), where all employees feel safe, empowered and valued for their individual differences and contributions. Building a workforce where people are respected for their uniqueness, valued for their contributions and celebrated for being their authentic selves.

The Framework supports a key focus area of the [ASC Strategic Vision](#) to promote and support inclusive and diverse sporting environments and aligns to the [ASC Corporate Plan 2022 – 2026](#) to enable us in successfully meeting the three strategic pillars:

1. More Australians involved in organised sport
2. A thriving organised sport sector
3. World best high-performance system

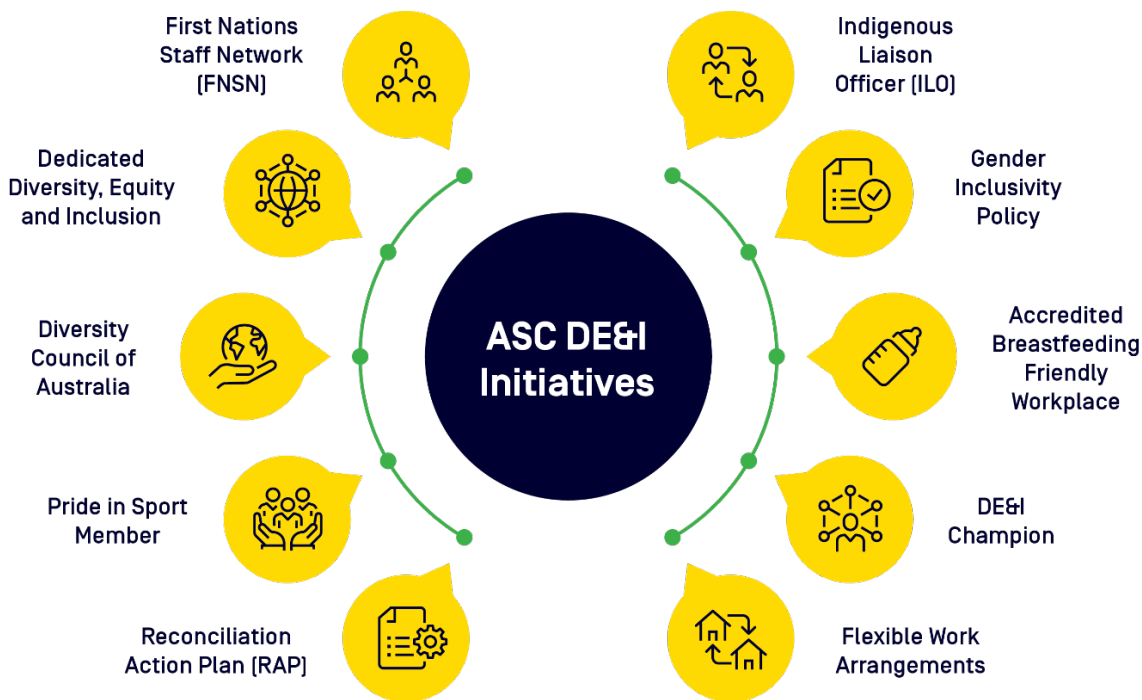
Through the successful delivery of these internal documents, we will align to the [Australia’s High Performance 2023+ Sport Strategy](#). A component of the [Australia’s High Performance 2023+ Sport Strategy](#) is a pledge for our organisation to contribute to [Win Well](#). Our Framework actively supports the Win Well pledge goals of:

“We commit to creating safe and thriving environments for our people to fail so they can learn, grow and succeed” and “We commit to being custodians of sport and building a legacy where sport is more inclusive and representative of the diversity of Australian communities, this starts with us”.

We acknowledge it is important to celebrate the progress we have made, and equally how important it is to acknowledge where there are gaps and opportunities. This framework outlines our commitment to continue removing barriers, strengthening our awareness and building our capability. Our deliverables will be evaluated each year to ensure that we continue to meet our objective of becoming a diverse and inclusive workforce. This framework, and the data collected in evaluation, will inform subsequent strategies and actions as we mature in this space.

The Framework encompasses Cultural and Linguistically Diverse (CALD), First Nations, LGBTIQ+, Disability, differing religions and diverse ages.

The ASC has the current diversity, equity and inclusion initiatives in place:

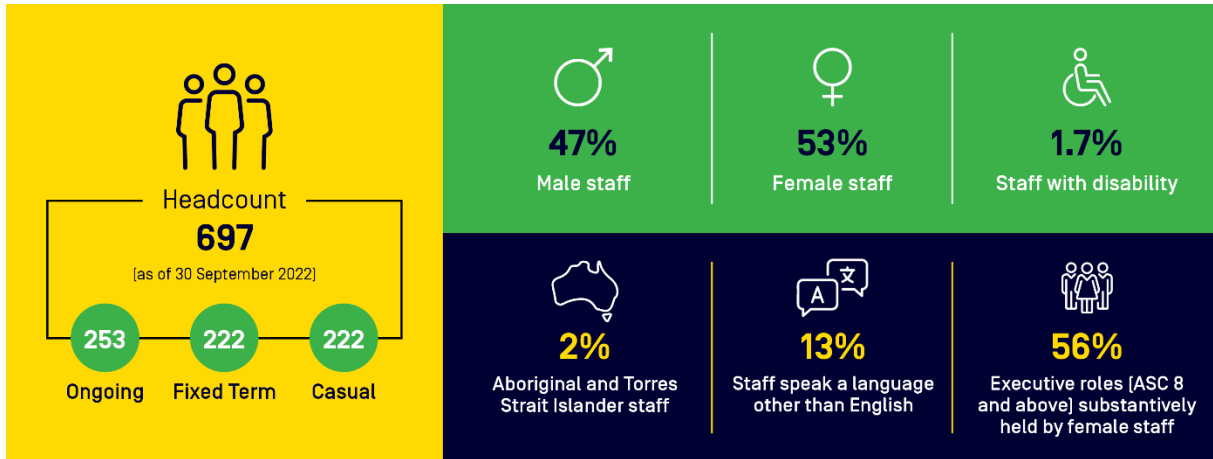


Our Workforce

The ASC is committed to taking strategic and meaningful steps so all our people feel a sense of belonging and can bring their best selves to work while feeling safe and supported in the workplace.

The diversity of our workforce should be one of our greatest strengths and we remain committed to identifying opportunities for improvement across our organisation. This begins with providing a safe and equitable environment to encourage our people to confidently self-identify.

This is a snapshot of our workforce as at November 2022, this helped form discussion to understand our objectives and journey ahead. As we continue to build on our diversity, we intend to see intersectional, diverse and marginalised demographics that are inclusive of everyone.



Snapshot: captured as of November 2022

Our DE&I Vision

The ASC recognises equitable opportunities and an inclusive workplace free from discrimination, harassment, vilification and victimisation or any other form of inappropriate behaviour is critical to retaining talent and preventing adverse outcomes, for both individuals and the organisation.

Our vision encompasses what we will See, Hear and Feel to be an inclusive workforce that enables our employees to feel psychologically safe and respected. It takes courage to call out unacceptable behaviours in the workplace and we want to ensure our people feel empowered to do so.

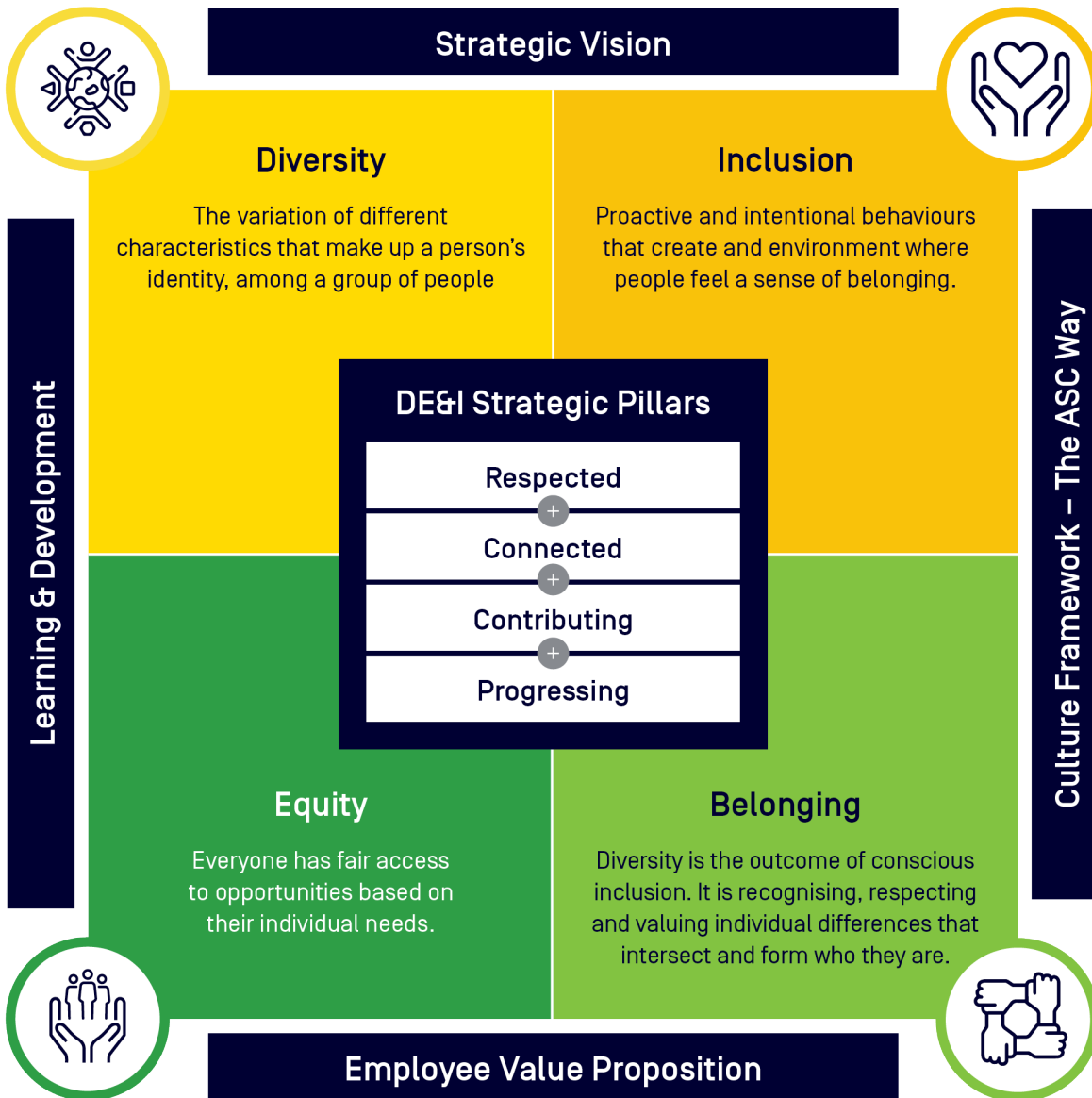
SEE	HEAR	FEEL
<p>A genuine commitment to diversity, with a flexible approach to support cultural differences where inclusiveness is the forefront of our people.</p>	<p>Inquisitive and progressive conversations, committing to creating a safe space with passion and empathy in our approach.</p>	<p>Valued, empowered and safe. Bringing our whole selves to work where we can be accepted and celebrate diversity together.</p>



“We aim to represent the rich diversity of a multicultural Australia and to recognise a broad range of perspectives, approaches and ideas which make us a stronger, more creative and inclusive workplace” – David Phillips, Senior Advisor, Sport Learning Team.

Our DE&I Enablers

The focus of the Framework is to build a culture of inclusion by focusing on the four DE&I strategic pillars drawn from [Diversity Council Australia](#), this is underpinned by the foundations that are embedded in the ASC’s strategies.



Our DE&I Strategic Pillars

Framework	Definition	Objective
Respected for who they are and able to be themselves	Belonging occurs when a diversity of people at work feel valued and respected for who they are	<ul style="list-style-type: none"> • Employees can identify and promote a workplace free from discrimination and are aware of the expected workplace values and behaviours at the ASC. • Employees are encouraged to strengthen their knowledge and build respect through actively engaging with employees from a range of diverse backgrounds. • Managers and employees have access to learning and development opportunities for the purpose of developing and improving communication and inclusion skills (e.g. terminology, definitions and sensitivities associated with diverse communities).
Connected to their colleagues and feel they belong	Belonging occurs when people feel connected to their co-worker, treated as an insider, and so have a sense of belonging	<ul style="list-style-type: none"> • DE&I awareness and support is promoted through a range of communication channels e.g. news articles, events etc. • The ASC is actively and visibly promoted as a safe place to work, where diversity is encouraged and employees can express their diversity with their colleagues and are provided the opportunity, support and platform to do so.
Contributing their perspectives and talents to the workplace	Belonging occurs when people can contribute their talents and energies to the organisation	<ul style="list-style-type: none"> • Employees regularly receive recognition and are equally supported to give recognition for a range of work achievements. • Storytelling is encouraged and employees are supported to share perspectives and individual experiences. • All ASC employees are provided training and resources on unconscious bias and recruitment processes are equitable, inclusive and accessible to all.
Progressing in their career at work (equal opportunities and resources)	Belonging occurs when people at work have opportunities to develop their career and progress	<ul style="list-style-type: none"> • All employees have access to mobility and development opportunities (acting opportunities, internal and external mobility), in an effort to develop capability across diversity groups. • Managers and employees are equipped to have regular performance conversations, with the appropriate support for diverse backgrounds.



Our DE&I Strategic Pillar Deliverables

Our DE&I Strategic Pillar Deliverables communicate the actions that speak to the successful support and delivery of the DE&I framework. The deliverables will be reviewed year on year to support the development of future DE&I strategies. The DE&I Action Plan explores the specific details of each deliverable.

 Respected	 Connected
<ul style="list-style-type: none"> • DE&I news feature highlighting employees professional lived experiences from diverse backgrounds and marginalised groups. • CEO messaging to managers ensuring they respond appropriately and quickly to unacceptable behaviours if and when they occur. • Commitment to celebrating and bringing to life cultural and religious days of significance in-line with our DE&I calendar. • Diversity accessible ASC resources, policies, procedures, events and programs. • DE&I included in the Site Strategy removing barriers to allow accessibility of the site and buildings. • Visibility of pronouns. 	<ul style="list-style-type: none"> • Completed DE&I Actions circulated across ASC communication channels e.g. including success stories, events, sessions etc. • DE&I Network specific activities, exercises and meetings. • All staff Cultural Awareness training to prevent self-education of diversity groups. • External accountability of partnerships and business to guide our work and principles. • All staff Diversity and Inclusion Awareness Training to raise potentially adverse behaviours.
 Contributing	 Progressing
<ul style="list-style-type: none"> • Embedded in the ASC Rewards and Recognition Framework. • Add DE&I is a standing item on relevant leadership discussions and Branch meetings. • Implement DE&I performance action plans for leaders. • Review external benchmark accountability of our workforce's diversity. • Unconscious Bias training for hiring managers and leaders. • People & Culture Branch conduct regular reviews of this strategy to ensure the actions/initiatives remain relevant. 	<ul style="list-style-type: none"> • Mandatory DE&I training and induction embedded in the onboarding process. • Embed DE&I in the Talent and Attraction Strategy including the Employee Value Proposition. • Develop DE&I Recruitment and Retention Strategy inclusive of diverse backgrounds and marginalised groups. • Review of policies and procedures specific to DE&I attraction, recruitment and retention. • Ensure all ICT equipment, software, online and digital services are accessible for everyone. • Review annual staff engagement survey results to ensure staff feel supported and encouraged for career progression opportunities.



Our DE&I Strategic Pillar Measures

Our DE&I Strategic Pillar Measures are formed in our current practices to obtain the data and information to measure our organisation’s culture and successful application of the Framework. We believe it is equally important for external partners and business to hold us accountable to ensure we are actively progressing initiatives and practices.

How will we measure success	Who will hold us to account
<ul style="list-style-type: none"> • ASC Staff Engagement Survey <ul style="list-style-type: none"> – Diversity & Inclusion – Health & Wellbeing – ICT – Communication – Culture • Learning Management System Reporting • Performance Management System Reporting • HR Dashboard Reporting <ul style="list-style-type: none"> – Diverse backgrounds and marginalised groups – Career advancement/mobility opportunities • Recruitment and Retention Evaluation and Reporting • DE&I Pulse Survey • Reconciliation Pulse Survey 	<ul style="list-style-type: none"> • ASC Board and Executive • Pride in Sport • Diversity Council of Australia • Workplace Gender Equality Agency • Peakon • Reconciliation Australia

Our DE&I Support and Networks

While we believe it is each and everyone’s responsibility at the ASC to foster and drive DE&I, it is just as important to be aware of who we are and what we should be doing in our roles.

Group	Responsibility
<p>Employees</p>	<ul style="list-style-type: none"> • Take ownership of their own learning and becoming informed. • Actively communicating and participating in employee networks and events. • Be an ally to communities that are different from their own. • Be aware of their own biases.
<p>Managers</p>	<ul style="list-style-type: none"> • Support their employees to actively engage in DE&I (encouraging participation in events, networks etc). • Employ people with different lived experience who will challenge views. • Elevate diverse voices in the team. • Be flexible in processes to suit individual needs and ensure authentic relationships are built with their employees. • Support employees to attend cultural events that are important to them. • Encourage employees to set a DE&I key performance indicator in their annual performance agreements. • Give recognition to employees when they are demonstrating inclusive behaviours.



<p>Executive</p>	<ul style="list-style-type: none"> • Hold other leaders and employees to account. • Ensure appropriate lived and professional experience on all major project working groups. • Work towards removing unconscious biases when reviewing job applications. • Understand organisational policies especially around discrimination. • Encourage a strengths-based approach and remove and challenge deficit-based language • Regularly self-assess the organisation with independent audits around cultural safety, accessibility etc. • During busy times, put additional emphasis on inclusive behaviours like seeking input and listening to employees to ensure the whole team feel supported and enabled to perform at their best • Ensure employee engagement methods are reviewed regularly and embedded as part of business as usual (BAU).
<p>Champions and Employee Networks</p>	<ul style="list-style-type: none"> • Develop and implement action plans to support the continuation of the DE&I framework deliverables. • Engage with employees to promote the purpose of the DE&I framework and deliverables. • Organise and coordinate events in consultation with Diversity, People & Culture and Communications & Media. • Create recurring meetings for specific minority groups across the organisation
<p>Diversity, People & Culture Group</p>	<ul style="list-style-type: none"> • Support the learning and development of the organisation. • Maintain and develop policies and strategies to support the framework. • Reporting and monitoring of diversity data. • Adhering to policy and legislation in practices.





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