

Diversity, Equity, Inclusion and Belonging Policy

Purpose

AFL SportsReady is committed to fostering inclusive workplace, learning and service environment where all people are treated with dignity, respect and fairness and are supported to participate, contribute and succeed.

This Policy outlines AFL SportsReady's commitment to diversity, equity and inclusion (DEI) and the principles, responsibilities and practices that help create a culture where differences are valued, barriers to participation are reduced, and people feel safe, respected and empowered to reach their potential.

As a national employment, education and training organisation, AFL SportsReady recognises that diverse perspectives, experiences and backgrounds strengthen our people, programs, partnerships and communities.

Scope

This Policy applies to all people employed or engaged in services and programs at AFL SportsReady, SportsReady Education and the Ready Foundation (AFL SportsReady), including:

- Employees
- Board Directors and Committee Members
- Contractors and consultants
- Labour hire workers
- Volunteers
- Apprentices and trainees
- Students and learners undertaking education, training, assessment, work experience or support services through AFL SportsReady
- Any other person engaged by or representing AFL SportsReady

For the purpose of this policy, all of the above are referred to as **team members**.

This Policy also applies when engaging with host employers, students, trainees, apprentices, stakeholders, community members and participants across all AFL SportsReady operations.

Background

AFL SportsReady believes everyone deserves access to opportunities regardless of their background, identity or circumstances.

As a national employment, education and training organisation, we are committed to creating meaningful pathways and fostering a workplace where diversity is valued, inclusion is embedded, and people have equitable access to opportunities to learn, develop and succeed.

We recognise that some individuals experience barriers to participation and employment and are committed to creating a culture of respect, belonging and opportunity where all people feel valued, supported and empowered to contribute and achieve their potential.

We particularly recognise the importance of supporting young people, Aboriginal and Torres Strait Islander peoples, people with disability, people from culturally and linguistically diverse backgrounds, members of the LGBTQIA+ community, and others who may experience disadvantage or under-representation.

We understand that embracing diversity, equity and inclusion enhances decision-making and innovation, and improves the outcomes we deliver for employees, trainees, apprentices, students, host employers and communities.

Definitions

Term	Definition
AFL SportsReady	Includes AFL SportsReady Ltd, SportsReady Education Ltd and The Ready Foundation Ltd.
Belonging	A sense of connection, acceptance and inclusion within a team, workplace or community.
Cultural Safety	An environment where people feel respected and safe to express their cultural identity without fear of discrimination, exclusion or disadvantage.
Diversity	The range of visible and invisible differences that make each person unique, including characteristics, experiences, backgrounds, perspectives and identities.
Equity	Recognising that individuals may require different levels of support, opportunity or adjustment to achieve fair outcomes and equitable access.
Inclusion	Creating an environment where people feel respected, valued, supported, safe and able to participate fully.
Reasonable Adjustment	A change to a role, workplace, process, practice or environment that enables a person to participate equitably.

Principles

AFL SportsReady is committed to:

- Building a workforce that reflects the diversity of the communities we serve.
- Creating workplaces, learning spaces and online environments where all people feel respected, safe and included.
- Promoting equitable access to employment, education, training and development opportunities.
- Removing barriers that may prevent individuals from participating fully in work, learning and organisational experiences.
- Supporting culturally safe, accessible and psychologically safe environments.
- Encouraging diverse perspectives and inclusive decision-making.
- Continuously improving our diversity, equity and inclusion practices through education, consultation and feedback.
- Providing team members with education, information and guidance to understand their rights.
- Meeting our obligations under relevant anti-discrimination, workplace and human rights legislation.

Roles and Responsibilities

Board

- Provide governance oversight of diversity, equity and inclusion initiatives.
- Support an organisational culture aligned with AFL SportsReady's values.
- Monitor progress against strategic diversity, equity and inclusion objectives.

Chief Executive Officer

- Establish a diverse, equitable and inclusive workplace and learning space culture and leading by example.
- Provide leadership, systems and processes that support inclusion.
- Take reasonable steps to prevent discrimination, harassment and exclusion.
- Provide education, awareness and development initiatives.
- Monitor workplace diversity, inclusion initiatives and organisational culture.
- Supporting equal access to employment, education and development opportunities.

Leaders, Educators and Indigenous Mentors

- Promote a diverse, equitable and inclusive culture across AFL SportsReady's workplaces, learning spaces and online environment
- Model inclusive and respectful behaviours.
- Create psychologically and culturally safe team environments.
- Support diverse perspectives and participation. Consider diversity, inclusion and accessibility when developing coaching and mentoring tools, marketing products, and learning and assessment materials.
- Proactively identify and address barriers to inclusion.
- Support flexible and inclusive work and learning practices where appropriate.

- Encourage respectful communication, collaboration and behaviour, in person, online and within AFL SportsReady digital learning and employment platforms.
- Create a sense of belonging within teams, students, cadets and participants.
- Respond to concerns about inappropriate online or in-person behaviour or barriers to participation

People & Culture

- Provide advice and guidance regarding diversity, equity and inclusion matters.
- Support inclusive recruitment and employment practices.
- Coordinate diversity and inclusion initiatives.
- Monitor workforce trends and identifying opportunities for improvement.
- Support requests for reasonable adjustments where appropriate.
- Support compliance with legislative and organisational requirements.

Team Members

- Treat others with dignity and respect.
- Contribute to an inclusive workplace culture.
- Challenge inappropriate behaviour where safe and appropriate to do so.
- Support colleagues from diverse backgrounds and experiences.
- Participate in training and awareness initiatives where required.
- Demonstrate behaviours that support inclusion, collaboration and belonging.

Policy Details

1. Inclusive Workplace Culture

AFL SportsReady is committed to fostering a workplace culture where:

- Individual differences are respected and valued.
- Diverse perspectives are encouraged and heard.
- Employees feel safe to express their identity.
- Collaboration, respect and belonging are actively promoted.
- Workplace decisions are made fairly and transparently.
- Employees are supported to bring their authentic selves to work.

2. Aboriginal and Torres Strait Islander Peoples

AFL SportsReady acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live, work and learn.

We recognise the unique cultures, histories, contributions and strengths of Aboriginal and Torres Strait Islander peoples and are committed to creating culturally safe environments that support participation, employment, education and career development opportunities.

AFL SportsReady seeks to foster meaningful engagement, learning and opportunities that contribute to equity and inclusion for Aboriginal and Torres Strait Islander peoples.

3. Recruitment and Employment

AFL SportsReady will strive to ensure that recruitment, selection and employment practices:

- Are fair, equitable and free from unlawful discrimination.
- Attract candidates from diverse backgrounds and experiences.
- Focus on capability, qualifications, potential and organisational fit.
- Promote equal employment opportunities.
- Minimise barriers to participation, where reasonably possible.

4. Reasonable Adjustments

AFL SportsReady recognises that some individuals may require reasonable adjustments to enable full participation in employment, training or workplace activities.

Where reasonably practicable, AFL SportsReady will consider adjustments relating to:

- Disability or medical conditions.
- Cultural or religious requirements.
- Family or caring responsibilities.
- Accessibility requirements.
- Temporary personal circumstances.

AFL SportsReady is committed to supporting students, trainees, apprentices and employees who require reasonable adjustments. Requests for reasonable adjustments will be considered on an individual basis and may relate to learning, assessment, communication, accessibility, employment or workplace participation requirements.

5. Diversity, Equity and Inclusion for Students

AFL SportsReady is committed to ensuring students have equitable access to training, assessment, support services and educational opportunities.

Students have the right to:

- Learn in an inclusive, safe and respectful environment.
- Be free from discrimination, harassment, bullying and victimisation.
- Request reasonable adjustments where required to support participation and learning.
- Access student support services and referral services where appropriate.
- Raise concerns, feedback or complaints without fear of disadvantage or adverse treatment.

- Be treated fairly, respectfully and with dignity regardless of their background, identity or circumstances.

6. Flexible Work Practices

AFL SportsReady recognises that flexibility can support inclusion, participation and employee wellbeing.

Where operationally appropriate, AFL SportsReady may support flexible working, learning and assessment arrangements in accordance with organisational policies, legislative requirements, Vocational Education and Training (VET) packages and business needs.

7. Inclusive Communication

AFL SportsReady will seek to promote in-person and online communication that is:

- Respectful and inclusive.
- Free from stereotypes and bias.
- Accessible and easy to understand.
- Sensitive to and inclusive of diverse audiences and experiences.

Team Members are expected to communicate and collaborate in a manner that promotes respect, inclusion and belonging.

7.1 Inclusive Teaching and Learning Resources

AFL SportsReady is committed to ensuring teaching, learning and assessment resources promote diversity, equity, inclusion and belonging.

Education and training resources are reviewed and validated prior to use, where reasonably practicable, to ensure they:

- Are respectful and inclusive.
- Do not contain discriminatory language.
- Avoid stereotyping, labelling or bias.
- Use age-appropriate and culturally appropriate content.
- Do not contain inappropriate graphics, images or examples.
- Support equitable participation for diverse learners.

8. Accessibility

AFL SportsReady is committed to providing accessible information, resources and services wherever reasonably practicable to support students, employees, trainees, apprentices and stakeholders with disability, language, literacy, numeracy or digital capability needs.

AFL SportsReady will seek to:

- Provide information in accessible formats where reasonably practicable.
- Consider accessibility requirements when developing learning materials, assessments, communications and services.
- Remove barriers to participation wherever possible.
- Support individuals to access appropriate assistance, reasonable adjustments and referral services.

9. Education and Awareness

AFL SportsReady will ensure that team members have access to this policy and relevant education and training to proactively support diversity, equity and inclusion at AFL SportsReady. This may include education, resources and training related to:

- Diversity, equity and inclusion.
- Cultural awareness and cultural safety.
- Unconscious bias.
- Inclusive leadership.
- Accessibility and reasonable adjustments.
- Respectful workplace behaviours.

10. Reporting Concerns

Team members, students, trainees, apprentices, cadets and other participants who experience, witness or become aware of behaviour inconsistent with this Policy are encouraged to raise concerns with:

- Their Manager, Employment Coach, Educator or Indigenous Mentor
- Another Manager
- The People & Culture team at pc.help@aflsportsready.com.au
- A member of the Executive Leadership Team
- Or lodge a concern online via the AFL SportsReady website

Concerns will be managed sensitively, appropriately and confidentially where possible.

11. Continuous Improvement

AFL SportsReady is committed to continuously improving diversity, equity and inclusion practices through:

- Reviewing workforce trends and employee feedback.
- Consulting with employees and stakeholders.
- Monitoring legislative and industry developments.
- Evaluating the effectiveness of diversity and inclusion initiatives.
- Identifying opportunities to improve accessibility, participation and belonging.
- Supporting continuous learning and cultural awareness.

Support Available

AFL SportsReady recognises that employees, trainees, apprentices, cadets and students may require support from time to time.

Support may be available through:

Employees

- Employee Assistance Program (EAP) available 24 hours a day, 7 days a week on 1300 687 327.
- People & Culture.

Students

- Educators.
- Student Administration Team.
- Student Support Services.
- Referral to appropriate external support services where required.

Trainees and Apprentices

- Employment Coach.
- First Nations Mentor (where applicable).
- Student Support Services.
- Referral to appropriate external support services where required.

Individuals are encouraged to seek assistance early if they experience barriers to participation, wellbeing concerns, discrimination, harassment, bullying or other concerns impacting their employment, education or training experience.

Breaches of Policy

Failure to comply with this policy may result in corrective or disciplinary action,

Behaviour that involves discrimination, harassment, bullying, victimisation or other unlawful conduct may also constitute a breach of the Respectful Workplace Policy and may result in disciplinary action up to and including termination of employment or engagement.

Related Policies and Documents

- Employee Code of Conduct
- Respectful Workplace Policy
- Flexible Working Arrangements Policy
- Work Health, Safety and Wellbeing Policy

- Child Safety Policy
- [Fair Work Act 2009 \(Cth\)](#)
- [Australian Human Rights Commission Act 1986 \(Cth\)](#)
- [Disability Discrimination Act 1992 \(Cth\)](#)
- [Racial Discrimination Act 1975 \(Cth\)](#)
- [Sex Discrimination Act 1984 \(Cth\)](#)
- [Age Discrimination Act 2004 \(Cth\)](#)

Policy Review Details

This Policy will be reviewed every two (2) years, or earlier where legislative or organisational changes require.

Version	Effective	Review Approved By	Next Review
1.0	October 2026	AFL SportsReady Chief Executive Officer	October 2008