

# GAME CHANGERS

Developing an inclusive  
employment legacy from  
the Brisbane 2032 Olympic  
and Paralympic Games

APRIL 2024  
ISSUE A



**Urbis and QDN acknowledge the Traditional Custodians of the lands we operate on.**

**We recognise and respect their continuing connection to these lands, waterways and ecosystems for over 60,000 years and pay our respects to their Elders past, present, and emerging.**

**We recognise that First Nations sovereignty was never ceded and that this was and always will be First Nations land.**

# MESSAGE FROM QDN

As the CEO of Queenslanders with Disability Network (QDN), it is with great anticipation and enthusiasm that I present this report 'Game Changers,' on the potential of the Brisbane 2032 Olympics and Paralympics to catalyse a transformative shift in employment opportunities for people with disability in Queensland and beyond.

The Brisbane 2032 Olympic and Paralympic Games stand as a once-in-a-lifetime opportunity to bridge the gap and create meaningful employment pathways for individuals with disabilities across our state. Despite our best efforts, the rate of employment for people with disabilities has remained stagnant, a fact that necessitates urgent action and innovative solutions.

This report sheds light on the invaluable lessons and opportunities garnered from other major events worldwide. We have seen how these events can serve as powerful platforms for inclusivity and accessibility, paving the way for positive change in societal perceptions and practices.

Now is the time for us to unite, leveraging the momentum of the Brisbane 2032 Olympic and Paralympic Games to forge a legacy that transcends sporting achievements—a legacy that leaves an indelible footprint in the realm of disability employment. Let us seize this moment to dismantle barriers, challenge stereotypes, and create a future where every individual, can thrive in the workforce.

Together, let's harness the spirit of collaboration, innovation, and determination to pave the way for a more inclusive and equitable Queensland.



**Michelle Moss**

CEO

Queenslanders With Disability Network (QDN)

# CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>5</b>
<b>RECOMMENDATIONS</b>	<b>6</b>
<b>ABOUT THIS REPORT</b>	<b>7</b>
<b>DEFINING THE CHALLENGE</b>	<b>8</b>
The Challenge	30
The Vision	31
<b>POSITIONING THE LEGACY</b>	<b>32</b>
Disability Procurement Policy in Queensland	34
Brisbane 2032 Games Legacy Strategy	35
Visions for a Games Legacy	37
<b>CASE STUDIES</b>	<b>39</b>
London 2012 Olympic and Paralympic Games	40
Gold Coast 2018 Commonwealth Games	42
Tokyo 2020 Olympic and Paralympic Games	44
2023 FIFA Women's World Cup	46
Paris 2024 Olympic and Paralympic Games	48
<b>OPPORTUNITIES AND RECOMMENDATIONS</b>	<b>50</b>
1. The Runway to Gold	52
2. Raising the Bar	58
3. The Legacy	62
<b>WHERE TO FROM HERE?</b>	<b>65</b>
Let's work together	67
<b>REFERENCES</b>	<b>68</b>



# EXECUTIVE SUMMARY

**The Brisbane 2032 Olympic and Paralympic Games provides a once-in-a-lifetime opportunity for Queensland to showcase accessibility on a world stage and leave a lasting legacy of inclusion. For people with disability, an inclusive Games legacy must be a catalyst for meaningful and sustained employment.**

## **What do we know?**

In Australia, 1 in 5 people experience disability and are twice as likely to be unemployed. People with disability are more likely to work part-time but are often willing and able to work more. Barriers to employment include government policies and support, employer understanding and attitudes, employee understanding of how roles can be accommodated, and discriminatory attitudes. To circumnavigate these barriers, people with disability often turn to self-employment and entrepreneurialism.

## **Aren't employment policies in place?**

Disability employment policy is complex. Recent reviews have highlighted the need for systemic reform, but policy alone won't shift the dial. Disability employment targets help stimulate change but need better implementation support to be effective. Recent disability employment initiatives show promise and could be scaled and magnified for real impact. A culture change is needed, and all aspects of the employment ecosystem must work together to enable inclusive employment.

## **Can mega-events really shift the dial?**

Analysis of five events provide valuable lessons: London 2012 Olympic and Paralympic Games were the first 'legacy games' (promoting long term, positive outcomes to the host city and country), delivering employment and training programs as part of their equality and diversity strategy.

The Gold Coast 2018 Commonwealth Games resulted in more accessible infrastructure but highlighted the importance of built environment connectivity so that all aspects of transport, venues, and public spaces were experienced easily and equitably.

Tokyo 2020 Olympic and Paralympic Games delivered a culture of volunteering that could be leveraged as a stepping stone to inclusive employment.

The FIFA 2023 Women's World Cup demonstrated the power of increased visibility to motivate inclusive cultural change.

Plans for the Paris 2024 Olympic and Paralympic Games aim to reduce inequalities and promote employment but need to be co-designed with people with disability to ensure promises are met.

## **What is the opportunity?**

Meaningful employment is an important contributor to higher living standards, better wellbeing, and positive participation in society with clear benefits to the wider workforce. The 2032 Games offers an exciting opportunity to influence and reshape the employment ecosystem led by insights from First Nations people and people with disability as underpinned by Elevate 2042, the Brisbane 2032 Legacy Strategy. Our recommendation roadmap positions the 2032 Games as a catalyst to achieve more meaningful employment opportunities for people with disability and a more inclusive Queensland, Australia and Oceania.

This report provides insight into the current state of employment of people with disability in Queensland and provides recommendations to guide and influence the employment ecosystem in the lead up to, during, and for the ongoing legacy of the 2032 Games.



## **The Challenge**

Across Australia, people with disability face more discrimination and barriers to employment than people without disability.



## **The Vision**

People with disability will have more opportunity for meaningful employment, sooner, because of the Brisbane 2032 Olympic and Paralympic Games.

# RECOMMENDATIONS

Recommendations are grouped under three pillars to first prepare, second set benchmarks, and third frame a legacy for a new business-as-usual across the employment ecosystem. Importantly, people with disability must lead and co-design the creation, implementation, and review of all policies, procedures, and strategies.

## 1. RUNWAY TO GOLD

**By 2028, foundations are prepared and tested to improve employment outcomes for people with disability during the Games.**

- 1.1 Ensure a place at the decision-making table for people with disability
- 1.2 Create a steering committee to ensure the Games' inclusive employment and volunteering targets are appropriate, mandated, monitored and achieved
- 1.3 Prepare a Disability Employment and Volunteering Strategy and Implementation Plan for the Games
- 1.4 Develop and fund capacity building initiatives to increase employment of people with disability in key sectors
- 1.5 Mandate disability procurement targets in the Q2032 procurement policy
- 1.6 Improve specific disability employment services for young people and school leavers
- 1.7 Deliver targeted development and growth programs for self-employers and entrepreneurs with disability
- 1.8 Hold a pre-Games conference to activate the research network and develop legacy planning
- 1.9 Establish and support business champions leading inclusive employment practices
- 1.10 Work with industry to build understanding and acceptance of inclusive employment practices
- 1.11 Ensure people with disability inform the capture, monitoring, and review of data

## 2. RAISING THE BAR

**By 2032, the Games have set and achieved clear and measurable targets for disability employment, procurement, and volunteering.**

- 2.1 Ensure the Games' built environment provides an equitable event experience for all
- 2.2 Set employment and volunteering targets for people with disability in key sectors
- 2.3 Develop an Equity Charter for standards of disability employment inclusion and access
- 2.4 Prepare and implement a media education and awareness strategy
- 2.5 Provide adequate funding to implement the actions
- 2.6 Promote and embed inclusion across the foundational elements and themes of the Legacy Plan

## 3. THE LEGACY

**By 2042, people with disability have more opportunity for meaningful employment within a connected and supportive employment ecosystem.**

- 3.1 Hold a post-Games conference to reflect and review on goals and enhance legacy outcomes
- 3.2 Mandate employment of people with disability in companies over a certain size threshold
- 3.3 Continue to build capacity with appropriate governance to embed learnings into organisations
- 3.4 Reform the Disability Employment Services program
- 3.5 Embed learning into 'business-as-usual'

# ABOUT THIS REPORT

## METHODOLOGY

This report provides context on the current state of inclusive employment of people with disability in Queensland and Australia, how the 2032 Games framework is shaping up, and an analysis of past mega-event legacies across the world.

Initiated in October 2023, understanding the employment of people with disability aimed to foreground recommendations that would help raise the bar on more inclusive employment practices, leveraging the opportunity of the Games. Data were drawn from employment policy, statistical data, employment programs and initiatives currently in place, case studies made available from Queenslanders with Disability Network (QDN), academic literature, and targeted conversations with eight key stakeholders. The report was compiled by Urbis and peer reviewed by QDN.

Urbis staff responsible for this report:

- Julie Saunders (Director)
- Dr Kali Marnane (Associate Director)
- Laura Dance (Consultant)
- Sarah Quinlan (Consultant)
- Amanda Mann (Graphic Design)

QDN staff and members who reviewed this report:

- Michelle Moss (CEO)
- Stephen Coulter (General Manager of Communication, Engagement and Membership)
- John Macpherson (QDN Member)
- Karin Swift (QDN Member)
- Nigel Webb (QDN Member)

## ACKNOWLEDGEMENTS

The project team thanks key stakeholders for their time in undertaking an interview, including:

### **Dr Sharon Boyce**

Chairperson, Queenslanders with Disability Network Board of Directors.

### **Professor Elizabeth Kendall**

Director of Inclusive Futures and The Hopkins Centre at Griffith University.

### **Dr Caroline Riot**

Director of Games Engagement and Partnerships, Griffith University; Chair, Committee for Brisbane, Equity Sub-Committee.

### **Anthony Ryan**

Chief Executive Officer, Brisbane Economic Development Agency.

We also thank representatives from Queensland Government Departments of Disability, Seniors and Carers Department of Child Safety, Seniors and Disability Services; Employment, Small Business and Training; and State Development and Infrastructure, noting their participation does not constitute government policy or endorsement.

# DEFINING THE CHALLENGE

# 4.4 MILLION AUSTRALIANS EXPERIENCE DISABILITY

## Experience of Disability is Diverse

Disability is defined as any limitation, restriction or impairment which restricts everyday activities and has lasted, or is likely to last, for at least six months.<sup>1</sup> There is no single experience of disability, and multiple viewpoints should be considered when implementing change.



60% of people with disability live in a major city; 27% live in inner regional areas; and 13% live in remote/rural areas across Queensland.<sup>1</sup>



**24%** Aboriginal and Torres Strait Islander people with disability living in households in Australia in 2018.<sup>1</sup>

**18%** of people in Australia and **19%** people in Queensland identify as having disability.<sup>1</sup>



## 1 in 5 people in Australia and Queensland experience disability



In both Australia and Queensland, the rate of people with disability has remained consistent, with no significant changes since 2015.<sup>1</sup>

## The proportion of people experiencing disability increases with age



In 2018 in Australia, 1 in 6 people (15.9% or 3.9 million people) were aged 65 years and over. Our society continues to age.

### in Australia

8% Children 0-14 years have disability compared to 50% of people 65 years and over.<sup>1</sup>

### in Queensland

7% children 0-14 years have disability compared to 42% of people 65 years and over.<sup>3</sup>

## Low employment rate for people with disability



Less than half of all people with disability are employed in comparison with 80% of people without disability.<sup>1</sup> 93% people with disability experience difficulties finding employment and have high dissatisfaction rates. Only one-third (33.1%) of Aboriginal and Torres Strait Islander people with disability are employed, compared with 64.5% of the same age with no disability.<sup>4</sup>

## 30% less people with disability included in labour force.



The labour force is calculated as people aged 15 – 64 who are working or looking for work. In Queensland, 54% people with disability are included in the labour force compared with 85% of people without a disability.<sup>1</sup> The most common reason given for being unable to work is own condition or disability.

## People with disability who can work, do work



While 90% of people with disability aged 15 – 64 in the labour force are employed (compared with 96% of people without disability<sup>5</sup>), 1 in 10 are underemployed.<sup>2</sup>

# MORE PEOPLE WITH DISABILITY EXPERIENCE UNEMPLOYMENT...

Recent research from a longitudinal Australian study found that both part-time and full-time employment were associated with improvements in mental health of people with disability, particularly for younger people.<sup>1</sup> Yet people with disability are twice as likely to be unemployed than those without a disability (10% compared to 5%) in Australia.<sup>2</sup> The unemployment of people in Queensland is comparable to rates in Australia, with 9.5% of people unemployed.<sup>2</sup>

Trending over time, the unemployment of people with disability is getting worse. Further to this, the changes in the past 20 years are not comparable with unemployment rates for those without a disability. This further highlights the evident challenges and opportunities to increase the number of people with disability in paid employment.

The labour force refers to the population aged 15–64 who are working or looking for work. In Australia, people with disability are significantly less likely to be able to work and are significantly underrepresented in the labour force. This leads us to ask, if the barriers to employment were addressed, would the number of people with disability included in the labour force increase?

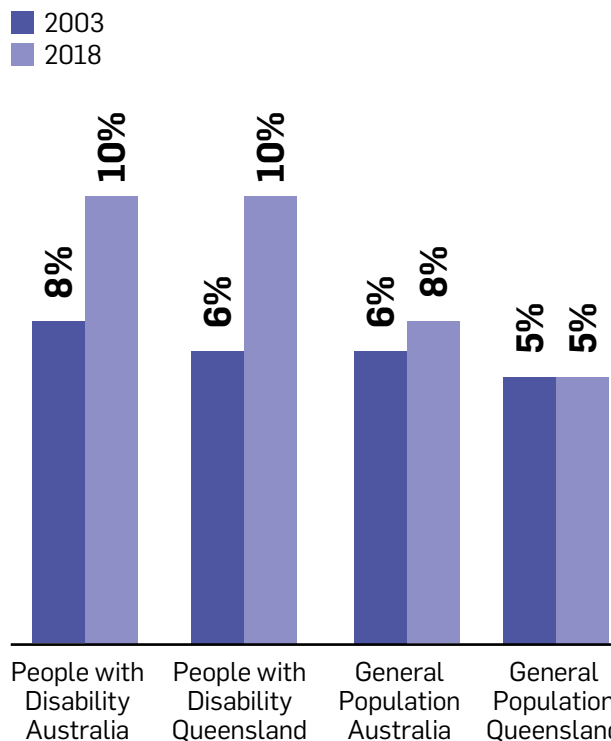


**Further investigation and understanding of the barriers facing people with disability not currently included in the labour force is required.**

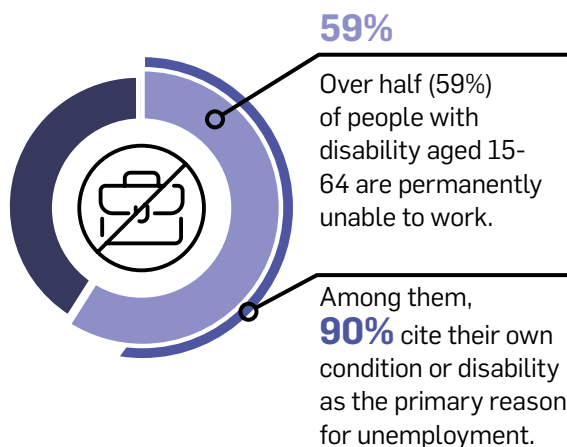
**To be part of the society, people with disability want to be included and the only way we can be is when we can be gainfully employed and contributing to the economy. Employment will also assist with more positive views towards people with a disability.**

*QDN Member response in QDN Submission on National Disability Employment Strategy (2021).<sup>7</sup>*

**RATES OF UNEMPLOYMENT OVER TIME<sup>3-6</sup>**



People with a disability are **twice as likely to be unemployed** than those without a disability.



# AND UNDEREMPLOYMENT...

Across Australia, people with disability are less likely to work full-time and more likely to work part-time than those without disability. This is also true in Queensland, where people with disability are more likely to work part-time (34%) compared to those without disability (29%).<sup>1</sup>

Although people with disability in the labour force across Australia are more likely to work part-time, they are often willing and able to work more, meaning they are underemployed.

**1 in 10** employed people aged 15-64 with disability are underemployed.<sup>2</sup>



The high numbers of people with disability willing and able to work more provides an opportunity for collaboration to increase their employment opportunities and work hours.

## AUSTRALIANS UNDEREMPLOYED<sup>1</sup>

**6.5%**

of Australians without disability are underemployed.



**10%**

of Australians with disability are underemployed.



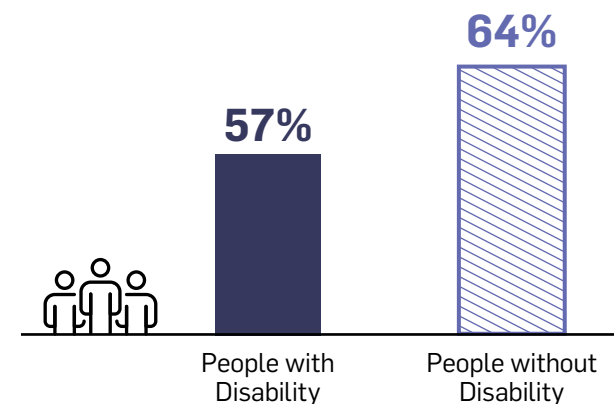
**23%**

Younger people with disability (aged 15-24) experience a significantly higher underemployment rate.

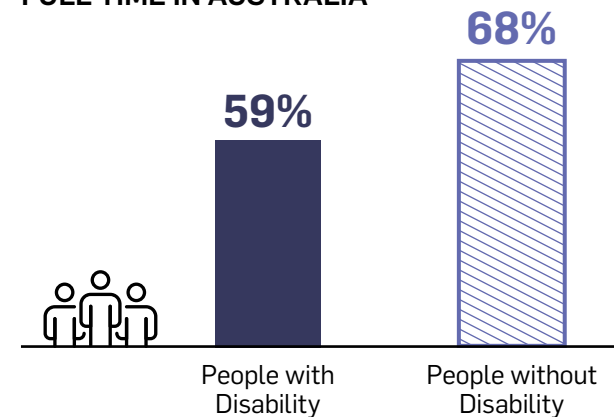
**8.1%**

compared to those aged 25-64.

## PROPORTION OF PEOPLE WORKING FULL-TIME IN QUEENSLAND<sup>2</sup>



## PROPORTION OF PEOPLE WORKING FULL-TIME IN AUSTRALIA<sup>2</sup>



# ...BUT HAVE HIGHER LEVELS OF SELF-EMPLOYMENT THAN PEOPLE WITHOUT DISABILITY

To overcome the barriers to employment and unsatisfactory employment, many people with disability establish their own businesses. However, not much is known about entrepreneurs with disability in Australia or elsewhere.

In 2016, researchers at the University of Technology Sydney's Business School began a study of self-employment, entrepreneurship and social enterprise of people with disability in partnership with National Disability Services, Settlement Services International (SSI) and Break-Thru People Solutions funded by a Linkage Grant from the Australian Research Council (ARC). In their report titled *Australia's Disability Entrepreneurial Ecosystem: Experiences of people with disability with microenterprises, self-employment and entrepreneurship*, Simon Darcy, Jock Collins and Megan Stronach share findings from interviews with 52 entrepreneurs with disability and 20 key stakeholders.<sup>1</sup> They found:

## Motivations for entrepreneurialism

- Flexibility
- Possibility of higher incomes
- Reasonable recognition of support needs
- Ability to bring about social change
- Likelihood of increased work satisfaction
- Lack of opportunity to engage with the economy as employees
- Employer discrimination
- Necessity after long-standing discrimination

## Benefits

- Enhanced meaning and purpose in life
- Opportunities for positive community contributions
- Increased self-esteem
- Wider range of community relationships
- Positive regard (rather than through a deficit lens)
- Financial independence
- Employing others

## Barriers and challenges to entrepreneurialism

- Business start-up risks
- Relinquishing Disability Support Pensions
- Constraints of disability and/or ill-health
- Difficulty obtaining start-up funding or loans, information and/or support
- Negative societal attitudes towards disability, personal conflicts and bullying
- Accessibility of facilities, transport, and business environment
- Lack of access to business networking including with other entrepreneurs with disability
- Lack of entrepreneurial education (where mainstream training programs are not inclusive of disability or required level of support)
- Government policies stifling entrepreneurial activity, particularly compliance with regulation agencies such as CentreLink, New Business Assistance Scheme (NEIS), and the National Disability Insurance Scheme (NDIS)



**13%** People with disability in Australia are self-employed in comparison to **10%** Australians without disability who are self-employed.<sup>1</sup>

## Enablers for entrepreneurialism




- Available human, social and financial capital
- Knowledge and access to mainstream funding opportunities (in-kind business development, seed funding, grants, angel investors, venture capital, crowd funding, and loans)
- Mainstream and disability specific micro-enterprise, accelerator and incubator programs
- Funding opportunities such as grants and loans
- Mentors
- Support from family and friends
- Personal characteristics such as problem-solving skills, flexibility, tenacity, sense of humour, preparedness to seek assistance, grace under pressure, and creativity
- Insider knowledge to gain advantage and innovative ideas, particularly in the disability goods and services market niche
- Technological advances

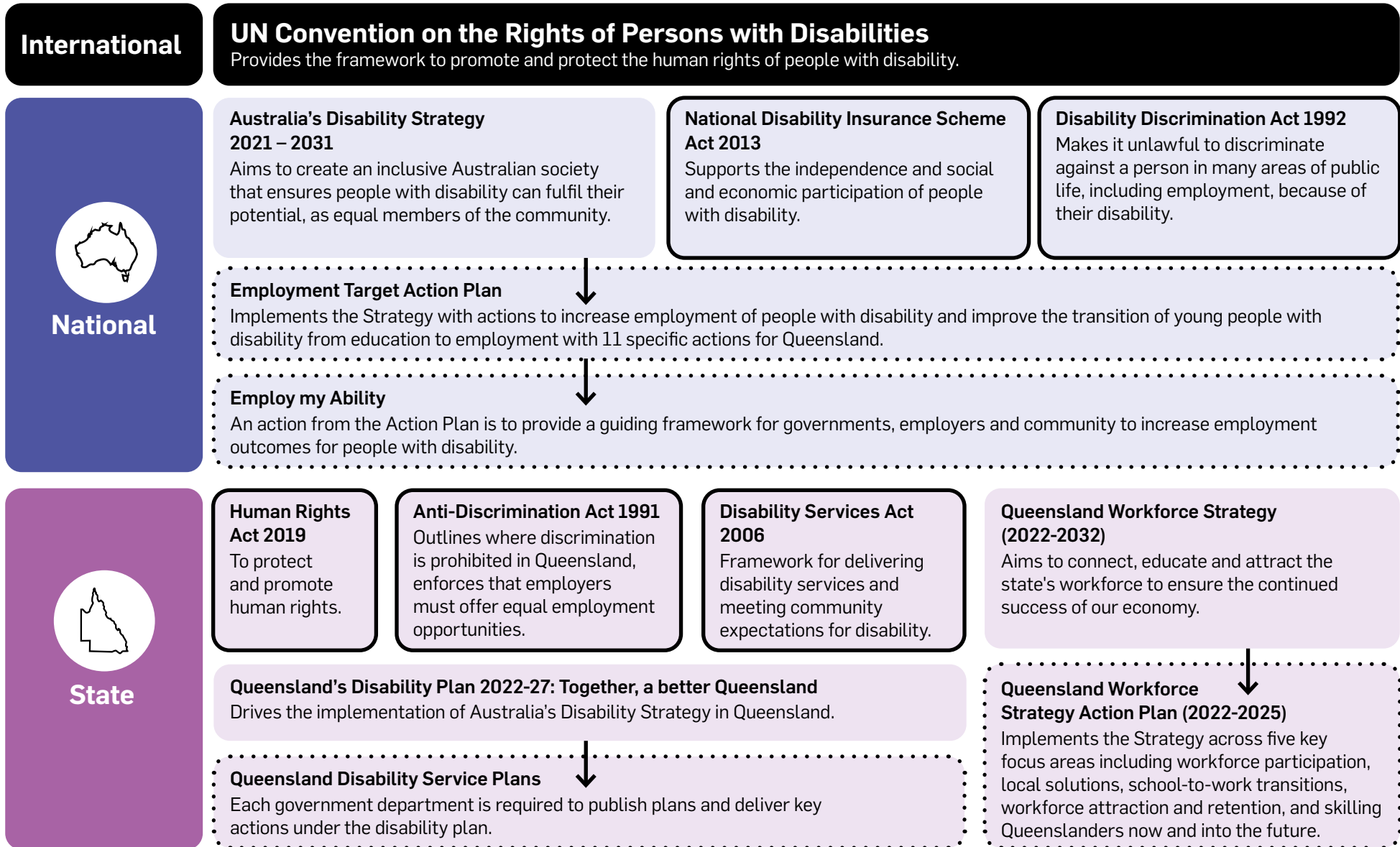


**How can the legacy use the self-employment trend to scale and achieve magnitude?**

# DISABILITY EMPLOYMENT IS COMPLEX...

Legend

-  **Legislation** - requirements by law
-  **Guideline/strategy** – sets direction and outcomes
-  **Initiative/action plan** – specific programs or actions to deliver on strategy.



# AND RECENT REVIEWS...

**The recent reviews of policy aiming to increase equality for people with disability have highlighted the discrimination and under-representation of people with disability in employment.**

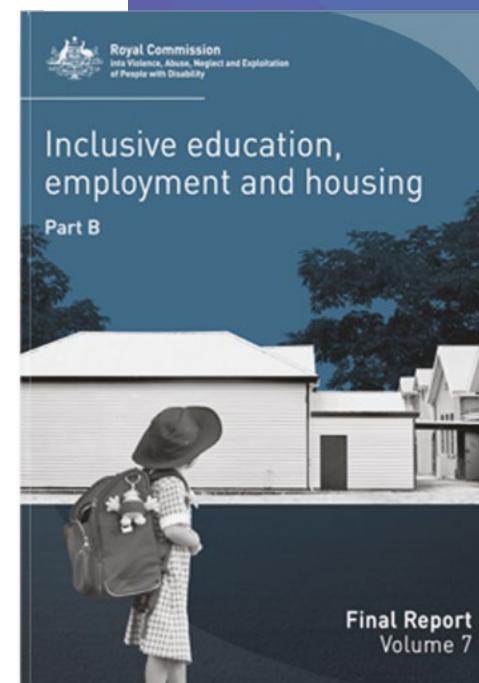
The *Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability* (the Royal Commission Report) was published in 2023 and included 222 recommendations to Government to help create a more inclusive Australia.<sup>1</sup> In relation to disability employment, the recommendations are complex and involve multiple parties including both Federal and State Governments, as well as identifying the need for stronger strategic direction, a reformed disability employment services program, procurement practices, legislation, and regulation.

The Royal Commission Report highlighted many barriers to employment including attitudinal, structural (such as the underperforming Disability Employment Services), physical (such as transport to and from work and suitable means like technology to do the job), and organisational (such as recruitment, retention and promotion).<sup>2</sup>

The Royal Commission recommendations for inclusive employment include:

- structural changes and improvements for Disability Employment Services (DES),
- introducing targets and reporting on targets in the public sector,
- strengthening and amending procurement policy and legislation,
- introducing consistent adjustment principles,
- convening a disability employment rights council,
- improving sub-minimum wages and information about wages,
- embedding an 'open employment first' approach,
- ending segregated employment by 2034, and
- supporting the transition to inclusive employment.<sup>3</sup>

The recommendations from the Royal Commission Report have formed the basis for the analysis of disability employment in Queensland, particularly regarding recommendations to enable greater opportunities for the employment for people with disability in the context of the 2032 Games and legacy planning. The Royal Commission confirms that the employment of people with disability is complex and will involve both national and federal governments, strategic direction, procurement policy and regulation.



# ...HAVE HIGHLIGHTED THE NEED FOR SYSTEMIC REFORM

*The National Disability Insurance Scheme Review (the NDIS Review), published in December 2023 identified 26 recommendations and 139 actions to 'develop a unified system of support for people with disability.'*<sup>1</sup> Employment was identified as a major barrier for people with disability to participate in society.

Whilst the focus of the NDIS Review was not employment, a number of specific employment related recommendations were identified:

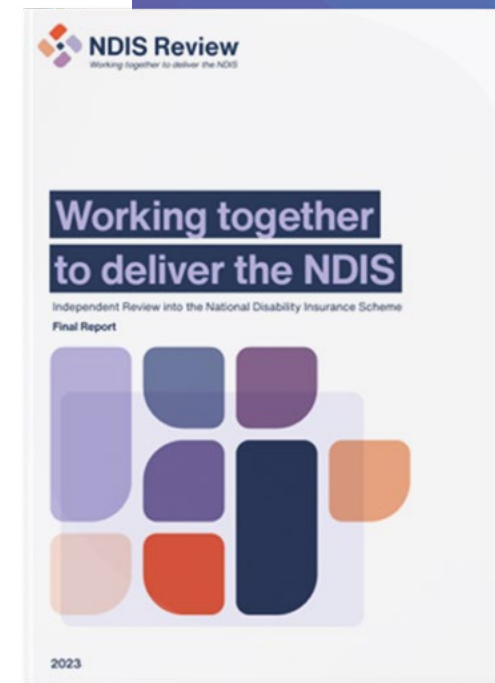
1. The Department of Social Services and the National Disability Insurance Agency need to **improve linkages** between the National Disability Insurance Scheme (NDIS), Disability Employment Services (DES) and initiatives targeting employment outcomes. This should be achieved through a joint action plan linking different elements of the employment ecosystem, particularly initiatives that build employee confidence and capacity. It is identified that the action plan should be informed by the Royal Commission Review, the DES Program Review, and the NDIS Participant Employment Strategy, reinforcing the complex and convoluted nature of disability employment policy and strategy and identifying the need for an action plan.
2. National Cabinet need to jointly **invest in initiatives and programs** that support young people with disabilities to prepare for key life moments such as employment. It is identified that these programs need to support young people in preparing for employment by developing job-ready skills and confidence.

3. All parts of the disability employment ecosystem require **coordination**. Disability employment legislation, policy, services and initiatives appear to work mostly in isolation and require clear monitoring, reporting and feedback loops.
4. **Reward providers** who achieve employment outcomes for NDIS participants.

Both the NDIS Review and Royal Commission Report highlight the complex employment ecosystem across Australia and highlight the need for a coordinated approach. This theme is evident throughout this report and sets the tone for further analysis into disability employment policy, disability targets, employment services, and employment initiatives.



**The NDIS Review and Royal Commission Report have highlighted the need for a reformed Disability Employment Services program, as well as further government direction and intervention for employment initiatives and programs.**



# POLICY ALONE WON'T SHIFT THE DIAL

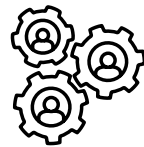
Policy and action at the government level can shape and influence the policy and practices for organisations, which can then influence the practices and attitudes of individuals.

Research by Ariella Meltzer and colleagues in 2020 analysed the experiences of 51 people with intellectual disabilities in Australia accessing open (supported) employment.<sup>1</sup> The research identified many barriers facing people looking for, finding and keeping work, highlighting links between policy development and attitudinal changes. The research recommended that disability employment policies need to influence all levels of government, organisation and individuals and, most importantly, the interconnections between each level need to be strengthened to influence greater systemic change.

The Royal Commission Review also highlighted the influence of laws and policies in establishing the broader social and economic context for which disability is understood and viewed.<sup>2</sup> It is therefore imperative that policy is co-designed and developed with people with disability as leaders with lived experience across all hierarchies of influence. Developing disability policy with a co-design approach can be instrumental in creating and sustaining social justice and eliminating biases.<sup>3</sup>

QDN has developed a co-design framework that represents best practice to engage people with disability in a meaningful, equal and authentic way that delivers quality outcomes for the end-user.<sup>4</sup> QDN's co-design principles are: authentic voice, respect, rights, resilience, and collective action.

The policy landscape for disability and disability employment remains convoluted. Although robust and equitable policy is a critical first step in supporting the vision for an inclusive Queensland, there is a risk that enacting change through policy will lose momentum without strong leadership, clear responsibility, engagement, targets, and implementation plans.



**Changes in policy have not necessarily resulted in actual change for people with disability. Without legislated targets, employment initiatives, and wider education and advocacy, Government policies can only 'nudge' people to change their behaviours.**

## HIERARCHY OF INFLUENCE



**Government**



**Organisation**



**Individual**



Evaluation of the *National Disability Insurance Scheme Act 2013* (NDIS) by researchers in South Australia found that the number of businesses employing people with disability decreased from 50% to 37% post-NDIS, despite the policy intention of facilitating a society where people with disability have the same access to economic and community participation as people without disability.<sup>5</sup>

Researchers Elizabeth Hemphill and Carol Kulik studied data from 2010, 2012 and 2014 to examine how attitudes and actions towards employment of people with disability changed in response to the NDIS. They found that disability legislation and policy can change people's attitudes but does not necessarily translate into increased employment opportunities for people with disability.

The NDIS was found to alter funding structures to better support and empower people with disabilities, but it does not explicitly legislate the inclusion of people with disability. The research concluded that positively changing attitudes to people with disability did not translate into increased employment opportunities for people with disability.

Societal attitudes may not be as causally related to action and behaviour change as policy makers may perceive. Policy alone cannot create an inclusive society. Industry collaboration is required together with societal behavioural change.

# DISABILITY EMPLOYMENT TARGETS ARE IMPORTANT

Employment targets can provide a clear direction to drive the action and implementation of disability employment policy. Setting targets can provide the motivation and incentive for organisations to focus, prioritise, and implement specific programs and initiatives to increase the employment of people with disability. In addition to demonstrating commitment, ambition, and providing motivation, targets help to increase awareness of the employment of people with disability and aid in facilitating conversations and changing perceptions. Setting targets is also consistent with previous advocacy and submissions from Queenslanders with Disability Network (QDN) and Australian Disability Network (ADN).

Recommendation 7.19 of *The 2022 Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability* proposes all national, state and territory government departments and agencies set employment targets for people with disability of at least **7% by 2025** and at least **9% by 2030**.<sup>1</sup>

In response, ADN suggests these targets do not go far enough.<sup>2</sup> The ADN's *Business Case for Disability Employment Targets* published in response to the *2022 Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability* in October 2023 provides guidelines for setting and achieving employment targets to increase the employment of people with disability. ADN advocate for organisations to establish employment targets and provide guidance for setting targets, but do not specify a specific employment target.

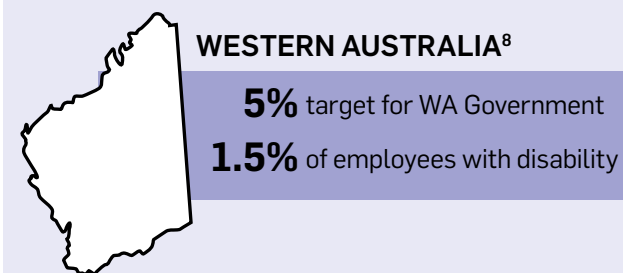
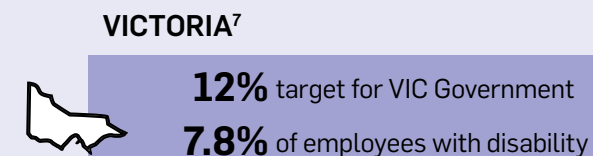
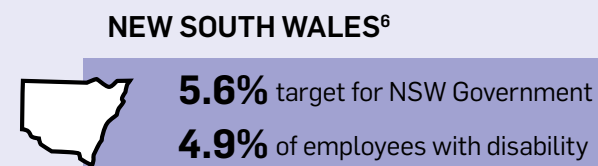
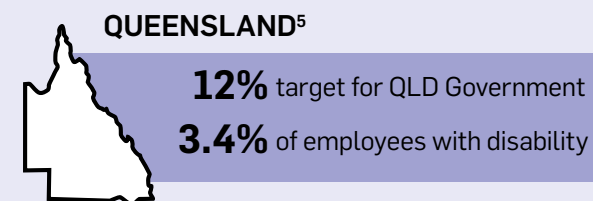
At the National level, the Australian Government has set a new employment target for people with disability of 7% by 2025.<sup>3</sup> As at June 2023, the Australian Public Service Commission had the highest percentage of people with disability employed at 9.3%, with Services Australia and Social Services at 8.7% and 8.1%. Defence, Veterans' Affairs, and Home Affairs had the lowest percentage of people with disability employed at 2.8% and 2.7%.<sup>4</sup>

At the state level, many governments have set employment targets. However, as seen in the diagrams on the right, setting targets does not necessarily guarantee that numbers of employees with disability will increase.

**What you don't count, doesn't count... The only way to get people with disabilities into employment is to set targets and then develop strategies to achieve those targets.**

*Graeme Innes AM, Former Disability Discrimination Commissioner<sup>2</sup>*

## HOW DOES QUEENSLAND COMPARE TO OTHER STATES?



# BUT TARGETS NEED IMPLEMENTATION SUPPORT

Federal and state governments are uniquely positioned to set high standards and be an exemplar employer of people with disability.

Under the *Disability Services Act 2006*, Queensland Government departments are required to prepare Disability Service Plans to deliver on *Australia's Disability Strategy 2021 – 2031*.<sup>1</sup> The *Disabling the Barriers to Employment in the Queensland Public Sector: Implementation Plan 2023*<sup>2</sup> provides actions under the *Queensland Public Sector Inclusion and Diversity Strategy 2021-2025*<sup>3</sup> to increase the employment of people with disabilities.

The 2023 Implementation Plan includes priorities such as:

- inclusive and targeted recruitment,
- working with disability employment providers to release a framework to promote flexible working,
- release a new recruitment and selection directive and supporting resources.

In 2018, the Queensland Public Sector workforce implemented a disability employment target of 8%.<sup>4</sup> Despite this, the actual percentage of people with disability employed in the Queensland Public Sector has not once reached over 4%.<sup>4</sup>

In 2023, the target for employees in the Queensland government with a disability increased from 8% to 12%.<sup>3</sup> The implementation plan does not provide guidance on what can be done differently in future to support the increased target.

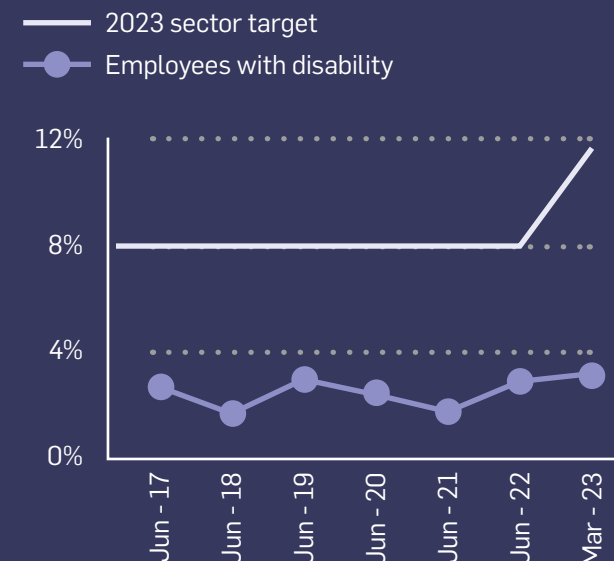
Reports show significant discrepancies in the numbers of people with disability working in Queensland's public sector. In March 2021, the Queensland public sector workforce profile reported 2.83% of employees with disability. The 2020 Working for Queensland employee survey, which asks for anonymous self-identification of disability reported 9.2% of employees with disability.<sup>5</sup>

Reporting discrepancies may also be attributed to the updated definition of disability made by the Public Service Commission in 2021 to include mental health and long-term health conditions. However, it is noted that in subsequent years the workforce profile has continued to report the number of people with disability below 4%.<sup>5</sup>



**Higher numbers of employees with disability recorded through anonymous surveys indicate that many feel they cannot identify as a person with disability, and may not be accessing necessary support.**

## QUEENSLAND PUBLIC SECTOR WORKFORCE PROFILE



Source: Queensland Public Service Commission 2023.<sup>5</sup>



**Setting an employment target is a critical step in the right direction, but must be followed through with engagement, action, implementation, and monitoring – all steps are essential for successful change.**

# THERE ARE A RANGE OF SERVICES AVAILABLE FOR JOB SEEKERS WITH DISABILITY



## DISABILITY EMPLOYMENT SERVICES

Offers assistance for individuals with diverse physical and mental health conditions, injuries, and disabilities to enhance their employment prospects.



## JOB SEARCH

Serves as a platform where Australians can explore job opportunities, submit job applications, or gather additional information about their journey towards employment.



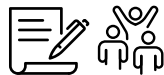
## NATIONAL DISABILITY RECRUITMENT COORDINATOR MASTER PLANS

Sets out to help larger employers access the skills and talents of people with disability.



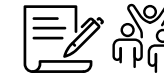
## REMOTE JOBS & COMMUNITIES PROGRAM

Government initiative delivering employment and community development services to Indigenous and other jobseekers in remote communities, fostering skills for employment and community participation.



## DEPARTMENT OF EMPLOYMENT AND WORKPLACE RELATIONS

Links skill gaps in industries, emphasising emerging sectors for economic growth. Vocational education anticipates future skill needs, supporting local employment with safety nets for employers and employees.



## JOB ACCESS

The national hub for workplace and employment information for people with disabilities, employers, and service providers. It consolidates key resources to drive disability employment.



## JOB SERVICES AUSTRALIA

Assists Australians with unemployment, job search, income changes, and COVID-19 impacts.

## LEGEND



Services for Company/Employer



Services for Job Seeker/Employee

# BUT DISABILITY EMPLOYMENT SERVICES COULD BE MORE EFFECTIVE

Disability Employment Services (DES) are a national network of organisations funded by the Australian Government to help people with disability, illness, or injury find and keep a job. DES aim to support people in the workplace for as long as support is required and help employers access finances to support workplace modifications, assistive technology, awareness training, Auslan interpreting, and wage subsidies. DES also help employers recruit and retain employees with disability. DES was introduced in March 2010, and reformed in 2018 to focus on expanding access to education, improving participant choice, and increasing incentives for providers.<sup>1</sup>

Following the reforms in 2018, a *Mid-term Review of the DES Program* was published in August 2020 with significant concerns grouped into seven key themes (see diagram on right).<sup>1</sup> The review identified clear negative sentiment about program effectiveness. Concerns included constraints from insufficient supporting infrastructure, such as mechanisms for participant feedback, misaligned provider incentive structures, and overemphasis on education outcomes.

The findings of the *Royal Commission Review in 2023* also identified significant problems.<sup>2</sup> Concerns included a lack of appropriate support for participants, poor client outcomes, and clients being placed in jobs that did not match their skills, interests or abilities. Although DES was set up to support long-term employment, the *Royal Commission Review* found that resources were focused on participants more likely to get a job, providing little assistance to those who are

more disadvantaged, and cycling participants through activities and providers without achieving long-term results.<sup>3</sup> Good Sammy Enterprises, a disability employment organisation, further criticised DES as having limited opportunities for school leavers with disability.<sup>4</sup> The focus on short-term employment was found to have negative impacts on career progression and skills development in the long term.

Research by Ariella Meltzer and colleagues in 2020 highlighted barriers to both finding and maintaining employment for people with intellectual disabilities.<sup>5</sup> Employing people with intellectual disability was found to be largely viewed as optional, resulting in extended periods of unemployment being seen as unavoidable or acceptable. Research participants expressed feeling undervalued, discouraged, and discriminated against. Due to the dismissive attitude of both employers and employment services, many research participants who found employment took 'basic roles' that were typically unstable, resulting in a higher turnover, or were simply not roles or sectors that they wanted to work in. The research identified that policy must support attitudinal changes, improve stability in the labour market, and better support people with intellectual disability in job seeking and maintaining employment.

**Reforms and reviews of the DES program have continued to highlight similar challenges, meaning that Disability Employment Services are not delivering on meaningful employment support and outcomes for all people with disability.**

## 7 KEY THEMES FROM DES PROGRAM REVIEW<sup>1</sup>

1. Mixed service quality
2. Insufficient flexibility
3. Excessive complexity
4. Lack of clarity
5. Ineffective competition
6. Cross-program misalignment
7. Increasing costs per outcome

**There is a huge lack of skilled people who can understand people with complex health and disabilities.**

*QDN member response, May 2021.<sup>6</sup>*

# RECENT GOVERNMENT DISABILITY EMPLOYMENT INITIATIVES ARE SHOWING PROMISE ...



Employment initiatives are a key step in implementing disability employment strategies, targets, and actions. Some of Australia and Queensland's largest employers take part in disability employment initiatives.

Six initiatives and programs are reviewed to understand key lessons for increasing and maintaining employment of people with disability, including three government-led and/or funded initiatives:

- IncludeAbility
- All Abilities Job Match
- Career Pathways Pilot

And three private sector-led programs:

- Workability Queensland
- Australian Spatial Analytics
- Endeavour Foundation

IncludeAbility is an initiative of the Australian Human Rights Commission. As a national project, IncludeAbility aims to increase access to meaningful employment opportunities for people with disability. Created in April 2021, the initiative comprises an employer network, advisory group, employment resources, and two pilot programs.

## IncludeAbility Employer Network<sup>1</sup>

As part of the IncludeAbility program, the IncludeAbility Employer Network comprises some of Australia's largest employers. Invited by the Disability Discrimination Commissioner, these employers have committed to creating accessible and inclusive workplaces, promoting meaningful and sustainable employment, attending regular meetings, reviewing organisational data, and advocating publicly and privately. Commonwealth Bank, Australia Post, and Coles are just some of the companies invited. Their statistics of employees with disabilities is detailed below.

## IncludeAbility Career Program Pilots<sup>6</sup>

In 2022, IncludeAbility launched two career program pilots in Illawarra (NSW) and Perth (WA). Across both pilots, 21 young people with disabilities were employed on a part-time, temporary basis at companies such as Woolworths, Kmart, Australia Post, University of Wollongong College, and Illawarra iTech. 12 participants (80%) in Perth and 13 participants (85%) in NSW accepted ongoing roles following the pilot.

### *Woolworths Good Sammy Pilot*

15 young people with intellectual or cognitive disability who work at Good Sammy were offered roles in Woolworths stores in the Perth area. Employees were offered 8 hours of employment per week for 12 weeks at full award wages.

IncludeAbility provided disability rights and employer confidence training to Woolworths managers and Good Sammy staff.

### Commonwealth Bank

**7.6%**

Employees with disability in 2022 decreased from 10.5% in April 2019.<sup>2</sup>

### Australia Post

**5.7%**

Employees with disability in 2023<sup>3</sup> increased from 4.8% in 2017, and 4.0% in 2019.<sup>4</sup>

### Coles Group

**7.6%**

Employees with disability in 2023.<sup>5</sup>

# AND THERE ARE SOME OTHER GREAT EXAMPLES...



## **NDIS Training and Skills Support Strategy<sup>1</sup>**

The NDIS Training and Skills Support Strategy (NTSSS) was an industry-led, non-government workforce development strategy focussed on growing and developing the NDIS workforce in Queensland.

An initiative of WorkAbility Queensland, a former consortium of community services organisations, NTSSS delivered pilot projects addressing emerging NDIS workforce priorities including growing workforce diversity in 2018 to 2022.

NTSSS had a strong focus on promoting skills and employment for Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse (CALD) backgrounds, and people with lived experience.

Engagement with Aboriginal and Torres Strait Islander organisations focussed on co-designing place-based approaches to identify economic participation opportunities.

In 2021 two pilot projects were launched in partnership with a Community Controlled Health Service (CCHS) to address the emerging need for greater attraction and development opportunities of Aboriginal and Torres Strait Islander peoples in providing culturally appropriate care and reflecting the increasing diversity of NDIS participants.

**Project 1** developed a supplementary program with unique wrap around supports tailored to attracting 11 new students to engage in the Certificate III in Individual Support and into the CCHS. The program was delivered face to face by a vocational education and training provider and guided by experienced CCHS staff members and elders, students were inducted into the organisation as trainees.

Barriers, such as gaining driver's licences, were identified early and support provided to overcome. Dedicated support and encouragement from CCHS leaders as well as hands on learning through placements and buddy shifts allowed students to build confidence and capabilities with some having limited work experience.

Two of the students were shortlisted for the Queensland Training Awards with one student nominated into the finals. At the end of the NTSSS program, five students were employed with CCHS while a further three students continued studies and were expected to be offered employment upon completion.

**Project 2** focused on developing a learning program supporting the development needs of managers and existing CCHS workers. Thirty-seven Indigenous leaders were trained in leadership skills to deliver health, wellbeing and disability holistic services and fourteen Indigenous staff completed an integrated care coordination program for people with disability.

The culmination of the program saw participants deliver presentations to the Chief Executive Officer, Elders and Senior Executives on their learnings and recommendations for future growth within the organisation. Both programs continue to be rolled out and offered as professional development opportunities for staff across the organisation.

### All Abilities JobMatch<sup>1</sup>

Queenslanders With Disability Network partnered with Life Without Barriers and uLaunch to deliver the All Abilities JobMatch project, a pilot funded by Department of Social Services until June 2024. This project aims to increase the numbers of employers in community services who employ people with disability across all levels within the organisation.

The approach involves working with 10 organisations to build confidence to hire, support, and retain employees with disability using the expertise of Inclusion Consultants with disability sourced through Queenslanders With Disability Network. Inclusion Consultants provide support to establish employee networks and adjust recruitment practices to support and retain employees with disability. Advice is tailored to organisational and business needs with employers completing an Employer Commencement Health Check to assist with identifying areas where they are doing well and areas for improvement.

The project has established a Graduate Internship program for 10 people with disability who hold or are near completion of a vocational education and training (VET) or tertiary qualification. Project partner uLaunch identifies eligible JobSeeker candidates and provides personalised support to Graduate Interns across the term of their employment with one of the participating organisations.

Graduate Internship roles are newly created or additional roles. Employers provide flexible work arrangements, job responsibilities and duties and

support any training required or adjustments to meet interns' interests and skills as well as employer needs. Participating employers receive an incentive covering wage cost of \$15,000 to create the Graduate Internship for a period of 12 weeks.

One of the participating employers recruited a candidate named "J" into the program in a website development communication and marketing position. J and the employer met to have a chat about the position with J describing how comfortable, relaxed and non-intimidating the discussion was. J explained that while previous jobs had been in Corporate Management and were very stressful, J had recently been introduced into the industry as a support worker after leaving her previous career. J shared that until then she knew nothing about working in Community Services, however was very interested in this role. While she identified a skills gap, she is excited to be learning and offered some additional training support.

The employer discussed how this process has allowed her to see J's capabilities and acknowledge that actually no one in the organisation had the skills to do this role and that the technical skills would come with further training. J shared that the team are passionate, fun and incredibly supportive of each other and she loves working with this employer.

"L", one of the Inclusion Consultants, provided feedback on the format of job vacancies. Job vacancies are typically written in a way that does not meet the needs of some people with disability,

particularly those with neurodiversity. The employer identified they wanted to be an employer of choice and are working hard to unpack policies and positions descriptions to remove barriers. L also shared some observations on the physical aspect of the office and parking resulting in employer discussions with Council to gain access to disability parking and upgrades to the pathway.

Legacies of this project include a Community of Practice (a group of people with a shared concern or interest in a topic who come together to share knowledge, interact regularly, and learn together) to support employers in recruiting and employing people with disability and the development of resources. An intern employed with project partner Life Without Barriers led the development of an Access Inclusion and Employment Plan that will be freely available to employers.

J has been offered continuing work with their employer who are very happy with the work she has produced and her can-do attitude. It is hoped the longer-term impact will be increased numbers of employers employing people with disability from entry level to senior leadership positions and engaging the expertise of Inclusion Consultants to grow more inclusive workplaces.



### **Career Pathways Pilot 2023 – 2025<sup>1</sup>**

The Business Council of Australia and the Australian Disability Network partnered with the Australian Government to deliver the Career Pathways Pilot as a result of the Jobs and Skills summit held by State Government in September 2022.

The approach of the pilot is multi-faceted to recognise the complex nature of disability employment. Key components include a needs analysis, building capability for employers, employees, mid-level management and senior management, and ensuring leadership development materials are edited or created for employers.

Coles Group, Compass Group Australia, Kmart and Target, and Woolworths Group are participating in an 18-month program with Australian Network on Disability. The Australian Network on Disability will provide support to progress the careers of employees with disability into leadership positions. The main aim of the program is to ensure that people with disability have the same opportunities for job fulfilment and career progression as people without disability.

The Career Pathways Pilot was introduced in November 2023, therefore no further details on specific pilots or results have been published.

### **Australian Spatial Analytics (ASA)**

ASA provides employment for more than 120 people, with 80% of their employees identifying as with disability, mostly as neurodiverse. ASA recognises the many benefits of employing people with disability, and the range of skills and attributes that neurodiverse people have for geospatial and digital engineering industries such as pattern recognition, concentration, diverse problem solving, and loyalty.<sup>2</sup>

ASA is a highly regarded employer in the disability sector. ASA provides inclusive recruitment processes, flexible days of working, flexible work environments, People Success Officers, multiple career pathways, and mental health and stress management support.<sup>3</sup>

ASA demonstrates how a workplace culture, employer recruitment and workplace practices can be tailored to enable people with disabilities to have meaningful employment. This has created a workplace that removes many of the barriers people with disability face when seeking and maintaining employment, and this is reflected in the very high proportion of employees having a disability.



# ... BUT THEY HAVE POTENTIAL TO GROW

Disability employment programs have increased opportunities for people with disability, however, there are some criticisms and areas for growth and improvement.

First, current employment initiatives typically provide only short-term, part-time employment rather than supporting people with disability into long-term, meaningful employment.<sup>1</sup>

Second, numbers of employed people with disability continue to remain low and have not significantly improved over time, despite employer involvement in employment initiatives. For example, an employment initiative by the Department of Defence with the Endeavour Foundation increased the percentage of people with disability employed after the introduction of the Defence Assistance Program in 2014 (0.4% in 2017,<sup>2</sup> compared to 3.5% in 2019<sup>3</sup>), however numbers have not continued to increase (3.1% in 2023).<sup>4</sup> Likewise, IncludeAbility Network participants have not seen major increases of employment of people with disability; Australia Post has had a very minor increase (4.0% in 2019 to 7.6% in 2023<sup>5</sup>), and Commonwealth Bank have experienced a decrease (10.5% in 2019 to 7.6% in 2022<sup>6</sup>). This demonstrates that employment initiatives need to be scaled up.

The employment initiatives have a proven impact on the lives of those taking part by providing training, experience, and often ongoing employment to people with disability. However, the scale of employment initiatives needs to be increased and at pace to have a meaningful impact on the lives of more people with disability.



**Existing employment initiatives and programs are beneficial, but more could be done to scale up and improve the permanent employment of more people with disability.**

The number of employed people with disability is only one measure of success of employment initiatives; there are additional barriers to employment for people with disability which the initiatives are starting to address. Employment initiatives can be beneficial in the education of employers, increasing awareness, and changing attitudes of employers, employees, and colleagues.

The IncludeAbility Pilots were successful in creating awareness of disability employment and providing support to both employers and employees. The Pilots also demonstrated that providing the opportunity for training and experience gained through employment can often lead to ongoing employment. In Western Australia, 80% of the 12 participants accepted ongoing roles with Woolworths, and in New South Wales, 86% of the 13 participants continued in their place of employment following the pilot period.

The methods applied by ASA have increased the number of people with disability employed in meaningful work, but also provided ongoing training and career development opportunities. These employment initiatives demonstrate that there

**Some of the barriers seem to be preconceived attitudes from the past, and what people have in their head about what individuals are capable of.**

*Dr Sharon Boyce, QDN Board of Directors Chairperson*

is the option to provide both employment and ongoing training to people with disabilities to help them grow and develop careers.

The benefits of targeted employment initiatives are clear and well demonstrated through the examples given here. However, to be truly effective in increasing meaningful employment opportunities for people with disability, current employment initiatives need to be scaled up, and new initiatives need to provide focused training and employment in emerging sectors. In addition to this, employment initiatives and pilots need to be linked to longer term, ongoing employment opportunities, as well as training opportunities and career development.



**Successful employment pilots can be developed into long-term initiatives to work with more employers and support more employees.**

# TO TRULY HARNESS THE OPPORTUNITY OF A MORE INCLUSIVE WORKFORCE

Increasing employment opportunities for people with disability benefits individuals, workplaces, and wider society.

For individuals, employment increases a sense of purpose, opportunity to build social connections, and contribute to a greater sense of autonomy through increased financial independence which, in turn, can increase quality of life.<sup>1</sup> This has consequential flow-on implications to wider society as people with disability are better represented in workplaces, particularly in publicly facing roles, creating a culture of acceptance and empowerment.

The qualitative economic benefit to society of employing people with disability is estimated at an additional \$50 million to Gross Domestic Product (GDP) in Australia.<sup>2</sup> However, greater employment of people with disability extends beyond financial benefits. It also speaks to a more inclusive and flexible working environment for everyone.

**People with disability can provide valuable contributions to their employment by thinking outside the box and finding new ways of doing things.**

*Dr Sharon Boyce, QDN Board of Directors Chairperson*

Businesses have an exciting opportunity to diversify their workforce and gain extensive organisational and economic benefits. Organisations focused on meeting disability targets have been shown to increase brand reputation, growing sales 2.9x faster and profits 4.1x faster than their peers with no inclusionary focus.<sup>3</sup>

Research has found that employers can save \$40 for every \$1 invested in workplace adjustments to accommodate for those with disability.<sup>4</sup> Accommodations (for example carparking allowances for more than one lot, alterations to workstations, and scheduling flexibility) help to retain employees for longer, lowering the cost of re-hiring and re-training, and contributing to positive workplace culture. Employee retention is already higher in businesses employing people with disability, as people with disability on average stay in their jobs 4 months longer than those without disability, once again reducing costs to employers.<sup>5</sup> Accommodations also increase productivity, workplace attendance, and result in observable savings in workers compensation payments and other insurance costs.

A willingness to make workplace accommodations to cater for people with disability means a willingness to engage in new ways of thinking and doing, encouraging a culture of innovation within workplaces that matches an individual's skills to jobs.

## BENEFITS OF INCLUSIVE EMPLOYMENT



### Individual

- Financial independence
- Sense of purpose and community
- Opportunity to contribute to society
- Improved quality of life



### Workplace

- Diversify workforce
- Access wider talent pool
- Improve brand reputation
- Expand services and customers
- Better client understanding
- Retain workers
- Encourage innovation culture
- Increase productivity
- Increase workplace attendance
- Reduction in workers compensation payments and other insurance costs
- Uphold rights of people with disability



### Society

- Better representation and acceptance of diverse views, processes, and people
- Economic growth

# DESPITE ALL THE CURRENT POLICIES, SERVICES AND INITIATIVES, PEOPLE WITH DISABILITY STILL FACE MANY BARRIERS TO EMPLOYMENT

While many strategies, policies, employment services and initiatives are in place to increase employment of people with disability, people aged 15-64 with disability are still twice as likely to be unemployed as those without disability. The unemployment rate for people with disability has risen from 8% since 2003, while the rate for people without disability has been steady.<sup>3</sup> Even when people with disabilities find employment, they still face many issues which further highlights the discrimination and barriers that people with disability face.



**Policies, targets, implementation plans, employment services, and initiatives need to work together within the employment ecosystem and put people with disabilities at the centre of everything that they do. The Brisbane 2032 Olympic and Paralympic Games offer an opportunity to shift the dial.**

**Having a job is not only essential to a person's economic security, but gives people a sense of purpose and achievement, which is central to fostering good mental health and creating an enriched life, free from poverty.**

*QDN member response in QDN Submission to Jobs and Skills Summit<sup>4</sup>*

## ISSUES FACING QUEENSLANDERS WITH DISABILITIES AT WORK<sup>1-2</sup>

Physical barriers including transport to and from work, suitable amenities and workstations	Pressure to take low-paid, insecure, work that doesn't align with interests, qualifications or experience	Employers and colleagues not understanding the effects on wellbeing including overwhelm, stress, exhaustion	Employers not understanding disabilities, particularly if no outward signs	Workplace culture or bullying, ableism, and discrimination	Lack of assistance in finding, securing and maintaining employment, difficulty with accessing education, skills and funding	Lack of understanding about how a role might be adapted to be a viable employment option	Inaccessible job advertisements and/or inaccessible digital architecture at work	Disappointing experiences and limited success when using job agencies and specialist open employment services
---	---	---	--	--	---	--	--	---

# A CULTURE CHANGE IS NEEDED ...

Societal attitudes and disability prejudice underpin many of the barriers to meaningful participation in society and employment of people with disability. Disability prejudice is embedded in daily systems and structures, impacting everything from government employment programs and services, prejudice in recruitment and hiring processes, and how people with disability are treated in the workplace.<sup>1</sup> Both employer and colleague attitudes can be a major barrier to employment, and therefore changing these attitudes is considered imperative.<sup>2</sup>

Research by Elizabeth Hemphill and Carol Kulik in 2016 highlighted that disability policy alone cannot create an inclusive society.<sup>3</sup> In addition to improved policy and targets, focused employment services, and initiatives, societal attitudes towards people with disability needs to continue to improve. The *Voice of Queenslanders with Disability* reported that when research participants expressed positive work experiences, it was often when their interests and skills provided a sense of meaning, purpose and contribution, they had supportive supervisors, colleagues and advocates, and they had help with career progression including mentoring.<sup>5</sup> Participants also commented on improved community attitudes linked to the overall increased awareness of disability within Queensland, through public figures and an increased media presence and representation of people with disability.<sup>5</sup>

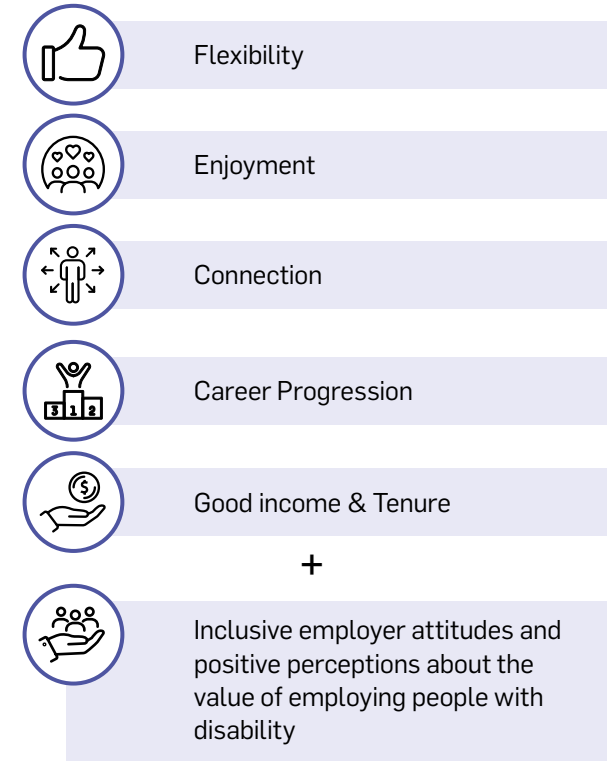
Rola Mahasneh and colleagues describe increasing employment for people with disability as a 'social marketing challenge' because changing attitudes and behaviours of individuals and employers is imperative to lead to a more inclusive society that supports

people with disability in the workplace.<sup>2</sup> Educating employers to understand different disabilities, how to employ and support people with disability, and the many benefits that employing people with disability brings to the workplace is a critical step in starting to change workplace attitudes and perceptions, and therefore increase meaningful employment opportunities for people with disability.

Speaking at the announcement of the Career Pathways Pilot, Honourable Amanda Rishworth MP stated that **"88% of people with disability need no adjustments in order to take up employment. They just need employers to change their attitudes and perceptions about the value of employing people with disability"**.<sup>4</sup>

It is evident that there are many systematic barriers to employment for people with disability. Societal attitudes and culture are a vital component of an ecosystem aiming to achieve meaningful outcomes for people with disability. All aspects of the employment ecosystem must work together. Changes to policy, targets, services, initiatives, as well as better education, advocacy campaigns, and increased public representation of people with disability are all equally important in enabling an environment where people with disability have the same employment opportunities and experiences as those people without disability.

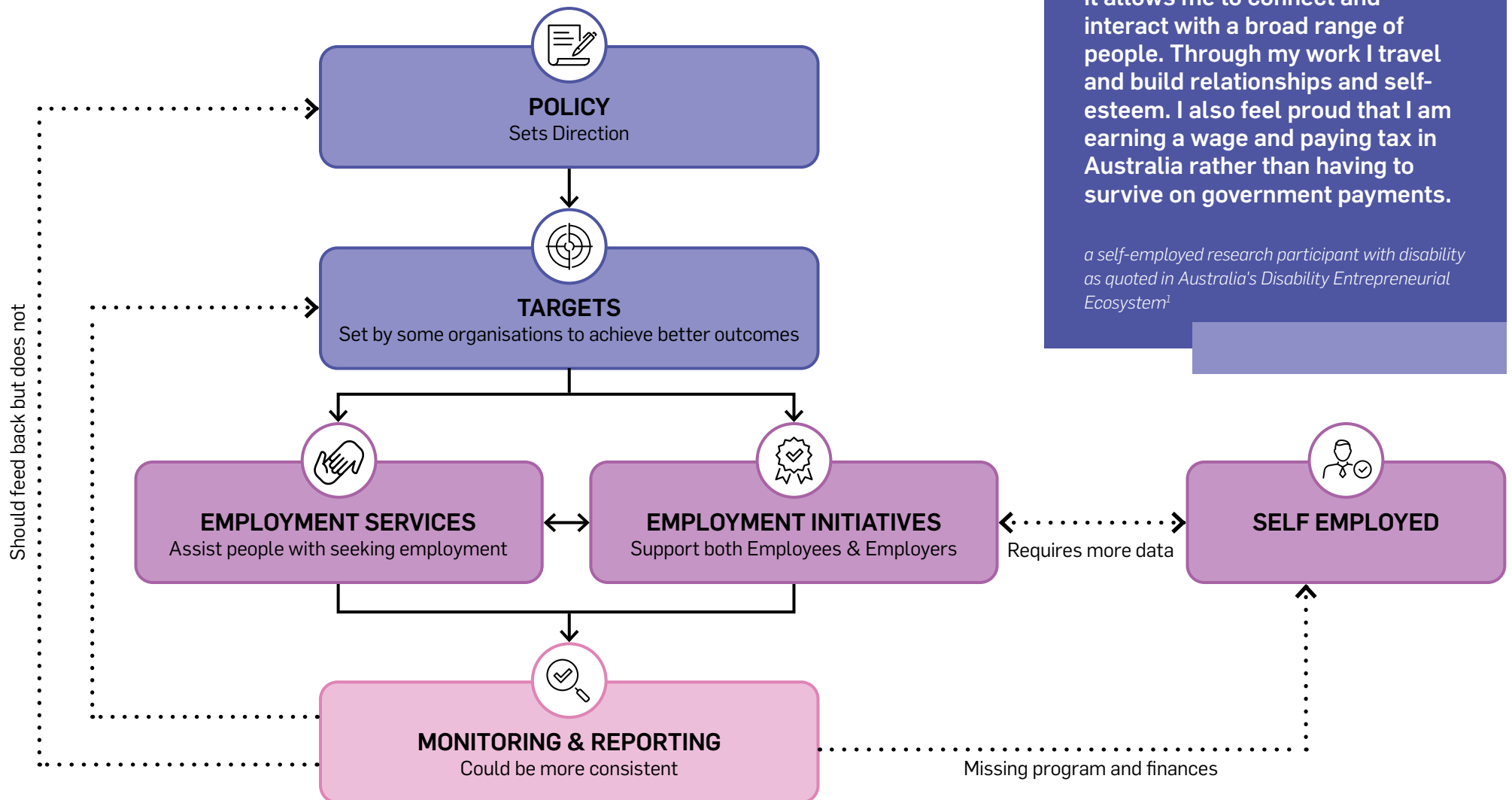
## 5 FACTORS THAT SUPPORT GOOD JOBS & BUSINESSES<sup>5</sup>



**When I graduated, I realised employment was discriminatory too. I had to fight to get my job as a doctor, which was otherwise guaranteed to everyone else.**

*Person with Disability quoted in Disability Action Week Employment Forum.<sup>6</sup>*

# AND ALL ASPECTS OF THE EMPLOYMENT ECOSYSTEM MUST WORK TOGETHER



Having a job is a major enabler of all facets of my life. The income I earn enables me to enjoy a much higher standard of living, it allows me to connect and interact with a broad range of people. Through my work I travel and build relationships and self-esteem. I also feel proud that I am earning a wage and paying tax in Australia rather than having to survive on government payments.

*a self-employed research participant with disability as quoted in Australia's Disability Entrepreneurial Ecosystem<sup>1</sup>*

# TO MEET THE CHALLENGE

The challenge:



## 4.4 Million Australians Experience Disability.

More people with disability experience unemployment and underemployment, but have higher levels of self-employment than people without disability.



## There are a range of services available for job seekers with disability.

But disability employment services could be more effective.



## Disability employment policy is complex.

Recent reviews have highlighted the need for systemic reform but policy alone won't shift the dial.



## Recent Government disability employment initiatives are showing promise, and there are some other great examples.

These have the potential to be expanded.



## Disability employment targets are important.

But targets need implementation support.



## Despite all the current policies, services and initiatives, people with disability still face many barriers to employment.

A culture change is needed and all aspects of the employment ecosystem must work together to meet the challenge.

# IN CONCLUSION



---

## The Challenge

Across Australia and Queensland, people with disability face more discrimination and barriers to employment than people without disability.



---

## The Question

How can the 2032 Games be used as a catalyst to enable more meaningful employment for people with disability?

What actions are required to ensure a positive disability employment legacy following the 2032 Games?



---

## The Vision

People with disability will have more opportunity for meaningful employment, sooner, because of the Brisbane 2032 Olympic and Paralympic Games.



# **POSITIONING THE LEGACY**

# POSITIONING THE LEGACY

Hosting the Brisbane 2032 Olympic and Paralympic Games represents a significant opportunity to embed disability employment into a legacy for Queensland, Australia and Oceania. The Games will be a key enabler to drive momentum and aspiration for the meaningful employment of people with disability – if strategic steps are taken now – and will be the first milestone in an important legacy journey to 2042 and beyond.

In 2021, KPMG estimated that Games expenditures will create 122,900 full-time equivalent job years nationally and 91,600 full-time equivalent job years in Queensland between 2022 to 2042.<sup>1</sup> The quantifiable economic and social benefits are estimated to be up to \$8.10 billion for Queensland.<sup>1</sup> This represents significant economic growth potential for positive outcomes in Queensland, but for whom?

In line with *Australia's Disability Strategy*<sup>2</sup> and *Elevate 2042: Brisbane 2032 Olympic and Paralympic Legacy Strategy*<sup>3</sup> we see a Games legacy positioned to ensure a more inclusive and accessible Australian society where all people with disability can fulfil their potential as equal members of the community.

*Queensland's Disability Plan*<sup>4</sup> – the primary mechanism that drives implementation of *Australia's Disability Strategy* – highlights the importance of shared responsibility in meeting this vision for a more inclusive and accessible Australian society. The Games have the power to unite all levels of government, the Organising Committee for the Olympic Games (OCOG), Australian Olympic Committee (AOC), Paralympics Australia (PA), industry, communities, and individuals to build an inclusive future with people with disability.



**Australia's Disability Strategy aims to ensure people with disability have economic security, enabling them to plan for the future and exercise choice and control over their lives.**

**Priority Policy 1** is to increase employment of people with disability.

**Priority Policy 2** is to improve the transition of young people with disability from education to employment.

**This is a once in a lifetime chance for Queensland and Australia to lead a world-class legacy around accessibility.**

*QDN member quoted in QDN Members Visioning Forum, 2022.<sup>5</sup>*

**We are at a critical point in time to develop a true and inclusive legacy for all Queenslanders.**

The following sections of the report position the legacy of the 2032 Games in relation to employment of people with disability, analyse past mega-events for lessons to be learned and bring all information together to make recommendations to address the challenge and meet the vision of a better region with more employment opportunities for people with disability, sooner.

# DISABILITY PROCUREMENT POLICY IN QUEENSLAND

The *Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence*<sup>1</sup> (QPS 2023) and the Queensland Procurement Policy 2023<sup>2</sup> (QPP 2023) both provide high level strategic guidance for the procurement of goods and services for the Queensland Government, and together make up ‘Buy Queensland’. The *Q2032 Procurement Strategy*<sup>3</sup> is the leading procurement strategy for the 2032 Brisbane Olympic and Paralympic Games, and states that the procurement of goods must be in accordance with Buy Queensland.

Buy Queensland aims to support quality, local jobs, boost the Queensland economy, and leave a legacy for current and future generations of Queenslanders. Buy Queensland has four strategic objectives in relation to disability employment and procurement:

1. Quality local jobs: to use procurement investment to support genuine, quality local jobs and businesses,
2. Thriving, resilient and decarbonised economy: to boost access for suppliers including businesses owned or operated by people with disability,
3. Responsible intergenerational value (legacy): to require suppliers to pay award-based wages to people with disability,
4. Trust in procurement: to advance government economic, ethical, social and environmental objectives.

*Q2032 Procurement Strategy*, currently provides few assurances for embedding employment inclusion and opportunities for the employment of people

with disabilities other than to comply with the *Disability Discrimination Act 1992* and disability standards. The strategy does commit the Queensland Government to boost access for suppliers including those owned or operated by people with disability, as well as women owned/led businesses, Aboriginal and/or Torres Strait Islander businesses, social enterprises, and small and medium enterprises. A target has been set for Aboriginal and/or Torres Strait Islander businesses (3% of spending), with the promise that other targets will be considered.

The strategy details that Games procurement will use flexible techniques such as outcome-based specifications, ‘set-asides’, early market engagement, and trials and pilots. Overall, the strategy and actions in the implementation plan are focused around small business procurement, and procurement with Aboriginal and/or Torres Strait Islander businesses. **No detail is provided to outline what specific actions and initiatives will be undertaken, and there is currently no mention of employment targets to ensure that people with disability are included in a diverse ‘Team Queensland’.**

In relation to the procurement of goods and employment of people with disability, Buy Queensland and *Q2032 Procurement Strategy* seem to focus on preventing exclusion, rather than enabling and encouraging participation and inclusion for people with disabilities. **No specific disability procurement or employment targets nor implementation plans specific to disability employment are established in QPS 2023, QPP 2023, or Q2032 to ensure the action and success of any initiatives, trials, or pilots for the inclusions of people with disability in the Brisbane 2032 Olympic and Paralympic Games procurement.**



## BUY QUEENSLAND

The approach to government procurement

### QUEENSLAND PROCUREMENT STRATEGY 2023 (QPS 2023)

Details the context, future direction, outcomes and strategic objectives of government procurement.

### QUEENSLAND PROCUREMENT POLICY 2023 (QPP 2023)

Sets out how to achieve the outcomes and strategic objectives of the government.

### DISABILITY DISCRIMINATION ACT 1992

All state government procurement activities must comply with the Disability Discrimination Act 1992.

### Q2032 PROCUREMENT STRATEGY

The leading procurement strategy for the Games.

# BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES LEGACY STRATEGY

*Elevate 2042* presents a vision of what is possible for the Brisbane 2032 Olympic and Paralympic Games and is the first step towards creating a legacy framework.<sup>1</sup> **Advancing accessibility and empowering people with disability is one of two foundations of this strategy. More people with disability in the workforce, owners of businesses or entrepreneurs is one of five key elements of the strategy.** The second foundation of the strategy is respecting, advancing, and celebrating Aboriginal and Torres Strait Islander peoples.

The theme 'Economy of the Future' sets the intention for increased participation for people with disability in key supply chains and the positioning of local businesses. A thriving and equitable local business community is identified as a desired outcome, with procurement targets for employment of people with disability as a potential indicator. The detail for setting targets is not provided in the strategy. The legacy implementation plan was under development at the time of writing.

Focus Area 13 'advancing equitable economic participation' guides the action needed to achieve equitable economic participation, including for people with disability. Employment and procurement pathways are identified requirements, as well as initiatives with both employees and employers to accelerate progress towards equitable employment.

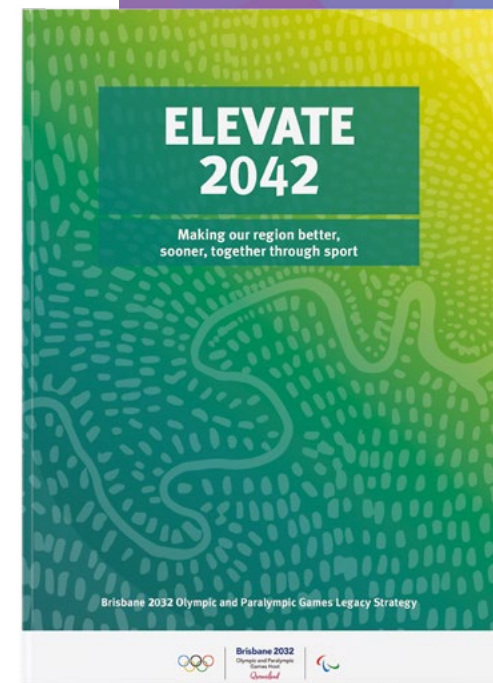
Workplace and workforce readiness is a critical enabler to remove barriers for people with disability. Collaboration with businesses and industries is

needed to promote the benefits associated with a more diverse workforce and increase awareness of the support and education available to employers. Changing the status quo is identified as critical to ensure success.

Focus Area 14 'encouraging innovation, future jobs and sectors' identifies emerging employment industries that are likely to be accelerated by the Games including: sport, biomedical, agriculture, tourism, creative industries, technological advancements (clean tech, sports-tech, med-tech, enviro-tech, energy-tech), and future focused industries such as renewable energy and critical minerals.

Identifying these key and emerging employment industries that may be impacted by the Games enables the opportunity for disability employment strategy, education and training, and initiatives to be tailored to maximise the benefits of the Games. These industries can lead an ongoing legacy for Brisbane, the wider Queensland State, Australia, and more broadly across Oceania.

The legacy strategy proposes to address some components of the disability employment ecosystem relating to employer culture, awareness, and education. However, there are still gaps such as employment targets, employee training and development, and career pilots and initiatives, that will need to be addressed in the development of the Games legacy implementation plan.



# KEY SECTORS TO PRIORITISE AS PILOTS TO LEVERAGE THE GAMES LEGACY

**Elevate 2042 identifies innovation in future jobs and sectors will be stimulated and accelerated by industries with clear alignment to the Games.<sup>1</sup> Key sectors where significant growth and employment opportunities have been identified are:**

## **Media & Creative Industries**

Targeted training programs and employment opportunities in marketing, advertising, and media can increase the employment of people with disability. Further opportunity includes an increased public visibility of people with disability to develop social awareness and education around experiences of disability. Increased visibility and inclusion has been demonstrated to improve community attitudes towards people with disability and support positive change becoming deeply ingrained in the community.<sup>2</sup> This may include increased visibility of public figures with disability (such as Australian of the Year Dylan Alcott), leveraging the momentum of traditional and social media to increase authentic and diverse representation of people with disability.<sup>2</sup>

## **Sport**

Opportunities for employment in sport will range from employment directly related to the Games, to local-level sport anticipated to increase as a result of Games influence and inspiration. *Elevate 2042* identifies that sports technology will thrive because of the Games, and therefore there is a clear opportunity to advocate for increased employment opportunities for people with disability within the sports industry, as well as the e-sports industry.

Targeted approaches that are accessible and inclusive of the diversity of people with disability will support wider health and wellbeing outcomes.<sup>3</sup> Meeting accessibility standards of communication, physical environment, and shifting community attitudes can help in encouraging more people with disability to participate in sport at all levels.

## **Technology**

Emerging sectors such as agri-tech, med-tech, and enviro-tech can all be accelerated by the Games. It is anticipated that there will be ongoing growth and opportunity for research, development and scientific testing in various emerging technology sectors.

People with disability are well placed to work with technological advances due to insider knowledge and innovative ideas (particularly in the disability goods and services market niche) and personal characteristics such as problem-solving skills, flexibility, tenacity, sense of humour, preparedness to seek assistance, grace under pressure, and creativity.<sup>4</sup>

## **Hospitality and Tourism**

The Games create an opportunity to refresh and reimagine destination and tourism brands across South East Queensland, Queensland, and Australia. The growth and marketing of the Brisbane economy will be accelerated by the Games, and developing overseas and national industries are likely to benefit. There is a significant opportunity to capture this growth and provide targeted employment programs and training for the employment of people with disability in hospitality and tourism.

Training and employment in the hospitality and tourism sector will provide an opportunity for ongoing employment in the sector, as well as increase the number of people with disability in public facing roles such as in front of house hospitality, and related tourism roles. A more inclusive ecosystem also opens up more opportunity for tourists with disability to enjoy Queensland.

**Sport can shake up our stereotypes about what people can or can't do. We can marvel at the technology that enables people to participate and perform better, and we can see a vision of what might be possible in the future. But we must be careful not to judge everyone by that level of performance or think about disability as something that must be "fixed" by technology.**

*Professor Elizabeth Kendall, Griffith University*

# VISIONS FOR BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES LEGACY

## GO FOR GOLD: A SOCIAL INCLUSION LEGACY FOR THE 2032 OLYMPIC & PARALYMPIC GAMES

The *Go for Gold* report published by QShelter in 2022 details an economic and social legacy framework for the 2032 Games with a focus on leaving a world best in social inclusion housing legacy.<sup>1</sup> A social inclusion lens on legacy planning for housing targets will ensure social and economic benefit to all Queenslanders and avoid adverse impacts on the vulnerable. The report identifies the importance of early planning and prevention to reduce the impact of housing costs and provide greater long term employment opportunities. The interrelatedness of housing and employment was highlighted again by the Victorian Disability Services Commissioner during the Royal Commission Review who stated, "people with disability may lack affordable housing or access to transport, which again creates a cycle of unemployment or underemployment."<sup>2</sup>

### **Critically, the report recommends ensuring increased employment outcomes for the unemployed and underemployed.**

The relationship between employment and housing is interconnected and often forgotten. Put simply, people need to access their place of employment (amongst other essential needs) from where they live in a timely and affordable manner. As part of the legacy planning for the employment of people with disability, access to employment venues and the accessibility of employment venues themselves need to be equitable for all people with disability.

This will require a further coordinated approach for the planning of the Games and Games legacy across housing, transport, public realm, and employment.

### **People need to be able to access their place of employment from where they live.**

The disconnect between the wider built environment and legacy planning for a major event was evident during the Gold Coast 2018 Commonwealth Games. The 2018 Games prided themselves on providing accessible venues and experiences for everyone. However, a criticism of the Games was that the transport to and from the venues was not accessible for all people. Examples of this were that gravel car parks were used for disability parking,<sup>3</sup> and the trains did not enable people in wheelchairs to access toilets or move between carriages.<sup>4</sup>



**If we don't get accommodation or transport right, we're not going to get employment happening.**

*Anthony Ryan, CEO Brisbane Economic Development Agency*

# VISIONS FOR BRISBANE 2032 OLYMPIC AND PARALYMPIC GAMES LEGACY

## QDN ONLINE FORUM: BRISBANE 2032 GAMES VISIONING

On 13th June 2022, QDN held the Brisbane 2032 Games Visioning Forum which attracted over 70 participants and was opened by the Honorary Stirling Hinchliffe MP, Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement.<sup>1</sup>

The summary report published after the forum identifies workshop participants' key priorities: leadership of people with disability, shifting community attitudes and behaviours, access and inclusion, and partnership, co-design, and collaboration.

Key actions to improve access and inclusion for employment and volunteering include:

- Deliver equity of pay and employment outcomes for people with disability
- Develop a charter for organisations and businesses for standards of inclusion and access around employment
- Work across Government and industry to identify targets for employment of people with disability as part of the Games delivery.
- Identify employment pathways and opportunities for people with disability as inclusion consultants to engage in paid employment across all stages of planning, design, delivery, and user testing.
- Engage with people with disability early about volunteering opportunities and build capacity and supply of volunteers with disability.

The Brisbane 2032 Games Visioning Forum sets a vision for the Games and legacy to deliver:

- A successful, inclusive and accessible Games for people with disability as athletes, spectators, workers, and volunteers
- Co-designed planning, designing and delivery of infrastructure, facilities and services with people with disability from the beginning
- A Queensland community that values people with disability as equal citizens
- A legacy of world class accessibility and tourism across sport, housing, transport, infrastructure, employment, tourism, volunteering, public services and health and wellbeing for Queenslanders with disability and our community.

The QDN Brisbane 2032 Games Visioning summary report provides invaluable insight and perspective for the co-design and inclusion of people with disabilities both in the 2032 Games, and in the legacy years after the event.

**Removing barriers to employment needs to have an important focus on human rights and inclusion.**

*Geoff Trappett quoted in QDN Members Visioning Forum, 2022.<sup>1</sup>*



# CASE STUDIES

# LONDON 2012 OLYMPIC AND PARALYMPIC GAMES



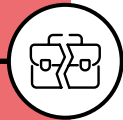
## SIZE

- 10,568 olympians + 4,237 paralympians + 11 million spectators
- 106,000 staff (6,000 paid staff; 10,000 contractors)
- 70,000 volunteers



## LONDON POPULATION

- Pre-Event: 7.37 million (2002)
- During: 8.26 million (2012)
- Post-Event: 9.53 million (2022)



## LONDON UNEMPLOYMENT RATES

- Pre-event: 6.6% (2002) – 10.4% (2011)
- During: 8.8% (2012)
- Post event: 8.2% (2013) – 4.5% (2022)



## EVENT CONTEXT

The London 2012 Olympic Games were held between 27th July and 12th August 2012, with the Paralympic Games held from 29th August to 9th September. The London Olympic Games are considered as the first 'Legacy Games', with the bid for the Games pledging to create an extraordinary legacy for the UK and the world.





## PROCUREMENT

The Olympic Delivery Authority (ODA) published the ODA Equality and Diversity Strategy and the Disability Equality Scheme. These strategies provided robust strategic direction and outlined further work and implementation requirements.

## EMPLOYMENT

The Olympic Delivery Authority (ODA) developed employment and training programs with partner organisations to encourage people with disabilities to improve their skills and apply for jobs in construction and other areas.<sup>1</sup>

The London Organising Committee of the Olympic Games (LOCOG) also developed an employability skills program Personal Best which used volunteering as a means of training and a steppingstone to employment, and one in 10 of the 3,000 participants had a disability.<sup>1</sup>

As the official broadcaster of the Paralympic Games, Channel 4 had a target that 50% of presenters would have a disability.<sup>2</sup> To achieve this, Channel 4 undertook a nationwide search and intensive training program for people with disability to become presenters for the Paralympic Games. Whilst exact numbers

of presenters with disabilities could not be found, Channel 4 reported that they had delivered on this target.<sup>2</sup>

## BUILT ENVIRONMENT

The London Olympic Park was designed to be the most accessible to date.<sup>3</sup> However, research by Darcy et al (2014) found that volunteers with disabilities were unsatisfied with transport support, and those requiring hearing or vision support were less than happy with the support received.<sup>4</sup> Darcy et al concluded that while access and inclusion are well understood concepts, this didn't replicate to sufficient support for volunteers with disability in practice.<sup>4</sup>

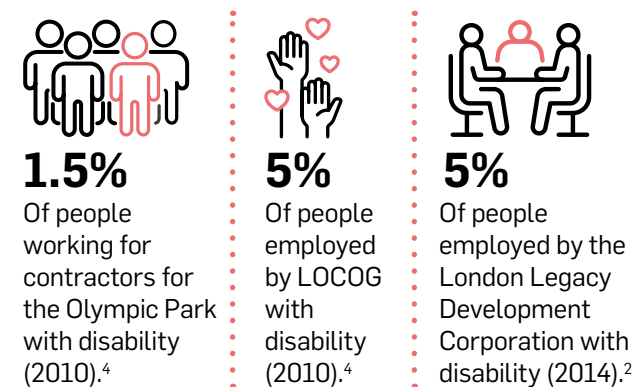
## LASTING LEGACY EFFECTS

The *London 2012 Legacy Action Plan (2008)* had no mention of legacies for people with disability, until its revision in 2010 that included a headline ambition to promote disability employment opportunities.<sup>5</sup> Employment of people with disability, particularly the Channel 4 campaign, was limited to the Paralympics rather than being integrated across the Games.

Research on the success of the Games and legacy for people with disabilities is varied. In July 2013 a

**The training, development and employment of people with disability needs to use the Games as momentum, not as a point in time event.**

Disability Employment Conference was held to launch the 'disability confident' campaign that reached over 1,100 employers and aimed to encourage employers to become more confident about employing people with disability.<sup>6</sup> In 2018, nearly one million more people with disabilities were in employment compared to 2013.<sup>7</sup> However, a review conducted in 2022 highlighted that people with disability are still impacted by inequalities, including employment.<sup>7</sup> Researcher Lynn Minnaert reported in 2013 that most employment in the lead up to the Games and during the Games was very short-term.<sup>8</sup>



## LEARNINGS

- 1 The employment of people with disabilities is equally important for the Olympic Games and should not only be a focus for the Paralympic Games.
- 2 Legacy planning for people with disabilities needs to be included from the beginning as part of the overall legacy planning or will be difficult to achieve.
- 3 Employment and training programs can deliver good outcomes and employment opportunities but need to have a long-term focus beyond the Games.

# GOLD COAST 2018 COMMONWEALTH GAMES

## SIZE

- 4,426 athletes + 300 para-athletes + 1.06 million spectators
- 1,500 staff + 35,000 contractors + 15,000 volunteers



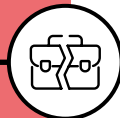
## GOLD COAST POPULATION

- Pre-event: 481,569 (2008) – 589,101 (2017)
- During: 602,443 (2018)
- Post event: 614,435 (2019) – 647,078 (2022)



## GOLD COAST UNEMPLOYMENT RATES

- Pre-event: 6.01% (2011) – 5.15% (2017)
- During: 4.40% (2018)
- Post event: 6.13% (2019) – 3.65% (2021)



## EVENT CONTEXT

The 2018 Commonwealth Games were held in Gold Coast, Queensland Australia between the 4th and 15th April 2018. GC2018 was the largest para-sport program in Commonwealth Games history.<sup>1</sup> It was the fifth time Australia had hosted the Commonwealth Games. Athletes from 71 Commonwealth Games Associations took part in 18 different sports across seven venues (4 para-sports).

The Gold Coast Commonwealth games (GC18) boosted the Queensland economy by \$2.4 billion (from 2013 to 2022) after the costs were deducted. GC18 will be held in the same state as the Brisbane 2032 Olympics and was of a similar scale.





## PROCUREMENT

GC18 was guided by the *Forward Procurement Plan for the Gold Coast 2018 Commonwealth Games* put together by the Queensland Government and underpinned by the *Queensland Procurement Policy (QPP)* and the *Queensland Charter of Local Content*.

The *Forward Procurement Plan* and *Queensland Charter of Local Content* had no mention of disability but did highlight 'societal benefits' from procurement. The QPP also had no explicit mention of disability but did require compliance with *Disability Discrimination Act 1992* and disability standards.

## EMPLOYMENT

GC18 developed initiatives to support the training and development of Aboriginal and Torres Strait Islander businesses and employees. This was reported as being very successful with more than \$10 million Games-related contracts secured by Aboriginal and Torres Strait Islander businesses.<sup>2</sup>

Whilst there was no specific initiative for disability employment, initiatives supporting Aboriginal and Torres Strait Islander people demonstrates the success that targeted procurement initiatives, training, and development can have in increasing

the employment of people in minority groups. By focusing on both procurement to address employer and workforce barriers as well as training and development to address employee barriers, the initiative was successful.

## BUILT ENVIRONMENT

The GC2018 Post Games report claimed that the inclusion of people with disability went beyond the para-athletes competing, providing accessible venues and spectator experience for everyone.<sup>3</sup> However, a common criticism of the Games was that transport to and from the venues was not accessible for all people. This included gravel car parks<sup>4</sup> and trains that did not enable people in wheelchairs to access toilets or move between carriages.<sup>5</sup>

Further research found that the para-athlete experience of *The Village* was marginalized due to lack of volunteer knowledge, volunteers' language, implied indifference of staff, and social spaces designed without regard for human variation.<sup>7</sup> In contrast, the Village Green was notably welcoming and inclusive with pianos, casual dining sites, and diverse seating options.

## LASTING LEGACY EFFECTS

The *Embracing our Games Legacy* strategy identified that success would include that 'Queenslanders' value and embrace diversity,' however there is no specific mention in the legacy strategy for lasting societal and employment outcomes for people with disability.<sup>6</sup>

GC18 resulted in more accessible infrastructure upgrades, improvements to accessible tourism and showcased athletes with disability participating in events alongside athletes without disability. The integrated model of competition means that para-athletes and able-bodied athletes are afforded the same rights, privileges and responsibilities, complete concurrently, and medals won are included together in the medal count.<sup>7</sup>

While not directly related to employing people with disability it is step in the right direction in improving visibility and equity for people with disability. However, future Games must focus on integration rather than assimilation to ensure para-athletes' distinctiveness is celebrated through appropriate representation, products, services, communications, and marketing.<sup>8</sup>

## LEARNINGS

- 1** Procurement and training initiatives for Aboriginal and Torres Strait Islander people were considered very successful. Similar initiatives can be developed for people with disability.
- 2** Data availability and transparency is crucial for monitoring and reporting on the success of an event, as well as learnings for future events.
- 3** Accessibility should not be focused on venues alone. A connected built environment should facilitate inclusive and accessible transport routes, public spaces, employment spaces, athletes' village, and connection to home.

# TOKYO 2020 OLYMPIC AND PARALYMPIC GAMES



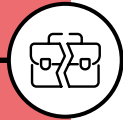
## SIZE

- 11,00 olympians + 4,403 paralympians + 20,000 spectators
- 150,000 jobs + 80,000 volunteers



## TOKYO POPULATION

- Pre-event: 36.9 mill (2010) – 37.4 mill (2019)
- During: 37.4 million (2020)
- Post event: 37.3 mill (2021) – 37.2 mill (2023)



## TOKYO UNEMPLOYMENT RATES

- Pre-event: 5.07% (2010) – 2.35% (2019)
- During: 2.80% (2020)
- Post event: 2.80% (2021) – 2.64% (2022)



## EVENT CONTEXT

The Tokyo 2020 Summer Olympics were originally scheduled for 2020 but postponed as a result of COVID to 23 July to 8 August 2021. The paralympic games were held between the 24 August and 5 September 2021. The Tokyo 2020 Summer Olympics consisted of 33 sports and the Paralympics of 22 sports. Spectators were limited due to the ongoing threat of COVID at the time. This resulted in an overall loss to the Tokyo economy.





## PROCUREMENT

The Tokyo 2021 Summer Olympics and Paralympics' Sustainable Sourcing Code considered environmental practices, human rights, and responsible labour practices. It ensured procurement met relevant international agreements and codes of conduct.

Whilst the Code was focused on environmental sustainability, the Code stated that procurement should give due consideration to stimulating employment of persons with disability, creating a barrier-free workplace environment, and using products produced by persons with disability receiving vocational aid, to encourage participation in economic and social activities.

The Tokyo 2021 Summer Olympics and Paralympics also partnered with the International Labour Organisation to advance socially responsible labour practices amongst the Games' delivery partners (including sponsors, suppliers, and licensees). The partnership included collaborative activities such as raising awareness through events, good practices, providing technical assistance, and developing tools to support Games' delivery partners.

## EMPLOYMENT

In 2020, The Tokyo Metropolitan Government set a target to increase the number of employed people with disabilities in the Tokyo Municipality by 40,000 by FY2024.<sup>1</sup> In 2020 the number of people with disability in employment was 211,000 and increased by 9,000 in 2021 to 220,000.<sup>2</sup> Between 2018 and 2021 the employment rate of people with disability in businesses of more than 43.5 employees increased from 2.05% to 2.20%.<sup>2</sup>

Japan has a comparatively narrow definition for disability as "persons who are continuously subject to substantial limitations of daily and social living due to physical, intellectual or mental disabilities,"<sup>3</sup> and therefore only 6% of the total population are recorded as having a disability.<sup>3</sup> This means that the definition and reporting of people with disability in Japan may not accurately represent the lived experience.

Japan has a disability employment quota. However, research by Tadashi Kudo in 2010 found that some companies prefer to pay a penalty rather than meet the quota.<sup>3</sup> Between 1993 and 2009 the percentage of companies not meeting the quota increased from 49% to 55%, and in 2022 only 48.3% of businesses met the legal requirement.<sup>4</sup> In addition, the quota system does not capture or advocate for the employment experiences of people with disability and low wages and underemployment are still an issue.

## BUILT ENVIRONMENT

The Tokyo National Stadium was designed with input from people with disability for people with both intellectual and mental disabilities. Tokyo also supplied fully dedicated buses for people in wheelchairs, rather than standard buses with a small number of spaces for wheelchairs.<sup>5</sup>

## LASTING LEGACY EFFECTS

A Tokyo 2021 legacy indicator was "Participation and Cooperation," with an initiative on establishing a culture of volunteering, achieving an inclusive society where everyone supports each other. A Tokyo Government survey found 96% of participants expressed their willingness to continue volunteering post the games.<sup>6</sup>

In 2023, Japan required companies with more than 300 employees to have 2.5% of their workforce registered as disabled. This will increase to 2.7% by 2026. However, a news article reported some companies choose to pay fines rather than give employment to people with disabilities.<sup>4</sup>

For Australians, the Tokyo Games were the first in which Paralympic medalists were paid rewards equivalent to their Olympic counterparts for reaching a podium.<sup>7</sup>

## LEARNINGS

- 1** Establishing current state baseline data, and then monitoring and reporting of disability employment is fundamental to ensuring robust strategic legacy.
- 2** A volunteering focus created a supportive and positive culture of participation and cooperation for the Games. More could be done to ensure the inclusion of people with disability within a strong culture of volunteering.
- 3** Targets for employment of people with disability need to be implemented in partnership with the private sector to build their capacity in being able to meet legislated requirements.

# 2023 FIFA WOMEN'S WORLD CUP



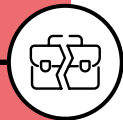
## SIZE

- 180 athletes + 355,000 spectators
- 107 full time jobs + 1,200 volunteers



## BRISBANE POPULATION

- Pre-event: 2,143,000, (2013) – 2,472,000 (2022)
- During: 2,505,000 (2023)
- After: NA



## BRISBANE UNEMPLOYMENT RATES

- Pre-event: 5.7% (2013) – 6.0% (2017)
- During: 4.3% (2023)
- After: NA



## EVENT CONTEXT

The 2023 FIFA Women's World Cup was held in cities across Australia and New Zealand between the 20 July to August 2023. It was the ninth time the event had been held and involved teams from 32 countries. The 2023 FIFA Women's World Cup was estimated to lift the Australian and New Zealand economies by \$7.6 billion increased revenue.

The 2023 FIFA Women's World Cup had eight matches held in the same state as the Brisbane 2032 Olympics. It was estimated more than 40,000 out-of-state and international visitors visited Brisbane for the 2023 FIFA Women's World Cup.





## PROCUREMENT

Procurement was guided by FIFA's 2023 Sustainability Strategy which aligned to social, economic, and environmental priorities in Australia and Aotearoa New Zealand. It covered key topics including accessibility, safeguarding, human rights, workers' rights, gender equality, health, climate action, waste minimisation, green buildings, and procurement.<sup>1</sup> No disability procurement targets or initiatives were made.

## EMPLOYMENT

The 2023 FIFA Women's World Cup human rights policy, underpinned by the UN Convention on the Rights of Persons with Disabilities, acknowledged the potential adverse impacts FIFA tournaments can have on the human rights of people in specific groups, including those with disability.

In 2021, a risk assessment of human rights for the tournament was conducted and involved the input of four disability organisations across Australia and New Zealand.<sup>2</sup> It highlighted the need to increase visibility of the needs of and opportunities for participation by disabled people in all areas associated with the

tournament. As a result, FIFA implemented support for spectators with visibility, a volunteer program inclusive and open to all abilities, accessibility training for all volunteers, and a channel to report any human rights concerns.<sup>3</sup>

On the walk out for a final group stage match, the Matildas were accompanied by children from disability support services What Ability, who played an important role in easing pre-match anxiety. FIFA World Cup's Unity Pitch allowed community groups to showcase football in many forms, including an amputee football match in Sydney. Numbers of volunteers and employees with disability were not reported.

## BUILT ENVIRONMENT

Delivering accessible built environments focused on spectators rather than employees or volunteers. Several categories of accessible tickets were available with options for wheelchair users, visitors needing space for guide dogs and mobility devises, and tickets for people with limited mobility close to entries and amenities. However, accessible tickets were limited to only two seats, not allowing families

or groups of friends to sit together, due to the ticketing system deployed by FIFA.<sup>4</sup>

An audio-descriptive commentary for blind and partially-sighted visitors was provided for the first time. Induction loops and interpreters were available in some stadiums for deaf spectators.

Only one sensory room was available in Stadium Australia in Sydney and Eden Park in Auckland. Ayden Shaw, Non-Executive Director of Disability Sports Australia noted it was unfortunate there were no standard guidelines for major event accessibility.<sup>5</sup>

## LASTING LEGACY EFFECTS

Hosting the FIFA World Cup exposed Australia and New Zealand to the pinnacle of women's sport, many of whom are from the LGBTIQ+ community. The Matildas' success changed Australians' perception of women's sport and have become role models for many. Women's participation in sport is expected to increase but requires population-level monitoring. The visibility of the Matildas can be used as an exemplar to motivate changes in other sporting areas, such as advocating for people with disability.<sup>6</sup>

## LEARNINGS

- 1** Built environments need to provide equitable – not just accessible – experiences for visitors, staff, and volunteers. Standard guidelines for major event accessibility should be developed with people with disability.
- 2** Population-level data and monitoring of participation in sport before, during, and after mega-events is required to understand lasting legacy effects. Data and monitoring is required to understand the participation, employment and procurement outcomes for people with disability.
- 3** Maintaining a sport participation legacy requires visibility, role models, and inspiration as well as coordinated cross-sectoral planning and sustained investment in structural, socioeconomic, and environmental facilitators of activity.

# PARIS 2024 OLYMPIC AND PARALYMPIC GAMES



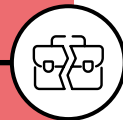
## SIZE

- 10,500 olympians + 4,400 paralympians + 9.7 million spectators
- 150,000 jobs + 31,500 volunteers (including 3,000 with a disability)



## PARIS POPULATION

- Pre-event: 10.7 million (2014) – 11.2 million (2023)
- During: NA
- After: NA



## PARIS UNEMPLOYMENT RATES

- Pre-event: 7.5% (2014) – 7.4% (2023)
- During: NA
- After: NA



## EVENT CONTEXT

The Paris 2024 Summer Olympics will be held in Paris and 16 other cities across France. It is scheduled to take place from the 23 July to 11 August 2024 and will include 32 sports. The 2024 Summer Paralympics will be held later, from 28 August to 8 September 2024 and will include 22 sports.

The Paris 2024 Olympic and Paralympic Games is estimated to generate €10.7 billion in economic benefits and create more than 150,000 jobs. It is estimated the Games will purchase roughly €2.5 billion worth of goods and services.





## PROCUREMENT

The organisers of the Paris 2024 Olympic and Paralympic Games are striving to use the Games to foster economic development, reduce inequalities and promote employment.

The Paris 2024 Olympic and Paralympic Games is upheld by a responsible purchasing strategy that applies to all public procurement.<sup>1</sup> It emphasises five commitments for contracts procured that includes integrating the employment of people with disability and collaborating with the disability sector.

The 2018 Social Charter underpins the purchasing strategy and aims to create jobs and career paths for vulnerable groups.<sup>2</sup> It has job strategies to help get vulnerable groups into employment including, reserving 10% of jobs for people far from employment, opportunities for candidates to show soft skills in an informal setting before an interview, and work experience and training schemes for junior candidates.

France requires employers with 20 or more workers to hire at least 6% people with disability and the 2024 Games is aiming to meet or exceed this target.<sup>3</sup>

## EMPLOYMENT

The Paris 2024 Olympic and Paralympic Games includes a Human Rights Strategy which complies with the international agreements and treaties approved by France, current national laws and regulations and the standards and core principles recognised at the international level.<sup>4</sup> The strategy includes several focal points related to employing people with disability, including enabling accessibility for all, integrated inclusion in all Games activities and employing a diversity of people and newcomers to the employment market.

Paris 2024 aims to set aside 10% of the hours worked on future contracts for people of vulnerable groups, including people with disability.<sup>2</sup> The success of this strategy should be considered ahead of the Brisbane 2032 Games.

## BUILT ENVIRONMENT

Environmental sustainability is a core part of the Paris 2024 Olympic and Paralympic bid. A key strategy in minimizing environmental impact is to use 95% existing or temporary venues dispersed throughout the city and reduce the number of new build projects.<sup>5</sup> Blind football is planned to be held in a temporary venue in front of the Eiffel Tower and the River Seine is being cleaned to host swimming events, which the public can use after the Games.<sup>6</sup>

A dedicated transfer service for spectators using wheelchairs will be provided separately to public transport. This has generated criticism that temporary improvements are a missed opportunity for lasting change in more accessible public transport for the city.<sup>7</sup> The success and implementation of these strategies for connectivity and accessibility between venues should be considered ahead of the Brisbane 2032 Games. With a focus on pedestrian- and cyclist-friendly infrastructure, it remains to be seen whether people with disability will be equitably designed for.

## LEARNINGS

**1** Olympic and Paralympic rhetoric often cannot live up to the reality of what will be delivered. Priorities should include people with disability to ensure true uplift and real lasting legacy is possible.

**2** Retrofitting existing venues should ensure equitable access and experience for staff, volunteers, athletes, and spectators with disability.

**3** Connectivity and accessibility between venues should be reviewed post-Games to understand lessons for Brisbane for both during the Games and for their legacy.

# **OPPORTUNITIES & RECOMMENDATIONS**

# RECOMMENDATIONS

Change takes time and investment. Recommendations acknowledge that we must start work now. Grouped under three vision statements, recommendations first test, pilot and support the vision, second set a benchmark for the 2032 Games, and third use this benchmark to frame a legacy for a new business-as-usual across the ecosystem of employment services and sectors:



**1** BY 2028, FOUNDATIONS ARE PREPARED AND TESTED TO IMPROVE EMPLOYMENT OUTCOMES FOR PEOPLE WITH DISABILITY DURING THE GAMES.



**2** BY 2032, THE BRISBANE OLYMPIC AND PARALYMPIC GAMES HAVE SET AND ACHIEVED CLEAR AND MEASURABLE TARGETS FOR DISABILITY EMPLOYMENT, PROCUREMENT, AND VOLUNTEERING.



**3** BY 2042, PEOPLE WITH DISABILITY HAVE MORE OPPORTUNITY FOR MEANINGFUL EMPLOYMENT WITHIN A CONNECTED AND SUPPORTIVE EMPLOYMENT ECOSYSTEM.

The foundation of “nothing about us without us” underpins the recommendations. People with disability must lead, or be engaged and included, in the creation, implementation and review of all policies, procedures, or strategies. This approach should be tailored for the intersection of disability with other aspects of identity, including for First Nations people with disability and people from culturally and linguistically diverse (CALD) backgrounds with disability. Co-design is imperative to improve accessibility, inclusion, and wellbeing, as people with disability have expertise and lived experience across sport, housing, transport, infrastructure, employment, tourism, volunteering, public services, and health.

**It's important for people with disability to be included from the start as we know the answers and we have the solutions.**

*a participant with disability quoted in the QDN Members Visioning Forum.<sup>1</sup>*

# THE RUNWAY TO GOLD



**1** BY 2028, FOUNDATIONS ARE PREPARED AND TESTED TO IMPROVE EMPLOYMENT OUTCOMES FOR PEOPLE WITH DISABILITY DURING THE GAMES.

## 1.1 ENSURE A PLACE AT THE DECISION-MAKING TABLE FOR PEOPLE WITH DISABILITY

Actions	Commit to ensuring places are retained for people with disability in decision-making positions, not to the side where influence cannot be made.
Champion	Brisbane 2032 Coordination Office in partnership with Paralympics Australia, Oceania Paralympic Committee, Queenslanders With Disability Network, and Australians with Disability Network.
Why?	Ensuring people with disability have a say in decision-making processes helps to achieve the full participation and equalisation of opportunities for, by and with people with disability. The motto “Nothing About Us That We Don’t Lead” captures the principle of leadership, participation, and involvement of people with disability in the planning of strategies and policies that affect their lives. Appropriate governance is not only a matter of fairness and inclusivity, but is essential for ensuring that policies, programs, and services are effective, equitable, and responsive to the needs of all individuals, thereby having wider community impact.
Alignment	The UN Convention on the Rights of Persons with Disabilities General Obligation 3 requires close consultation with and active inclusion of people with disability in decision-making processes related to them. <sup>1</sup> Safeguarding community voices is the first strategic priority area of the Voice of Queenslanders report. <sup>2</sup> QDN members want to see people with disability at the table in positions of leadership for the Games and legacy work. <sup>3</sup>

# THE RUNWAY TO GOLD

## 1.2 CREATE A STEERING COMMITTEE TO ENSURE THE GAMES' INCLUSIVE EMPLOYMENT AND VOLUNTEERING TARGETS ARE APPROPRIATE, MANDATED, MONITORED AND ACHIEVED

Actions	<p>The steering committee can provide strategic oversight to ensure targets are appropriate, relevant, equitable, and able to be achieved and should have the authority to set mandates and allocate resources.</p> <p>The committee should consist of key stakeholders with lived experience of disability across the key Games' sectors, paid for their time, to ensure Games' targets and initiatives are co-designed with people with lived experience of disability. In addition, the committee should include academics with expertise in this space (particularly those with disability), human resourcing professionals, and employer and business representatives to provide perspective on the impacts to small and large business.</p> <p>The committee should assess risks associated with target attainment, develop mitigation strategies to address potential obstacles, look at disincentives (such as loss of pension, particularly for short term employment), and may undertake stakeholder engagement or commission research.</p>
Champion	<p>Brisbane 2032 Coordination Office in partnership with Paralympics Australia, peak bodies for disability, and key employment stakeholders.</p> <p>Support and include Oceania Paralympic Committee as key neighbours.</p>
Why?	<p>A steering committee plays a vital role in ensuring that targets are set appropriately and effectively monitored, supported, and achieved to drive success and meet the Games legacy vision.</p>
Alignment	<p>QDN members want to see people with disability at the table in positions of leadership for the Games and legacy work.<sup>1</sup> The Brisbane 2032 bid theme "Engage the World" aims to be a good and supportive neighbour in Oceania and theme "Great Partnership and Good Governance" aims to agree legacy objectives with all partners and align decision making and resourcing to achieve these.<sup>2</sup></p>

## 1.3 PREPARE A DISABILITY EMPLOYMENT AND VOLUNTEERING STRATEGY AND IMPLEMENTATION PLAN FOR THE GAMES

Actions	<p>Coordinate an ecosystem approach to enhance employment participation of people with disability across public, private, and non-profit sectors. Develop a <i>Games Disability Employment and Volunteering Strategy and Implementation Plan</i> as a best practice approach and benchmark to develop the legacy by setting and mandating explicit targets. Engage with people with disability early about employment and volunteering and barriers and opportunities. Invest in training and development programs tailored to the needs of people with disability so they can enhance their skills and employability, both during and after the Games.</p>
Champion	<p>Games' Disability Steering Committee (Recommendation 1.2).</p>
Why?	<p>Setting employment targets is critical in meeting strategic goals but must be supported by implementation support such as engagement, capacity building, pilot programs, and monitoring – all steps are essential for successful change.</p>
Alignment	<p>QDN members advocate for working across government and industry to identify targets for employment of people with disability as part of the Games delivery.<sup>1</sup></p>
Exemplar	<p>The London 2012 Olympic Delivery Authority (ODA) published an Equality and Diversity Strategy and Disability Equality Scheme to implement employment and training programs for volunteering as a training pathway to employment and to develop partnerships with organisations to provide pathways for people with disability to improve skills and apply for jobs in construction, media, and other areas.<sup>3</sup></p>

# THE RUNWAY TO GOLD

## 1.4 DEVELOP AND FUND CAPACITY BUILDING INITIATIVES AND PILOT PROGRAMS TO INCREASE EMPLOYMENT OF PEOPLE WITH DISABILITY IN KEY SECTORS

Actions	Government leads the way in developing and funding capacity building and pilot employment programs across key Games sectors of sport, hospitality/tourism, media/creative industries, and government. This may include expanding and developing existing successful pilot programs. Work with sector leaders and consultants with disability to consolidate learnings and set achievable employment targets for the Games' Disability Employment Strategy and Implementation Plan (see recommendation 1.3). Leverage legacy outcomes by embedding longer term employment roles for people with disability.
Champion	State and Federal Government in partnership with key sector businesses. Colleges and universities in partnership with Access Consultants Association (ACA) to develop dedicated pathways for people with disability to become access consultants who can be employed to advise on the Games delivery.
Why?	Setting employment targets is critical in meeting strategic goals but must be supported by implementation support such as engagement, capacity building, pilot programs, and monitoring – all steps are essential for successful change
Alignment	QDN members recommend working across Government and industry to identify targets for employment of people with disability as part of the Games delivery. <sup>1</sup> Members also recommend identifying employment pathways and opportunities for people with disability as inclusion consultants to engage in paid employment across all stages of planning, design, delivery, and user testing (including QDeNgage). <sup>1</sup>
Exemplar	Feros Care is a capacity building organisation that works in collaboration with people with disability and alongside peak bodies and organisations to co-design and influence social policy and promote inclusivity within communities. <sup>2</sup>

## 1.5 MANDATE DISABILITY PROCUREMENT TARGETS IN Q2032

Actions	<p>Include criteria to assess all procurement in Buy Queensland for disability employment and spending. Develop an evaluation framework to inform procurement decisions, including each tendering organisation to detail for their business: targets set for employment of people with disability, a Disability Inclusion Plan (or plan to develop one), levels of engagement/participation in disability businesses as part of contract delivery, disability inclusion training and awareness, and data collection and reporting on disability inclusion efforts such as the number of employees with disability, retention rates, and accommodation requests.</p> <p>Ensure all public ICT procurement in Queensland complies with AS EN 301 549:2020 Accessibility requirements for ICT products and services.</p> <p>Demonstrate inclusion of people with diverse disability through co-design and user testing in the planning, design, and evaluation of projects, services, products, or environments for Games tenders and tender processes.</p> <p>Understand achievable procurement targets together with people with disability. Mandate annual targets for the volume and value of contracts to be awarded to disability enterprises. Collaborate with industry and stakeholders to build capacity in meeting procurement targets.</p> <p>Ensure that business owners with disability, social enterprises, and other equity groups running small businesses are encouraged through Games procurement. Procurement should help small businesses led by people with disability imagine opportunities.</p>
Champion	Queensland Government Department of Energy and Climate in partnership with Games' Disability Steering Committee (Recommendation 1.2) and the Department of Employment, Small Business, and Training's Small Business Procurement Officer for the Games.
Why?	To ensure that inclusive products and services are being purchased.
Alignment	QDN members wish to see inclusive practices around procurement of services, products, and infrastructure that start with accessibility and inclusion principles by developing and implementing inclusionary procurement standards in government Games contracts. <sup>1</sup>

# THE RUNWAY TO GOLD

## 1.6 IMPROVE SPECIFIC DISABILITY EMPLOYMENT SERVICES FOR YOUNG PEOPLE AND SCHOOL LEAVERS

Actions	Develop and enhance services and initiatives for young people and school leavers with disability find meaningful, long-term employment including training and professional development opportunities.
Champion	State Government in collaboration with Disability Reform and Implementation Interdepartmental Committee to develop a graduate program specifically for people with disability. Schools and universities to develop opportunities linking students with disability to career pilots with key sector businesses and access consulting.
Why?	Part- and full-time employment are associated with improvements in mental health of people with disability, particularly for young people. <sup>1</sup> However, younger people with disability (15-24) experience a significantly higher underemployment rate and support for young people and school leavers have been identified as a significant gap in the Disability Employment Services (DES) program.
Alignment	Good Sammy Enterprises criticised DES as having limited opportunities for school leavers with disability and the focus on short-term employment resulted in negative impacts on career progression and skills development in the long term. <sup>2</sup>
Exemplar	School Leaver Employment Supports (SLES) provides targeted funding to train and equip young people, particularly school leavers, with disabilities. <sup>3</sup> The program focuses on long-term employability skills such as resume writing, interview skills, and workplace communications. Of the 817 participants who exited employment supports in 2021, 33% (265 participants) achieved an employment outcome, 27% of which resulted in open employment. <sup>4</sup>

## 1.7 DELIVER TARGETED DEVELOPMENT AND GROWTH PROGRAMS FOR SELF-EMPLOYERS AND ENTREPRENEURS WITH DISABILITY

Actions	Support entrepreneurs with disability with start-up funding, information, mentoring, and networking programs and review government policies such as CentreLink, NEIS, and NDIS to ensure they support, rather than hinder, entrepreneurialism. Develop an accelerator program for people with disability to build business capability as self-employers and entrepreneurs, including microbusinesses, access micro-credentialing and linking to skills-based programs. Establish mechanisms for entrepreneurs with disability to connect, develop peer to peer mentoring, and be linked with development and learning opportunities and mentors from across the broader business community.
Champion	Universities to develop micro-credentialling, mentoring, and networking in partnership with key sector businesses for core skills and information on entry level to small business. Colleges and universities to develop dedicated, supported pathways for people with disability to become access consultants. Larger companies to review their procurement processes and include businesses led by people with disability as part of social enterprise principles.
Why?	To overcome barriers, many people with disability turn to entrepreneurialism or self-employment. The Games can draw on this trend to scale and achieve a well-functioning and supportive ecosystem for people with disability with safe and viable pathways to self-employment.
Alignment	Researchers at the University of Technology Sydney's Business School advocate for the support of people with disability with micro-enterprises, self-employment and entrepreneurship. <sup>5</sup>
Exemplar	Enabled.vip is an online capacity building service to assist Australians with disability to pursue their entrepreneurial potential by establishing and operating a business, a gig-based service, or making money from a hobby/craft funded by NDIS. <sup>6</sup> Griffith University has pioneered the Inclusive Voices program, a gig-based system that enables people with disability to take on research work, <sup>7</sup> and Citizen Researcher Essentials, a short course enabling people to participate in citizen research. <sup>8</sup>

# THE RUNWAY TO GOLD

## 1.8 HOLD A PRE-GAMES CONFERENCE TO ACTIVATE THE RESEARCH NETWORK AND DEVELOP LEGACY PLANNING

Actions	Hold a pre-Games conference to activate the research network, have better data collected earlier, establish benchmark targets and legacy objectives, and mandate data reporting requirements. Conference should be led by people with disability and include sessions for young people to share their experiences and develop their leadership capacity. Ensure the conference is accessible, including with Auslan interpreters.
Champion	Government leads the way by partnering with universities, researchers, disability organisations, Games organising committee, IOC, ABS, Queensland Disability Research Network, the National Disability Data Asset, and other stakeholders to set research agenda and design data capture, monitoring, and review for the Games disability employment legacy.
Why?	Data and monitoring is required to understand the long-term participation, employment, and procurement outcomes for people with disability and develop actions to continually improve outcomes.
Alignment	QDN members want to work together with a long-term vision to ensure Queensland is an inclusive community for all and build the capacity of people with disability as leaders to be informed and connected to lead and influence the agenda and outcomes. <sup>1</sup> A critical part of this is to ensure people with disability are front and centre, telling their story and the story of people with disability.
Exemplar	The Victorian Government has mandated the evaluation of all programs to generate information that is credible and useful for decision making and program improvement processes, systematically considering output relevance and price appropriateness. <sup>2</sup> Evaluation planning should start at the initial stages of developing a policy or program business case.

## 1.9 ESTABLISH AND SUPPORT BUSINESS CHAMPIONS LEADING INCLUSIVE EMPLOYMENT PRACTICES

Actions	Identify key organisations as exemplar employers of people with disability. Gain support from senior leadership for the establishment of business champions within the organisation who can lead diversity and inclusion networks and initiatives. Provide training, support and resources to drive change and recognise and reward contributions of businesses meeting targets. Support organisations to move beyond silos and share knowledge and action on disability employment.
Champion	State government leads the way. Disability advocacy organisations and local businesses foster partnerships to facilitate the recruitment and retention of people with disability.
Why?	Champions and value-based leaders have an important role within organisations and across community to raise awareness, foster a sense of belonging, and increase engagement, productivity, and team outputs.
Alignment	Under <i>Queensland's Workforce Strategy Action Plan 2022–2025</i> , the Industry Workforce Advisor program provides workforce planning assistance to employers, enabling them to address workforce challenges, diversify their workforces, and support business and workforce growth. <sup>3</sup>
Exemplar	Awards programs such as the Australian Small Business Champion Awards and Australian Women's Small Business Champion Awards can help to highlight businesses and entrepreneurs that achieve excellence, and could be expanded to include leadership in inclusive employment practices.

# THE RUNWAY TO GOLD

## 1.10 WORK WITH INDUSTRY TO BUILD UNDERSTANDING AND ACCEPTANCE OF INCLUSIVE EMPLOYMENT PRACTICES

Actions	Collaborate with industry to develop training programs and resources to help businesses understand the benefits of disability inclusion and learn how to create accessible and inclusive workplaces, including inclusive recruitment. Facilitate partnerships between industry stakeholders, disability advocacy organisations, and service providers to share best practices, resources, and expertise. Work with industry representatives to develop and implement policies that promote disability inclusion in the workforce and offer financial incentives to encourage businesses to hire and retain employees with disability.
Champion	State and Federal Government in partnership with Access Consultants Association and peak disability organisations. Disability advocacy organisations and local businesses partner to facilitate recruitment and retention of people with disability.
Why?	Industry involvement in creating training programs and resources for disability inclusion enhances their relevance, credibility, and effectiveness, leading to more inclusive workplaces and fostering a culture of diversity and acceptance. Industry stakeholders have valuable expertise and understand the specific challenges and opportunities relating to disability inclusion within their business and industry and can tailor training materials to address these issues.
Alignment	Under <i>Queensland's Workforce Strategy Action Plan 2022–2025</i> , the Industry Workforce Advisor program provides workforce planning assistance to employers, enabling them to address workforce challenges, diversify their workforces, and support business and workforce growth. <sup>1</sup>
Exemplar	The IncludeAbility project aims to increase access to meaningful employment opportunities for people with disability. As part of their career program pilots, IncludeAbility provided disability rights and employment confidence training to managers and staff to ensure they were adequately prepared and trained to participate. <sup>2</sup>

## 1.11 ENSURE PEOPLE WITH DISABILITY INFORM THE CAPTURE, MONITORING, AND REVIEW OF DATA ON EMPLOYMENT PARTICIPATION OF PEOPLE WITH DISABILITY

Actions	Capture data before, during, and after the Games on employment and participation of people with disability to feed back into policies, strategies, and plans. Prioritise grant funding for people with disability as lead or co-researchers. Collaborate to address unemployment, underemployment, job security, job satisfaction, and self-employment and use initial research projects as pilots or prototypes for national approach that can be rolled out after the Games.
Champion	Government leads the way by partnering with universities, researchers, disability organisations, Games organising committee, IOC, ABS, Queensland Disability Research Network, the National Disability Data Asset, and other stakeholders to set research agenda and design data capture, monitoring, and review for the Games disability employment legacy.
Why?	Impact cannot be measured and learning cannot be developed without accurate data capture, monitoring, or review. This should be led by people with disability as they are experts in knowing what their needs are, and policies, procedures, regulations, and strategies should not be created for anyone without explicit input from the impacted population.
Alignment	QDN members want to ensure that 'user testing' by people with disability is part of the planning and design phases before products, infrastructure, services, or policies are delivered and feedback is taken on board and incorporated. <sup>3</sup>
Exemplar	The Queensland Disability Research Network (QDRN) unites disability researchers from Queensland universities and promotes cross-sectoral collaboration for disability research in Queensland. <sup>4</sup> One key QDRN objective is to build employment and career pathways for researchers with disability to progress to leadership roles in the research sector and to ensure the voice of disability is at the forefront of all research.

# RAISING THE BAR



2

**BY 2032, THE BRISBANE OLYMPIC AND PARALYMPIC GAMES HAVE SET AND ACHIEVED CLEAR AND MEASURABLE TARGETS FOR DISABILITY EMPLOYMENT, PROCUREMENT, AND VOLUNTEERING.**

## 2.1 ENSURE THE GAMES' BUILT ENVIRONMENT PROVIDES AN EQUITABLE EVENT EXPERIENCE FOR ALL

Actions	Set a clear and measurable standard for built environment accessibility and equitable experience for all athletes, workers, volunteers, spectators, visitors, and locals including venues, public spaces, transport connections involved in the Games, and retrofitting existing spaces. All premises, infrastructure, services, and products should be universally designed. The industry benchmark for Games' venues can be implemented in subsequent Games and rolled out across Australia. Set a target for all housing built as part of the Athletes Village to allow for universal access. Audit the transport ecosystem used in the Games for the adaptation required for equitable experience for all user abilities and identify opportunities for the broader transport ecosystem across Brisbane as a legacy outcome.
Champion	Government leads the way in partnership with Australian Institute of Architects, Master Builders Queensland, Access Consultants Association (ACA), peak disability organisations, and Tourism Australia.  Colleges and universities to develop dedicated, supported pathways for people with disability to become access consultants who can be employed to advise on the Games delivery in partnership with ACA.
Why?	The Games represent an opportunity for inclusive and accessible spaces that encourage and enable people with disability to participate as athletes, spectators, workers, and volunteers, but also deliver ongoing legacy for all residents and visitors, positioning Queensland as the most accessible destination of choice for tourism into the future.
Alignment	<i>A City for Everyone: Inclusive Brisbane Plan 2019-2029</i> outlines a vision of an inclusive city where everyone is valued, respected, participates and has the same opportunities for travel, work, lifestyle, enjoyment, and connection. <sup>1</sup> QDN members advocate for the Games' infrastructure, facilities, and services to be co-designed, planned, and delivered with people with disability from the beginning. <sup>2</sup> This would help achieve a legacy of world class accessibility and inclusion across sport, housing, transport, infrastructure, employment, tourism, volunteering, public services, and positively influence the health and wellbeing outcomes for all Queenslanders.
Exemplar	Already underway, the Hopkins Centre and Cross River Rail co-design process is the gold standard for major infrastructure projects and should be incorporated into the delivery of all infrastructure. <sup>3</sup> The Melbourne Cricket Ground (MCG) provides accessible entrances, seating, bathrooms, a sensory friendly space, and supports the Hidden Disabilities Sunflower, a system to discreetly indicate that people need additional support, help, or time. <sup>4</sup> Visual stories on the MCG website provide a step-by-step guide for attending different events at the MCG to help reduce stress and anxiety. <sup>5</sup>

# RAISING THE BAR

## 2.2 SET EMPLOYMENT AND VOLUNTEERING TARGETS FOR PEOPLE WITH DISABILITY IN KEY SECTORS, LEVERAGING THE PILOTS UNDERTAKEN

Actions	Mandate targets for people with disability employed in key Games sectors of sport, hospitality/tourism, media/creative industries, and government, leveraging the pilot employment programs and capacity building undertaken in preceding years (see recommendation 1.4). Work with these industries to embed longer term employment roles and pathways to permanent employment for people with disability to leverage legacy outcomes beyond the Games, including for management positions. Provide training for staff in creating accessible job advertisements and offering accommodations throughout the recruitment process. Enhance visibility of people with disability before, during and after the Games throughout media coverage.
Champion	Queensland Government in partnership with Games' Disability Steering Committee (Recommendation 1.2), Brisbane 2032 Coordination Office, Department of Employment, Small Business, and Training, and Department of Child Safety, Seniors, and Disability Services.
Why?	Expanding on Recommendation 1.2 to set and achieve employment targets in partnership with people with disability and key sector leaders.
Alignment	The <i>2022 Royal Commission</i> Recommendation 7.19 is for all national, state and territory government departments to set targets for employing people with disability of at least 7% by 2025 and 9% by 2030. <sup>1</sup> However, the Australian Network on Disability urges that these targets do not go far enough. <sup>2</sup> In 2023, the Queensland public sector had a 12% employment target but only registered 3.4% employees with disability. <sup>3</sup> Targets must be supported by implementation plans, capacity building, and learn from pilot programs.
Exemplar	In 2012, the London Organising Committee of the Olympic Games (LOCOG) developed an employability skills program Personal Best which used volunteering as a means of training and a steppingstone to employment, resulting in one in 10 of the 3,000 participants being people with disability. <sup>4</sup>

## 2.3 DEVELOP AN EQUITY CHARTER FOR STANDARDS OF DISABILITY EMPLOYMENT INCLUSION AND ACCESS

Actions	Work with key stakeholders to develop an Equity Charter for organisations and businesses to support them in delivering equity of pay and employment outcomes for people with disability, including inclusive recruitment.
Champion	Games' Disability Steering Committee (Recommendation 1.2) in partnership with Brisbane 2032 Coordination Office, and the Department of Employment, Small Business, and Training.
Why?	To advocate and support organisations and businesses develop their mission, values, and goals into detailed business plans that support the inclusion of people with disability.
Alignment	QDN members advocate for developing a Charter for organisations and businesses for standards of inclusion and access around employment. <sup>5</sup>
Exemplar	QDeNgage connects organisations with specialist consultants who are engaged by organisations to develop strategies, implementation plans, and practical solutions to create a culture of inclusivity through their professional expertise and lived experience of disability.

# RAISING THE BAR

## 2.4 PREPARE AND IMPLEMENT A MEDIA EDUCATION AND AWARENESS STRATEGY

Actions	<p>Set targets for people with disability employed in media and a collaborative strategy for Olympics and Paralympics coverage, to increase employment and visibility of people with disability before, during and after the Games. Ensure Auslan interpreters are available for all media Games media coverage.</p> <p>Work with these industries to embed longer term employment roles for people with disability beyond the Games. Align and expand on pilot training programs (see Recommendation 1.4). Report on data collected before, during, and after the Games on the disability employment and procurement targets set and how they are being met to engage and educate the broader community.</p>
Champion	<p>Brisbane 2032 Coordination Office in partnership with the International Olympic Committee, Paralympics Australia, Oceanic Paralympic Committee, and major media outlets.</p>
Why?	<p>Disability education and awareness aim to empower individuals with disability and transform society into a place that fully accommodates and cherishes diversity. Improved community access and inclusion was directly linked to improved community attitudes from overall increased awareness of disability, visibility of public figures (such as Australian of the Year Dylan Alcott), increased media presence (both in traditional and social media), and representation of people with disability in the Voice of Queenslanders report.<sup>1</sup></p>
Alignment	<p>The Voice of Queenslanders report recommends leveraging the momentum of media and social media to increase authentic representation of people with disability and ensure positive changes become deeply ingrained in the community.<sup>2</sup> QDN members advocate for a change in community language and sentiment to move away from disabling language, recognising that society is the disabler, and that media coverage should be delivered equally of people with disability as athletes and community members.<sup>3</sup></p>
Exemplar	<p>For coverage of the London 2012 Paralympics, Channel 4 employed 50% presenters with disability and ensured adequate training, upskilling, and professional development.<sup>4</sup> Channel 4 held a multi-platform advertising campaign to promote public perception of the Paralympics, including a two-minute trailer for its coverage titled 'Meet the Superhumans,' which won a Golden Lion award at the Cannes Lions Festival in 2013.<sup>5</sup> For the Brazil 2016 Olympic and Paralympic Games, the trailer's second iteration 'We're the Superhumans' was set to the Sammy Davis Jr. song "Yes I can" performed by a band of musicians with disability.<sup>6</sup> These initiatives and targets could be exceeded for the Brisbane 2032 Games by employing presenters, actors, musicians, and athletes with disability across both Olympics and Paralympics media coverage and advertising.</p>

# RAISING THE BAR

## 2.5 PROVIDE ADEQUATE FUNDING TO IMPLEMENT THE ACTIONS

Actions	Allocate appropriate and sufficient resources to execute the recommendations.
Champion	State and federal government.
Why?	Funding is critical to enable resources and dedicated time to effectively implement, scale, monitor, and evaluate actions. Without funding, recommendations remain ideas without any real world impact. Funding supports the involvement of people with disability as experts who can guide the implementation of recommended actions efficiently and effectively, maximising their impact. Funding is required from preliminary to established legacy states to maintain benefits over time and ensure the sustainability of initiatives and resources for maintenance, training, and capacity building.
Alignment	The Minister for Tourism, Innovation and Sport and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement, the Honourable Stirling Hinchliffe MP, stated that a key goal of the Brisbane 2032 Olympic and Paralympic Games is for it to be "the world's most accessible and inclusive sporting event." <sup>1</sup> This commitment requires dedicated resources, time and funding to achieve.
Exemplar	Ahead of London 2012, Channel 4 spent GBP 600,000 on a nationwide search for presenters with disability who they trained to cover the Paralympic Games. During the Games, Channel 4 showcased more than 500 hours of Paralympic coverage across all platforms, creating a new standard for how to cover Paralympic sport and helping one in three people change their attitudes towards disability. <sup>2</sup>

## 2.6 PROMOTE AND EMBED INCLUSION ACROSS THE FOUNDATIONAL ELEMENTS AND THEMES OF THE LEGACY PLAN

Actions	Use the foundational elements of the Legacy Strategy (respecting, advancing and celebrating Aboriginal and Torres Strait Islander peoples and advancing accessibility and empowering people with disability <sup>3</sup> ) and four transformational themes (sport, health and inclusion; a better future for our environment; connecting people and places; and an economy of the future <sup>3</sup> ) to prioritise and align an inclusionary legacy outcome that takes into account the complex and diverse experiences of people with disability.
Champion	Games' Disability Steering Committee (Recommendation 1.2) in partnership with Brisbane 2032 Coordination Office.
Why?	People with disability often face discrimination because of their disability as well as other aspects of their identity, such as gender, age, area they live, or ethnicity. Recognising how these intersect is essential for developing inclusive policies and advocacy efforts that address the diverse needs and experiences of people across different places.
Alignment	The Elevate 2042 Legacy Strategy vision is that "by 2042, we will live in an inclusive, sustainable and connected society, with more opportunities in life for everyone." <sup>3</sup> The four connected themes and two legacy foundations all work together to support this vision and the mission "to make our region better, sooner, together through sport." These align with the Olympic and Paralympic Movement objectives and the United Nations Sustainable Development Goals.
Exemplar	London 2012's urban renewal legacy was heavily influenced by gendered assumptions and encroachment of corporations, resulting in a public projection of women that plays into stereotypes of a narrow minority, such as the velodrome that opened to the public but with expensive ticket prices and almost no images of women cyclists. <sup>4</sup>

# THE LEGACY



## 3 BY 2042, PEOPLE WITH DISABILITY HAVE MORE OPPORTUNITY FOR MEANINGFUL EMPLOYMENT WITHIN A CONNECTED AND SUPPORTIVE EMPLOYMENT ECOSYSTEM.

### 3.1 HOLD A POST-GAMES CONFERENCE TO REFLECT AND REVIEW ON GOALS AND ENHANCE LEGACY OUTCOMES

Actions	<p>Hold a post-Games conference in 2035 to reflect and review on the ability of the Games to meet benchmark targets and interim legacy objectives and how to carry momentum through to 2042 and beyond into a new business-as-usual standard for 2042 implemented across the employment ecosystem. Conference should be led by people with disability and include sessions for young people to share their experiences and develop their leadership capacity. Ensure the conference is accessible, including with Auslan interpreters.</p> <p>Beyond the Games, continue the program of capturing population-level data and monitor participation of people with disability in employment before, during, and after mega-events. Use data from the games to investigate barriers to employment and determine whether participation in labour force has increased because of barrier removal or reduction. Feed data back into policy, programs, reasonable targets, initiatives, strategies, and guidelines.</p>
Champion	Government leads the way by partnering with universities, researchers, disability organisations, Games organising committee, IOC, Paralympics Australia, Oceania Paralympics Committee, ABS, Queensland Disability Research Network and the National Disability Data Asset, and other stakeholders to review data captured and develop legacy planning.
Why?	Data and monitoring is required to understand the long-term participation, employment, and procurement outcomes for people with disability and develop actions to continually improve outcomes.
Alignment	QDN members want to work together with a long-term vision to ensure Queensland is an inclusive community for all and build the capacity of people with disability as leaders to be informed and connected to lead and influence the agenda and outcomes. <sup>1</sup> A critical part of this is to ensure people with disability are front and centre, telling their story and the story of people with disability.
Exemplar	A Disability Employment Conference was held in July 2013 after the London 2012 Olympic and Paralympic Games to launch the 'disability confident' campaign, which reached over 1,100 employers. <sup>2</sup>

# THE LEGACY

## 3.2 MANDATE EMPLOYMENT OF PEOPLE WITH DISABILITY IN COMPANIES OVER A CERTAIN SIZE THRESHOLD

Actions	Building on the work of the Games' steering committee, review appropriate and relevant targets for employment of people with disability in companies over a certain size.
Champion	State and federal government as an output of the post-Games conference.
Why?	Mandating employment targets in the private sector aims to hold everyone accountable for creating a more inclusive employment landscape, requiring employers to examine their hiring practices and workplace environments to ensure they are truly fostering inclusive growth. The aim is move towards an employment landscape where it is second nature and intuitive for people to be inclusive, rather than being told to do so.
Alignment	Legacy outcome of Recommendation 1.2 and 2.2.
Exemplar	France requires employers with 20 or more workers to hire at least 6% people with disability. <sup>1</sup> Failure to meet this quota results in a penalty payment to a national fund established to support the employment of people with disability or implement a collective bargaining agreement that favours workers with disability. Compliance with the quota system is challenging and has not been successful in increasing the employment rate of people with disability. Japan requires companies with more than 300 staff employ 2.7% people with disability by 2026. However, Business Standard reported some companies choose to pay fines rather than meet the mandated targets. <sup>2</sup> These examples indicate that targets must be set alongside capacity building programs, incentives, training, and employment referral services to be effective and for negative attitudinal and cultural components of disability employment to shift (see Recommendation 3.3).

## 3.3 CONTINUE TO BUILD CAPACITY AND GENERATE APPROPRIATE GOVERNANCE PRACTICES TO EMBED LEARNINGS INTO ORGANISATIONS

Actions	Learning from the pilot programs and Games initiatives, expand capacity building programs to develop and fund incentives, training, and pilot programs for businesses employing people with disability across all sectors.  Develop specific pathways for paralympians to transition into employment.  Training programs can include pathways from university for interns and should be led by people with disability.
Champion	State and federal government develop funding streams for capacity building programs, leveraging the pilots and learnings from the Games.  Paralympics Australia and Oceania Paralympic Committee in partnership with programs such as Griffith Sport College and Sport Access Foundation to develop employment pathways for paralympians.  Universities to embed inclusionary employment practices into their Master of Business Administration degrees and ensure future leaders are equipped to employ and champion people with disability.
Why?	People with disability must be adequately supported in their work, which requires a change in policy and behaviour in the private sector. Engagement, capacity building, pilot programs, and monitoring are all essential to ensure all stakeholders can make successful and lasting change.
Alignment	Legacy outcome of Recommendation 1.3 and 2.3.
Exemplar	All Abilities Jobmatch aims to build capacity of organisations to employ people with disability, provide 'incentives' to employers to employ an intern with disability across any role in their business for a period of time, and a community of practice for employers to connect with each other.

# THE LEGACY

## 3.4 REFORM THE DISABILITY EMPLOYMENT SERVICES PROGRAM

Actions	Reform the Disability Employment Services (DES) program alongside government direction and intervention for employment initiatives and programs. Ensure that young people, school leavers, entrepreneurs, and self-employed people with disability are adequately included across the suite of services.
Champion	Disability Employment Services (DES) and School Leaver Employment Supports (SLES).
Why?	To provide well-matched and meaningful employment to substantially decrease high turnover rates. Creating meaningful employment experiences also contributes to overall wellbeing of people with disability. <sup>1</sup>
Alignment	The <i>Mid-term Review of the DES Program</i> <sup>2</sup> and <i>Royal Commission Review</i> <sup>3</sup> identified significant problems with DES and recommend policy improvements should focus on shifting attitudinal changes, increasing labour market stability, providing support for people with disability not only in seeking but also maintaining employment, more effective mechanisms for participant feedback, and more effective incentive structures amongst other changes.

## 3.5 EMBED LEARNING INTO 'BUSINESS-AS-USUAL'

Actions	Embed employment, procurement, and built environment benchmarks for the Games into policy, procedure and Australian Standards. Implement the industry benchmark for Games' venues across Australia and mandate universal access by embedding learnings in the National Construction Code.
Champion	State and Federal Governments, Standards Australia and Australian Building Codes Board in partnership with Australian Institute of Architects, Master Builders Queensland, Access Consultants Association, and peak disability organisations.
Why?	To achieve a legacy of world class accessibility and inclusion that positively influences the health and wellbeing outcomes for all Queenslanders. This will also position our state as the most accessible/inclusive destination of choice for tourism into the future.
Alignment	Legacy outcome of all recommendations.
Exemplar	In 2022, Singapore was rated as one of the top 10 cities in the world for accessible travel by Valuable 500 survey of 3,500 tourists with disabilities. <sup>4</sup> Singapore has implemented a universal, barrier-free accessibility code – which has been in place for over 30 years and continually updated with five-year roadmaps – to cater for the needs of people with vision or hearing loss, wheelchair users, and other disabilities. Singapore's accessibility code has resulted in 95% of pedestrian walkways, taxi stands, and bus shelters being accessible and able to be accessed independently. The government has taken the lead in acting on recommendations to fulfil its vision of becoming an inclusive society by 2030 and private industry has followed.

**WHERE TO FROM HERE?**

# NEXT STEPS

**Across Australia, people with disability face more discrimination and barriers to employment than people without disability. Addressing this challenge will require government, business, and community coming together to champion a more inclusive employment landscape across Queensland and Australia.**

Setting realistic and impactful goals and targets resulting from the 2032 Brisbane Olympic and Paralympic Games requires a baseline of evidence, one that has begun to gather in this report. We see this 'Game Changers' report as a living document to generate conversations – one that can be used by a range of stakeholders including people with disability, governments, businesses, and community to advocate for an inclusive employment legacy.

To build this legacy, we have called on a range of stakeholders to become champions, and we ask you to do the same. We believe a legacy in which people with disability will have more opportunity for meaningful employment, sooner, because of the Brisbane 2032 Olympic and Paralympic Games will not only benefit people with disability, but have wide reaching positive effects across the entire employment ecosystem.

We look forward to working with you to build this legacy of equity.

**The eyes of the world will be watching to see whether or not the Brisbane Games has achieved its mission of an equal focus on Olympics and Paralympics. Right from the outset, from the moment people get off the plane, that needs to be evident.**

*Anthony Ryan, CEO Brisbane Economic Development Agency*

# LET'S WORK TOGETHER

Please be in touch with one of our team for more information:



**Michelle Moss**  
CEO  
Queenslanders With  
Disability Network (QDN)



**Stephen Coulter**  
General Manager of  
Communication, Engagement  
and Membership  
Queenslanders With Disability  
Network (QDN)



**Julie Saunders**  
Director  
Planning, Urbis



**Dr Kali Marnane**  
Associate Director  
Strategic Planning, Urbis

© Urbis Ltd

This publication is subject to copyright. Except as permitted under the *Copyright Act 1968*, no part of it may in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) be reproduced, stored in a retrieval system or transmitted without prior written permission. Enquiries should be addressed to the publishers.

# REFERENCES

# REFERENCES: CURRENT STATE

## Page 9: Understanding Disability Employment

1. Australian Bureau of Statistics. (2018). 2018 Survey of Disability, Ageing and Carers. <https://www.abs.gov.au/statistics/health/disability/disability-ageing-and-carers-australia-summary-findings/latest-release>
2. Australian Institute of Health and Welfare. (2022). People with disability in Australia 2022. <https://www.aihw.gov.au/getmedia/3bf8f692-dbe7-4c98-94e0-03c6ada72749/aihw-dis-72-people-with-disability-in-australia-2022.pdf?v=20230605172353&inline=true>
3. Queensland Government Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. (2022). Queensland's Disability Plan 2022-27: Together, a better Queensland. <https://www.dcssds.qld.gov.au/resources/campaign/state-disability-plan/qdp-2022-27.pdf>
4. Australian Bureau of Statistics. (2021). Aboriginal and Torres Strait Islander people with disability. <https://www.abs.gov.au/articles/aboriginal-and-torres-strait-islander-people-disability#labour-force-participation>
5. Australian Bureau of Statistics. (2023). Labour Force, Australia. <https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia/nov-2023#key-statistics>
4. Australian Bureau of Statistics. (2004). Queensland in Review, 2003. <https://www.abs.gov.au/ausstats/abs@.nsf/46d1bc47ac9d0c7bca256c470025ff87/e980a859af12cb98ca256cc500211fce!OpenDocument>
5. Australian Bureau of Statistics. (2018). Disability, Ageing and Carers, Australia: Queensland, 2018. <https://www.abs.gov.au/statistics/health/disability/disability-ageing-and-carers-australia-summary-findings/2018#disability>
6. Australian Bureau of Statistics. (2019). Labour Force, Australia, Dec 2018. <https://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/6202.0Main+Features1Dec%202018?OpenDocument=>
7. Queenslanders with Disability Network. (2021). Submission: National Disability Employment Strategy. [https://qdn.org.au/wp-content/uploads/2021/07/QDN-Response\\_National-Disability-Employment-Strategy-May-2021-FINAL-123-002.pdf](https://qdn.org.au/wp-content/uploads/2021/07/QDN-Response_National-Disability-Employment-Strategy-May-2021-FINAL-123-002.pdf)

## Page 10: Unemployment

1. Lu Ye, Anne Kavanagh, Dennis Petrie, Helen Dickinson, and Zoe Aitken. (2023). Part-time versus full-time employment and mental health for people with and without disability. *SSM-Population Health*, 101446. <https://doi.org/10.1016/j.ssmph.2023.101446>
2. Australian Institute of Health and Welfare. (2022). People with disability in Australia 2022. <https://www.aihw.gov.au/getmedia/3bf8f692-dbe7-4c98-94e0-03c6ada72749/aihw-dis-72-people-with-disability-in-australia-2022.pdf?v=20230605172353&inline=true>
3. Australian Bureau of Statistics. (2004). Disability, Ageing and Carers, Australia: Summary of Findings, 2003. <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/4430.02003?OpenDocument>

## Page 11: Underemployment

1. Australian Bureau of Statistics. (2018). Disability, Ageing and Carers, Australia: Queensland, 2018. <https://www.abs.gov.au/statistics/health/disability/disability-ageing-and-carers-australia-summary-findings/2018#disability>
2. Australian Institute of Health and Welfare. (2022). People with disability in Australia 2022. <https://www.aihw.gov.au/getmedia/3bf8f692-dbe7-4c98-94e0-03c6ada72749/aihw-dis-72-people-with-disability-in-australia-2022.pdf?v=20230605172353&inline=true>

## Page 12: Self-employment

1. Simon Darcy, Jock Collins, and Megan Stronach. (2020). *Australia's disability entrepreneurial ecosystem: experiences of people with disability with microenterprises, self-employment and entrepreneurship*. University of Technology Sydney. <https://opus.lib.uts.edu.au/bitstream/10453/153464/2/Australias%20Disability%20Entrepreneurial%20Ecosystem%20Report%201%20%28Accessible%29.pdf>

# REFERENCES: CURRENT STATE

## Page 14: Royal Commission Review

1. Commonwealth of Australia. (2023). Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability Final Report. <https://disability.royalcommission.gov.au/publications/final-report>
2. Commonwealth of Australia. (2021). *Overview of Responses to the Employment Issues Paper*. <https://disability.royalcommission.gov.au/system/files/2022-03/Overview%20of%20responses%20to%20the%20Employment%20Issues%20paper.pdf>
3. Commonwealth of Australia. (2023). *Inclusive education, employment and housing. Summary and recommendations*. <https://disability.royalcommission.gov.au/system/files/2023-09/Final%20Report%20-%20Volume%207%2C%20Inclusive%20education%2C%20employment%20and%20housing%20-%20Summary%20and%20recommendations.pdf>

## Page 15: NDIS Review

1. Commonwealth of Australia. (2023). *Working together to deliver the NDIS: Independent Review into the National Disability Insurance Scheme Final Report*. <https://www.ndisreview.gov.au/sites/default/files/resource/download/working-together-ndis-review-final-report.pdf>

## Page 16: Policy alone won't shift the dial

1. Ariella Meltzer, Sally Robinson, and Karen R. Fisher. (2020). Barriers to finding and maintaining open employment for people with intellectual disability in Australia. *Social Policy & Administration*, 54(1), 88-101. <https://doi.org/10.1111/spol.12523>
2. Commonwealth of Australia. (2023). *Nature and extent of violence, abuse, neglect and exploitation*. <https://disability.royalcommission.gov.au/publications/final-report-volume-3-nature-and-extent-violence-abuse-neglect-and-exploitation>
3. Roger W. Harris, A. Kumar, and V. Balaji. (2003). Cited in Janice Rieger. (2020). *Rights to Participate: Co-designing Disability Policies in Australia*. QUT Centre for Justice, Briefing Paper Series(12), 2652-6441. <https://research.qut.edu.au/centre-for-justice/wp-content/uploads/sites/304/2021/06/Briefing-paper-series-Dec-2020-Issue12-280521-003.pdf>

4. Queenslanders with Disability Network. (2022). QDN's Co-Design Principles. [https://qdn.org.au/wp-content/uploads/2022/02/QDN\\_Co-Design-Principles\\_FINAL\\_2022.pdf](https://qdn.org.au/wp-content/uploads/2022/02/QDN_Co-Design-Principles_FINAL_2022.pdf)
5. Elizabeth Hempill and Carol T. Kulik. (2016). Shaping attitudes to disability employment with a national disability insurance scheme. *Australian Journal of Social Issues*, 51(3), 299-316. <https://doi.org/10.1002/j.1839-4655.2016.tb01233.x>

## Page 17: Targets

1. Commonwealth of Australia. (2023). Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability. Final Report. <https://disability.royalcommission.gov.au/publications/final-report>
2. Australian Network on Disability. (2023). *The business case for disability employment targets*. <https://and.org.au/wp-content/uploads/2023/10/finalbusiness-report.pdf>
3. Australian Public Service Academy. (2022). APS Disability Employment Strategy. <https://www.apsacademy.gov.au/aps-disability-employment-strategy>
4. Australian Public Service Commission. (2023). APS employment of people with disability. <https://www.apsc.gov.au/initiatives-and-programs/workforceinformation/research-analysis-and-publications/state-service/state-servicereport-2023/agency-benchmarking/aps-employment-people-disability>
5. Queensland Public Sector Commission. (2023). Queensland public sector workforce profile. March 2023. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0039/390999/queensland-public-sector-biannual-workforce-profilemar-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0039/390999/queensland-public-sector-biannual-workforce-profilemar-2023.pdf)
6. New South Wales Government. (2022). NSW Disability Inclusion Plan 2021-2025 and Disability Inclusion Action Plan 2021-2025 Annual Progress Report. <https://dcj.nsw.gov.au/documents/community-inclusion/disabilityinclusion/nsw-disability-inclusion-plan/2021-2022-Progress-Report.pdf>
7. Victorian Public Sector Commission. (2023). Age, disability and education. <https://vpvc.vic.gov.au/data-and-research/data-facts-visuals-state-of-theselector/employee-demographics-and-diversity/age-disability-and-education/>
8. Government of Western Australia. (2023). Action Plan to Improve WA Public Sector Employment Outcomes 2020-2025. <https://www.wa.gov.au/system/files/2020-09/People%20with%20Disability%20Action%20Plan%202020-2025.pdf>

# REFERENCES: CURRENT STATE

## Page 18: Targets need implementation support

1. Disability Services Act. (2002). Division 3, Part 221.
2. Queensland Government. (2023). Disabling the barriers to employment in the Queensland public sector: Implementation Plan 2023. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0031/369337/Disabling-the-barriers-to-employment-in-the-Qld-public-sector-Implementation-plan-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0031/369337/Disabling-the-barriers-to-employment-in-the-Qld-public-sector-Implementation-plan-2023.pdf)
3. State of Queensland Public Service Commission. (2021). Queensland Public Sector Inclusion and Diversity Strategy 2021 – 2025. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0022/184144/queensland-public-sector-inclusion-and-diversity-strategy-2021-2025.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0022/184144/queensland-public-sector-inclusion-and-diversity-strategy-2021-2025.pdf)
4. Queensland Public Service Commission. (2023). Queensland public sector workforce profile, March 2023. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0039/390999/queensland-public-sector-biannual-workforce-profile-mar-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0039/390999/queensland-public-sector-biannual-workforce-profile-mar-2023.pdf)
5. Queensland Public Sector Commission. (2021). *Thriving at work, growing a career*. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0022/239224/Thriving-at-work-growing-a-career-disability-research-report.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0022/239224/Thriving-at-work-growing-a-career-disability-research-report.pdf)

## Page 20: Disability Employment Services

1. Australian Government. Department of Social Services. (2020). *Mid-term Review of Disability Employment Services (DES) Program*. [https://www.dss.gov.au/sites/default/files/documents/05\\_2021/des-mid-term-review-august-2020-v2.pdf](https://www.dss.gov.au/sites/default/files/documents/05_2021/des-mid-term-review-august-2020-v2.pdf)
2. Commonwealth of Australia. (2023). Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability Final Report. <https://disability.royalcommission.gov.au/publications/final-report>
3. Ann Nevile and Lisa Stafford cited in Commonwealth of Australia. (2021). *Overview of responses to the Employment Issues Paper*. <https://disability.royalcommission.gov.au/system/files/2022-03/Overview%20of%20responses%20to%20the%20Employment%20Issues%20paper.pdf>
4. Good Sammy Enterprises cited in Commonwealth of Australia. (2021). *Overview of responses to the Employment Issues Paper*. <https://disability.royalcommission.gov.au/system/files/2022-03/Overview%20of%20responses%20to%20the%20Employment%20Issues%20paper.pdf>

5. Ariella Meltzer, Sally Robinson, and Karen R. Fisher. (2020). Barriers to finding and maintaining open employment for people with intellectual disability in Australia. *Social Policy & Administration*, 54(1), 88-101. <https://doi.org/10.1111/spol.12523>
6. Queenslanders with Disability Network. (2021). Submission: National Disability Employment Strategy. [https://qdn.org.au/wp-content/uploads/2021/07/QDN-Response\\_National-Disability-Employment-Strategy-May-2021-FINAL-123-002.pdf](https://qdn.org.au/wp-content/uploads/2021/07/QDN-Response_National-Disability-Employment-Strategy-May-2021-FINAL-123-002.pdf)

## Page 21: Government Initiatives

1. Australian Human Rights Commission. (2023). Meet the IncludeAbility Employer Network. <https://includeability.gov.au/meet-includeability-employer-network>
2. Commonwealth Bank. (2023). *2023 Annual Report*. <https://www.commbank.com.au/content/dam/commbank-assets/investors/docs/results/fy23/2023-Annual-Report-Spreads.pdf>
3. Australia Post. (2023). *Annual Report 2023*. [https://auspost.com.au/content/dam/auspost\\_corp/media/documents/2023-australia-post-annual-report.pdf](https://auspost.com.au/content/dam/auspost_corp/media/documents/2023-australia-post-annual-report.pdf)
4. Australia Post. (2019). *Annual Report 2019*. [https://auspost.com.au/content/dam/auspost\\_corp/media/documents/publications/2019-australia-post-annual-report.pdf](https://auspost.com.au/content/dam/auspost_corp/media/documents/publications/2019-australia-post-annual-report.pdf)
5. Coles Group. (2023). *2023 Annual Report*. [https://www.colesgroup.com.au/FormBuilder/Resource/module/ir5sKeTxxEOndzdh00hWJw/file/Annual\\_Report.pdf](https://www.colesgroup.com.au/FormBuilder/Resource/module/ir5sKeTxxEOndzdh00hWJw/file/Annual_Report.pdf)
6. Australian Human Rights Commission. (2023). New approach to disability employment sees outstanding results. <https://humanrights.gov.au/about/news/media-releases/new-approach-disability-employment-sees-outstanding-results#:~:text=IncludeAbility%2C%20a%20project%20of%20the,opportunities%20for%20people%20with%20disability>

# REFERENCES: CURRENT STATE

## Page 22

1. Case study provided by Queenslanders with Disability Network.

## Page 23

1. Case study provided by Queenslanders with Disability Network.

## Page 24

1. Australian Disability Network. (2023). Career Pathways Pilot. <https://and.org.au/about-us/career-pathways-pilot>
2. Australian Spatial Analytics. (2023). Capability Statement: Professional Data Services Talent Services. [https://assets-global.website-files.com/63588a662749b87e7afb9765/655e83f2aba6b56415353a94\\_ASA\\_Capability\\_Statement.pdf](https://assets-global.website-files.com/63588a662749b87e7afb9765/655e83f2aba6b56415353a94_ASA_Capability_Statement.pdf)
3. Australian Spatial Analytics. (2023). Careers. <https://www.asanalytics.com.au/careers>

## Page 25: Potential to grow

1. Good Sammys Enterprise. (2023). *Submission to Royal Commission*. <https://disability.royalcommission.gov.au/system/files/2022-03/Overview%20of%20responses%20to%20the%20Employment%20Issues%20paper.pdf>
2. Commonwealth of Australia. (2014). *Defence Annual Report 2013-14*. <https://www.defence.gov.au/sites/default/files/2021-10/AR-2013-14.pdf>
3. Commonwealth of Australia. (2019). *Annual Report 18-19*. <https://www.defence.gov.au/sites/default/files/2021-10/AR-2018-19.pdf>
4. Commonwealth of Australia. (2023). *Defence Annual Report 2022-23*. <https://www.defence.gov.au/sites/default/files/2023-10/Defence-Annual-Report-2022-23.pdf>
5. Australia Post. (2019). *Annual Report 2019*. [https://auspost.com.au/content/dam/auspost\\_corp/media/documents/publications/2019-australia-post-annual-report.pdf](https://auspost.com.au/content/dam/auspost_corp/media/documents/publications/2019-australia-post-annual-report.pdf)
6. Commonwealth Bank. (2023). *2023 Annual Report*. <https://www.commbank.com.au/content/dam/commbank-assets/investors/docs/results/fy23/2023-Annual-Report-Spreads.pdf>

## Page 26: Benefits

1. Alexandra Devine, Cathy Vaughan, Anne Kavanagh, et al. (2020). 'I'm proud of how far I've come. I'm just ready to work': mental health recovery narratives within the context of Australia's Disability Employment Services. *BMC Public Health* 20, 325. <https://doi.org/10.1186/s12889-020-8452-z>; Sara E. Green and Brianna Vice. (2017) "Disability and Community Life: Mediating Effects of Work, Social Inclusion, and Economic Disadvantage in the Relationship Between Disability and Subjective Well-Being", *Factors in Studying Employment for Persons with Disability (Research in Social Science and Disability, Vol. 10)*, Emerald Publishing Limited, Leeds, pp. 225-246. <https://doi.org/10.1108/S1479-354720170000010010>
2. Australian Human Rights Commission. (2016). *Willing to Work Report*. [https://humanrights.gov.au/sites/default/files/document/publication/WTW\\_2016\\_Full\\_Report\\_AHRC\\_ac.pdf](https://humanrights.gov.au/sites/default/files/document/publication/WTW_2016_Full_Report_AHRC_ac.pdf)
3. Accenture. (2020). *Enabling Change Report*. Page 3. <https://www.accenture.com/content/dam/accenture/final/a-com-migration/pdf/pdf-142/accenture-enabling-change-getting-equal-2020-disability-inclusion-report.pdf>
4. Silvia Bonaccio, Catherine Connelly, Ian Gellatly, Arif Jetha, and Kathleen Martin Ginis. (2019). The Participation of People with Disabilities in the Workplace Across the Employment Cycle: Employer Concerns and Research Evidence. *Journal of Business Psychology* 35, 135–158 <https://doi.org/10.1007/s10869-018-9602-5>
5. Job Access. (2023). New research review shows employers reap clear benefits by hiring people with disability. <https://www.jobaccess.gov.au/news-media/australian-employers-undisputed-rewards-hiring-people>

# REFERENCES: CURRENT STATE

## Page 27: Barriers

1. Australian Network on Disability. (2023). *The business case for disability employment targets*. <https://and.org.au/wp-content/uploads/2023/10/final-business-report.pdf>
2. Australian Human Rights Commission. (2023). Meet the IncludeAbility Employer Network. <https://includeability.gov.au/meet-includeability-employer-network>
3. Australian Institute of Health and Welfare. (2022). *People with disability in Australia 2022*. <https://www.aihw.gov.au/getmedia/3bf8f692-dbe7-4c98-94e0-03c6ada72749/aihw-dis-72-people-with-disability-in-australia-2022.pdf?v=20230605172353&inline=true>
4. Queenslanders with Disability Network. (2022). *Submission: Jobs and Skills Summit – White Paper Consultation*. <https://qdn.org.au/wp-content/uploads/2023/04/20221129-QDN-Jobs-and-Skills-Submission-FINAL.pdf>

## Page 28: A culture change is needed

1. Carli Friedman. (2020). The relationship between disability prejudice and disability employment rates. *Work*, 65(3): 591-598. <https://pubmed.ncbi.nlm.nih.gov/32116277/>
2. Elizabeth Hempill and Carol T. Kulik. (2016). Shaping attitudes to disability employment with a national disability insurance scheme. *Australian Journal of Social Issues*, 51(3), 299-316. <https://doi.org/10.1002/j.1839-4655.2016.tb01233.x>
3. Rola Mahasneh, Melanie Randle, Rob Gordon, Jebbifer Algje, and Sara Dolnicar. (2023). Increasing employer willingness to hire people with disability: the perspective of disability employment service providers. *Journal of Social Marketing*, 13(3). <https://doi.org/10.1108/JSOCM-08-2022-0174>
4. Amanda Rishworth. (2023). Media Release: New pilot program to drive career progression for people with disability. <https://ministers.dss.gov.au/media-releases/13231>

5. Kelsey Chapman, Connie Allen, and Elizabeth Kendall. (2023). *The Voice of Queenslanders with Disability: Final Report 2023*. Griffith University <https://qdn.org.au/wp-content/uploads/2023/06/Voice-of-Queenslanders-with-Disability-report.pdf>
6. Queenslanders with Disability. (2021). *Disability Action Week Employment Forum: Driving workforce diversity, inclusion, and innovation*. <https://qdn.org.au/wp-content/uploads/2022/02/Disability-Action-Week-Event-Summary-Report-Feb-2022.pdf>

## Page 29: Employment ecosystem

1. Simon Darcy, Jock Collins, and Megan Stronach. (2020). *Australia's disability entrepreneurial ecosystem: experiences of people with disability with microenterprises, self-employment and entrepreneurship*. University of Technology Sydney. <https://opus.lib.uts.edu.au/bitstream/10453/153464/2/Australias%20Disability%20Entrepreneurial%20Ecosystem%20Report%201%20%28Accessible%29.pdf>

# REFERENCES: POSITIONING THE LEGACY

## Page 33: Positioning the Legacy

1. KPMG. (2021). Brisbane 2032 Olympic and Paralympic Games: Preliminary economic, social and environmental analysis. <https://www.premiers.qld.gov.au/publications/categories/reports/assets/2032-qlg-games-economic-analysis-summary-report-final.pdf>
2. Commonwealth of Australia. (2021). Australia's Disability Strategy 2021-2031. <https://www.disabilitygateway.gov.au/sites/default/files/documents/2021-11/1786-australias-disability.pdf>
3. Queensland Government Department of Tourism, Innovation and Sport. (2023). *Elevate 2042 making our region better, sooner, together through sport*. [https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy\\_FULL%20LENGTH.pdf](https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy_FULL%20LENGTH.pdf)
4. Queensland Government Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships. (2022). Queensland's Disability Plan 2022 – 2027. <https://www.dcssds.qld.gov.au/resources/campaign/state-disability-plan/qdp-2022-27.pdf>
5. Queenslanders with Disability Network. (2022). *QDN Online Forum: Brisbane 2032 Games Visioning*. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

## Page 34: Disability Procurement Policy in Queensland

1. Queensland Government Department of Energy and Public Works. (2023). Queensland Procurement Strategy 2023 – Jobs, Economy, Legacy, Confidence. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0022/367024/queensland-procurement-strategy-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0022/367024/queensland-procurement-strategy-2023.pdf)
2. Queensland Government Department of Energy and Public Works. (2023). Queensland Procurement Policy 2023. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0021/367023/queensland-procurement-policy-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0021/367023/queensland-procurement-policy-2023.pdf)
3. Queensland Government Department of Energy and Public Works. (2023). Q2032 Procurement Strategy. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0011/404030/Q2032-procurement-strategy.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0011/404030/Q2032-procurement-strategy.pdf)

## Page 35: Elevate 2042

1. Queensland Government Department of Tourism, Innovation and Sport. (2023). *Elevate 2042 making our region better, sooner, together through sport*. [https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy\\_FULL%20LENGTH.pdf](https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy_FULL%20LENGTH.pdf)

## Page 36 Key sectors

1. Queensland Government Department of Tourism, Innovation and Sport. (2023). *Elevate 2042 making our region better, sooner, together through sport*. [https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy\\_FULL%20LENGTH.pdf](https://q2032-public-assets.s3.ap-southeast-2.amazonaws.com/documents/ELEVATE%202042%20Legacy%20Strategy_FULL%20LENGTH.pdf)
2. Queenslanders with Disability Network. (2023). *Voice of Queenslanders with Disability Report*. <https://qdn.org.au/voice-of-queenslanders-with-disability-report/>
3. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 5. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
4. Simon Darcy, Jock Collins, and Megan Stronach. (2020). *Australia's disability entrepreneurial ecosystem: experiences of people with disability with microenterprises, self-employment and entrepreneurship*. University of Technology Sydney. <https://opus.lib.uts.edu.au/bitstream/10453/153464/2/Australias%20Disability%20Entrepreneurial%20Ecosystem%20Report%201%20%28Accessible%29.pdf>

# REFERENCES

## Page 37: Go for Gold

1. Q Shelter. (2022). Go for Gold. A social inclusion legacy for the 2032 Olympic and Paralympic Games. <https://thedeck.org.au/wp-content/uploads/2022/07/Go-for-Gold-Legacy-Report-Q-Shelter.pdf>
2. Victorian Disability Services Commissioner cited in Commonwealth of Australia. (2023). *Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability: Final Report*. Volume 3. <https://disability.royalcommission.gov.au/system/files/2023-09/Final%20Report%20-%20Volume%203%2C%20Nature%20and%20Extent%20of%20Violence%2C%20abuse%2C%20neglect%20and%20exploitation.pdf>
3. Francesca Reid. (2018). Disabled Commonwealth Games attendees criticise accessibility. *Brisbane Times*. <https://www.brisbanetimes.com.au/national/queensland/disabled-commonwealth-games-attendees-criticise-accessibility-20180408-p4z8fz.html>
4. AAP. (2018). Queensland's flawed New generation Rollingstock trains to remain for Commonwealth Games. *Nine News*. <https://www.9news.com.au/national/no-exemptions-for-qld-s-flawed-ngr-trains/3158a41d-7a56-4e43-b45e-536082fd4331>

## Page 38: QDN Online Forum

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

## Page 40-41: London 2012

1. Greater London Authority. (2009-10). *Working towards an inclusive Games/ The Second Annual Report of the London 2012 Equality and Diversity Forum*. <https://www.london.gov.uk/sites/default/files/working-towards-an-inclusive-games-2009-10.pdf>
2. Channel 4. (2012). The London 2012 Paralympic Games. <https://www.channel4.com/media/documents/press/news/Paralympic%20Booklet.pdf>
3. Olympic Delivery Authority. (n.d.). Olympic Delivery Authority 2006-2014. [https://assets.publishing.service.gov.uk/media/5a7ee5e040f0b62305b83e01/ODA\\_Dissolution\\_Statement.pdf](https://assets.publishing.service.gov.uk/media/5a7ee5e040f0b62305b83e01/ODA_Dissolution_Statement.pdf)
4. Simon Darcy, Tracey J Dickson, and Angela M Benson. (2014). London 2012 Olympic and Paralympic games: Including volunteers with disabilities: A podium performance?. *Event Management*, 18(4). <http://dx.doi.org/10.3727/152599514X14143427352157>
5. Jill Puttnam. (2022). Did the paralympic games change things for disabled people? <https://spiritof2012.org.uk/london-2012-paralympic-legacy-disability-inclusion/>
6. Department of Work and Pensions. (2014). Disability Confident: One year on – breaking down the barriers to employment. <https://assets.publishing.service.gov.uk/media/5a74c48340f0b61df4778558/disability-confident-one-year-on.pdf>
7. International Paralympic Committee. (2018). Transforming Lives: London 2012 employment legacy. <https://www.paralympic.org/news/transforming-lives-london-2012-employment-legacy>
8. Lynn Minnaert. (2013). Making the Olympics work: interpreting diversity and inclusivity in employment and skills development pre-London 2012. *Contemporary Social Science*, 9(2), 196-209, <https://doi.org/10.1080/21582041.2013.838290>

# REFERENCES: CASE STUDIES

## Page 42-43: Gold Coast 2018

1. Paralympics Australia. (2016). Gold Coast to host largest Para-sport program in Commonwealth games history. <https://www.paralympic.org.au/2016/03/gold-coast-to-host-largest-para-sport-program-in-commonwealth-games-history/>
2. Michael Powell. (2019). Commentary: Gold Coast 2018 — the Innovative and Inclusive Games. *Queensland Review (St. Lucia)* 26,(1): 156–65. <https://doi.org/10.1017/qre.2019.11>
3. Office of the Commonwealth Games, Department of Innovation, Tourism Industry Development and the Commonwealth Games. (2019). *Gold Coast 2018 Commonwealth Games Post Games Report State of Queensland*. <https://www.publications.qld.gov.au/dataset/gold-coast-2018-commonwealth-games-post-games-report/resource/93979a31-b12a-4f87-a313-10643e3cf439>
4. Francesca Reid. (2018). Disabled Commonwealth Games attendees criticise accessibility. *Brisbane Times*. <https://www.brisbanetimes.com.au/national/queensland/disabled-commonwealth-games-attendees-criticise-accessibility-20180408-p4z8fz.html>
5. AAC. (2018). Queensland's flawed New generation Rollingstock trains to remain for Commonwealth Games. *Nine News*. <https://www.9news.com.au/national/no-exemptions-for-qld-s-flawed-ngr-trains/3158a41d-7a56-4e43-b45e-536082fd4331>
6. The Queensland Cabinet and Ministerial Directory. (2013). Embracing our Games Legacy: Queensland's legacy for the Gold Coast 2018 Commonwealth Games. <https://cabinet.qld.gov.au/documents/2013/dec/commgames%20legacy/Attachments/Attachment%20-%20Embracing%20our%20games%20legacy.PDF>
7. Nancy Quinn, Laura Misener, and P. David Howe. (2021). Too Many Chairs: Spatiality and Disability in Integrated Sporting Spaces. *Sociology of Sport Journal*, 38(1): 50–58. <https://doi.org/10.1123/SSJ.2019-0146>
8. Laura Misener and Kristina Molloy. (2018). Organising and Delivering the Modern Paralympic Games: Contemporary Debates Relating to Integration and Distinction. In *The Palgrave Handbook of Paralympic Studies* (pp. 197–219). London: Palgrave Macmillan UK.

## Page 44-45: Tokyo 2020

1. Tokyo Metropolitan Government. (2020). New Tokyo. New Tomorrow. The Action Plan for 2020. [https://www.metro.tokyo.lg.jp/english/about/plan/documents/pocket\\_english.pdf](https://www.metro.tokyo.lg.jp/english/about/plan/documents/pocket_english.pdf)
2. Bureau of Industrial and Labor Affairs. (2021). Labour Force Participation. <https://www.sangyo-rodo.metro.tokyo.lg.jp/toukei/e7a4ef1487f5bdfac42fc98bf287e44b.pdf>
3. Tadashi Kudo. (2010). Japan's Employment Rate of Persons with Disabilities and Outcome of Employment Quota System. Tokai Gakuen University. [https://www.jil.go.jp/english/JLR/documents/2010/JLR26\\_kudo.pdf](https://www.jil.go.jp/english/JLR/documents/2010/JLR26_kudo.pdf)
4. Culcon. (2022). Accessibility Lessons from the Tokyo Olympics and Paralympics have implication for Paris in 2024... and for all cities. <https://culcon.jusfc.gov/accessibility-lessons-from-the-tokyo-olympics-and-paralympics-have-implications-for-paris-in-2024-and-for-all-cities/>
5. Business Standard. (2023). Japan plans to raise employment rate of people with disabilities to 2.7%. [https://www.business-standard.com/article/jobs/japan-plans-to-raise-employment-rate-of-people-with-disabilities-to-2-7-123011500524\\_1.html](https://www.business-standard.com/article/jobs/japan-plans-to-raise-employment-rate-of-people-with-disabilities-to-2-7-123011500524_1.html)
6. Tokyo Metropolitan Government. (2022). Tokyo Sports Legacy Vision. [https://www.sports-tokyo-info.metro.tokyo.lg.jp/english/data/TOKYO\\_Sports\\_Legacy\\_Vision\\_Full.pdf](https://www.sports-tokyo-info.metro.tokyo.lg.jp/english/data/TOKYO_Sports_Legacy_Vision_Full.pdf)
7. Michelle Elias and Lucy Murray. (2021). Australia's Paralympic medallists to be paid the same bonuses as Olympians. *SBS News*. <https://www.sbs.com.au/news/article/australias-paralympic-medallists-to-be-paid-the-same-bonuses-as-olympians/crpc1ykp1>

# REFERENCES: CASE STUDIES

## Page 46-47: FIFA Women's World Cup Case Study

1. FIFA. (2023). FIFA Women's World Cup 2023 Sustainability Strategy. <https://www.fifa.com/social-impact/sustainability/fifa-wwc-2023-sustainability-strategy>
2. Australian Human Rights Commission. (2021). FIFA Women's World Cup Human Rights Risk Assessment. <https://humanrights.gov.au/our-work/business-and-human-rights/publications/fifa-2023-womens-world-cup-human-rights-risk>
3. FIFA. (2023). FIFA Women's World Cup 2023 Sustainability Progress Report. <https://www.fifa.com/social-impact/sustainability/fifa-wwc-2023-sustainability-strategy>
4. Paul Letters. (2023). FIFA World Cup experience showed seating for football fans with a disability is a nightmare. *Canberra Times*. <https://www.canberratimes.com.au/story/8308586/i-love-football-but-im-offside-with-fifa/>
5. Elizabeth Wright. (2023). Major sporting events are rarely accessible to disabled fans. This Women's World Cup, FIFA is trying to reverse that trend. ABC News. <https://www.abc.net.au/news/2023-08-05/accessibility-fifa-womens-world-cup-disabled-fans/102646034>
6. Ding Ding, Katherine Owen, Adrian E. Bauman, Gregore I. Mielke, and Klaus Gebel. (2024). The "Matildas Effect": Will the FIFA Women's World Cup Generate a Legacy in Australia?. *Journal of Physical Activity & Health*, 21(1): 9–10. <https://doi.org/10.1123/jpah.2023-0670>

## Page 48-49: Paris 2024

1. Paris 2024 Organising Committee. (n.d.). Innovating to purchase for a Purpose. <https://www.paris2024.org/en/innovating-to-purchase-for-a-purpose/>
2. Paris 2024 Organising Committee. (n.d.). A Social Charter for Responsible Games. <https://www.paris2024.org/en/a-social-charter-for-responsible-games/>
3. Olivier Philippot. (2023). The employment of disabled workers. <https://philippotavocats.fr/en/the-employment-of-disabled-workers/#:~:text=Companies%20with%20at%20least%20of%20the%20French%20Labor%20Code>
4. Paris 2024 Organising Committee. (2023). Human Rights Strategy. <https://medias.paris2024.org/uploads/2023/06/Paris2024-230626-CMP-StrategieDH-Sans-annexes-EN.pdf>
5. Paris 2024 Organising Committee. (n.d.). Organising a more responsible Games. <https://www.paris2024.org/en/a-pioneering-ambition-for-the-environment/>
6. Rowan Moore. (2023). How the Paris 2024 Summer Olympics are driving the city's green revolution. *The Guardian*. <https://www.theguardian.com/artanddesign/2023/dec/31/paris-2024-olympics-green-transformation-anne-hidalgo-clean-seine>
7. Cyrielle Cabot. (2023). Obstacle course for the disabled: Can Paris transport be made accessible in time for the Olympics? *France24*. <https://www.france24.com/en/france/20230828-obstacle-course-for-the-disabled-can-paris-transport-be-made-accessible-in-time-for-the-Olympics>

# REFERENCES: RECOMMENDATIONS

## Page 51: Recommendations

1. Queenslanders with Disability Network. (2022). Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

## Page 52: Recommendation 1.1

1. United Nations. (n.d.). UN Convention on the Rights of Persons with Disabilities. Page 6. <https://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>
2. Kelsey Chapman, Connie Allen, and Elizabeth Kendall. (2023). *Voice of Queenslanders with Disability: Final Report 2023*. Page 74. <https://qdn.org.au/wp-content/uploads/2023/06/Voice-of-Queenslanders-with-Disability-report.pdf>
3. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

## Page 53: Recommendations 1.2 and 1.3

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
2. Australian Government, Queensland Government, Council of Mayors South East Queensland, Brisbane City Council. (2021). *IOC Future Host Commission Questionnaire Response: Final Submission – May 2021*. <https://stillmed.olympics.com/media/Documents/International-Olympic-Committee/Commissions/Future-host-commission/The-Games-of-The-Olympiad/Brisbane-2032-FHC-Questionnaire-Response.pdf>
3. Greater London Authority. (2009-10). *Working towards an inclusive Games/ The Second Annual Report of the London 2012 Equality and Diversity Forum*. <https://www.london.gov.uk/sites/default/files/working-towards-an-inclusive-games-2009-10.pdf>

## Page 54: Recommendations 1.4 and 1.5

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
2. Feros Care. (2024). How We Work In Co-Design. <https://www.feroscare.com.au/ndis/projects/co-design>

## Page 55: Recommendations 1.6 and 1.7

1. Lu Ye, Anne Kavanagh, Dennis Petrie, Helen Dickinson, and Zoe Aitken. (2023). Part-time versus full-time employment and mental health for people with and without disability. *SSM-Population Health*: 101446. <https://doi.org/10.1016/j.ssmph.2023.101446>
2. Good Sammy Enterprises cited in Commonwealth of Australia. (2021). *Overview of responses to the Employment Issues Paper*. <https://disability.royalcommission.gov.au/system/files/2022-03/Overview%20of%20responses%20to%20the%20Employment%20Issues%20paper.pdf>
3. NDIS. (2023). School Leaver Supports. <https://www.ndis.gov.au/providers/working-provider/school-leaver-employment-supports>
4. NDIS. (2022). Provider Quarterly Reports, School leaver Employment January – December 2021. <https://www.ndis.gov.au/media/5179/download?attachment>
5. Simon Darcy, Jock Collins, and Megan Stronach. (2020). *Australia's disability entrepreneurial ecosystem: experiences of people with disability with microenterprises, self-employment and entrepreneurship*. University of Technology Sydney. <https://opus.lib.uts.edu.au/bitstream/10453/153464/2/Australias%20Disability%20Entrepreneurial%20Ecosystem%20Report%201%20%28Accessible%29.pdf>
6. Enabled.vip. (2024). About Us. <https://enabled.vip/about-us/>
7. Inclusive Futures. (2024). *Unlocking Inclusive Futures Through Diverse Voices*. Griffith University. [https://inclusivefutures.griffith.edu.au/news/news\\_feed/unlocking-inclusive-futures-through-diverse-voices](https://inclusivefutures.griffith.edu.au/news/news_feed/unlocking-inclusive-futures-through-diverse-voices)
8. Inclusive Futures. (2023). *Citizen Researcher Essentials: A Short Course*. Griffith University. <https://inclusivefutures.griffith.edu.au/citizen-researcher-essentials-a-short-course>

# REFERENCES: RECOMMENDATIONS

## Page 56: Recommendation 1.8 and 1.9

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*, Page 5. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
2. Victoria State Government. (2023). *Resource Management Framework 2023-2024*. Page 144. <https://www.dtf.vic.gov.au/sites/default/files/document/Resource%20Management%20Framework%202023-2024.pdf>
3. Queensland Government Department of Employment, Small Business and Training. (2024). *Queensland Workforce Strategy Action Plan 2022-2025*. <https://desbt.qld.gov.au/employment/support-employers/workforce-strategy/action-plan#workforce-participation>

## Page 57: Recommendations 1.10 and 1.11

1. Queensland Government Department of Employment, Small Business and Training. (2024). *Queensland Workforce Strategy Action Plan 2022-2025*. <https://desbt.qld.gov.au/employment/support-employers/workforce-strategy/action-plan#workforce-participation>
2. Australian Human Rights Commission. (2023). *New approach to disability employment sees outstanding results*. <https://humanrights.gov.au/about/news/media-releases/new-approach-disability-employment-sees-outstanding-results#:~:text=IncludeAbility%2C%20a%20project%20of%20the.opportunities%20for%20people%20with%20disability>
3. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*, Page 5. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
4. *Inclusive Futures: Reimagining Disability*. (2023). Queensland Disability Research Network (QDRN) established in 2023!. *Griffith University*. [https://inclusivefutures.griffith.edu.au/news/news\\_feed?category=QDRN](https://inclusivefutures.griffith.edu.au/news/news_feed?category=QDRN)

## Page 58: Recommendation 2.1

1. Brisbane City Council. (2019). *A City for Everyone: Inclusive Brisbane Plan 2019-2029*. <https://www.brisbane.qld.gov.au/community-and-safety/community-support/disability-access-and-inclusion/inclusive-brisbane-plan-2019-2029>
2. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*, Page 4. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
3. The Hopkins Centre and Cross River Rail Delivery Authority. (2023). *TOOLKIT: Embedding Accessibility Co-design into the Delivery of Public Transport Infrastructure*. [https://cross-river-rail.s3.ap-southeast-2.amazonaws.com/wp-content/uploads/2023/12/21084522/231219-Hopkins-Co-Design-Toolkit-Accessible\\_v17.pdf](https://cross-river-rail.s3.ap-southeast-2.amazonaws.com/wp-content/uploads/2023/12/21084522/231219-Hopkins-Co-Design-Toolkit-Accessible_v17.pdf)
4. Melbourne Cricket Ground. (2023). *The Hidden Disabilities Sunflower*. <https://www.mcg.org.au/the-stadium/access-and-inclusion/hidden-disabilities>
5. Melbourne Cricket Ground. (n.d.). *Going to a concert at the MCG*. <https://mcg.org.au/media/files/mcg/things-to-do/2023-sensory-friendly-space-visual-story-for-concert-a6-v2.pdf>

# REFERENCES: RECOMMENDATIONS

## Page 59: Recommendation 2.2 and 2.3

1. Commonwealth of Australia. (2023). Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability Final Report. <https://disability.royalcommission.gov.au/publications/final-report>
2. Australian Network on Disability. (2023). The business case for disability employment targets. <https://and.org.au/wp-content/uploads/2023/10/final-business-report.pdf>
3. Queensland Public Sector Commission. (2023). Queensland public sector workforce profile, March 2023. [https://www.forgov.qld.gov.au/\\_data/assets/pdf\\_file/0039/390999/queensland-public-sector-biannual-workforce-profile-mar-2023.pdf](https://www.forgov.qld.gov.au/_data/assets/pdf_file/0039/390999/queensland-public-sector-biannual-workforce-profile-mar-2023.pdf)
4. Greater London Authority. (2009-10). Working towards an inclusive Games/ The Second Annual Report of the London 2012 Equality and Diversity Forum. <https://www.london.gov.uk/sites/default/files/working-towards-an-inclusive-games-2009-10.pdf>
5. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 6. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

## Page 60: Recommendation 2.4

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 6. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
2. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 7. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
3. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 5. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>

4. Channel 4. (2012). The London 2012 Paralympic Games. <https://www.channel4.com/media/documents/press/news/Paralympic%20Booklet.pdf>
5. Mark Sweney. (2013). Cannes Lions: Dumb Ways to Die scoops top award. The Guardian. <https://www.theguardian.com/media/2013/jun/22/cannes-lions-advertising-awards>
6. Jessica Goodfellow. (2016). Anatomy of an Ad: How Channel 4 told the story of the humans behind the Superhumans. The Drum. <https://www.thedrum.com/news/2016/08/17/anatomy-ad-how-channel-4-told-story-humans-behind-superhumans>

## Page 61: Recommendations 2.5 and 2.6

1. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 10. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
2. International Paralympic Committee. (2018). Transforming Lives: London 2012 employment legacy. <https://www.paralympic.org/news/transforming-lives-london-2012-employment-legacy>
3. Queensland State Government Department of Tourism, Innovation and Sport. (2023). Elevate 2042 making our region better, sooner, together through sport. <https://q2032.au/plans/games-legacy>
4. Simone Fullagar, Andrew Manley, and Michael Silk. (2014). Glossy new London's Olympic legacy is letting down women. *The Conversation*. <https://theconversation.com/glossy-new-londons-olympic-legacy-is-letting-down-women-24924>

# REFERENCES: RECOMMENDATIONS

## Page 62: Recommendation 3.1

5. Queenslanders with Disability Network. (2022). *Summary Report – QDN Online Forum: Brisbane 2032 Games Visioning*. Page 5. <https://qdn.org.au/wp-content/uploads/2022/07/QDN-Visioning-Forum-2032-Brisbane-Games-Summary-Report-Final-1.pdf>
6. Department of Work and Pensions. (2014). One year on – breaking down the barriers to employment. <https://assets.publishing.service.gov.uk/media/5a74c48340f0b61df4778558/disability-confident-one-year-on.pdf>

## Page 63: Recommendation 3.2 and 3.3

1. Olivier Philippot. (2023). The employment of disabled workers. <https://philippotavocats.fr/en/the-employment-of-disabled-workers/#:~:text=Companies%20with%20at%20least%20of%20the%20French%20Labor%20Code>
2. Business Standard. (2023). Japan plans to raise employment rate of people with disabilities to 2.7%. [https://www.business-standard.com/article/jobs/japan-plans-to-raise-employment-rate-of-people-with-disabilities-to-2-7-123011500524\\_1.html](https://www.business-standard.com/article/jobs/japan-plans-to-raise-employment-rate-of-people-with-disabilities-to-2-7-123011500524_1.html)

## Page 64: Recommendation 3.4 and 3.5

1. Lu Ye, Anne Kavanagh, Dennis Petrie, Helen Dickinson, and Zoe Aitken. (2023). Part-time versus full-time employment and mental health for people with and without disability. *SSM-Population Health*: 101446. <https://doi.org/10.1016/j.ssmph.2023.101446>
2. Australian Government. Department of Social Services. (2020). Mid-term Review of Disability Employment Services (DES) Program. [https://www.dss.gov.au/sites/default/files/documents/05\\_2021/des-mid-term-review-august-2020-v2.pdf](https://www.dss.gov.au/sites/default/files/documents/05_2021/des-mid-term-review-august-2020-v2.pdf)
3. Commonwealth of Australia. (2023). Royal Commission into Violence, Abuse, Neglect, and Exploitation of People with Disability Final Report. <https://disability.royalcommission.gov.au/publications/final-report>
4. The Valuable 500. (n.d.). New research reveals 'Top 10 Most Accessible Cities' in the world. <https://www.thevaluable500.com/press-release/new-research-reveals-top-10-most-accessible-cities-in-the-world>

