



STADIUMS
QUEENSLAND

ANNUAL REPORT

2025-2026



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Stadiums Queensland Annual Report 2025-26

14 September 2026

The Honourable Tim Mander MP

Minister for Sport and Racing and Minister for the Olympic and Paralympic Games

PO Box 15478
City East QLD 4002

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2025-26 and financial statements for Stadiums Queensland.

I certify this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at <http://stadiums.qld.gov.au>.

Yours sincerely



John Warn
Chair
Stadiums Queensland



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ACKNOWLEDGEMENT OF COUNTRY

Stadiums Queensland acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and recognises their culture, history, diversity and deep connection to the Land, Seas and Waters of Queensland. We acknowledge the Traditional Custodians of the land upon which our venues stand, and pay our respects to Elders past, present, and future.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the Annual Report, you can contact us on (07) 3008 6100 and we will arrange an interpreter to effectively communicate the report to you.

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ISSN 2203-8612 (Print)

<https://stadiums.qld.gov.au>

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Annual Report online at:

<https://stadiums.qld.gov.au/about/policies/strategy-and-performance>

Additional annual reporting requirements, where applicable, are published on the Queensland Government Open Data portal.

ISSN 2203-8620 (Online)

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STADIUMS QUEENSLAND

AT A GLANCE

Stadiums Queensland (SQ) is a statutory body which manages, develops, operates and promotes the use of the state's major sport, entertainment and recreation facilities. SQ currently owns nine venues across its diverse portfolio which are valued at \$4.7 billion.

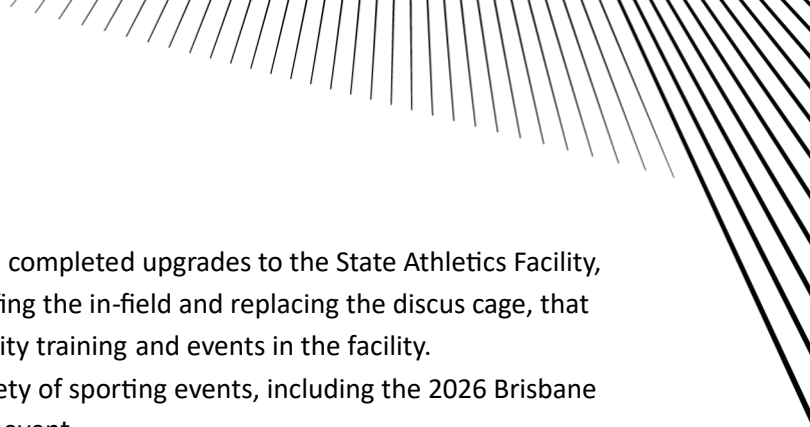
SQ is overseen by a Board of Directors and began operations on 21 December 2001, under the *Major Sports Facilities Act 2001*.

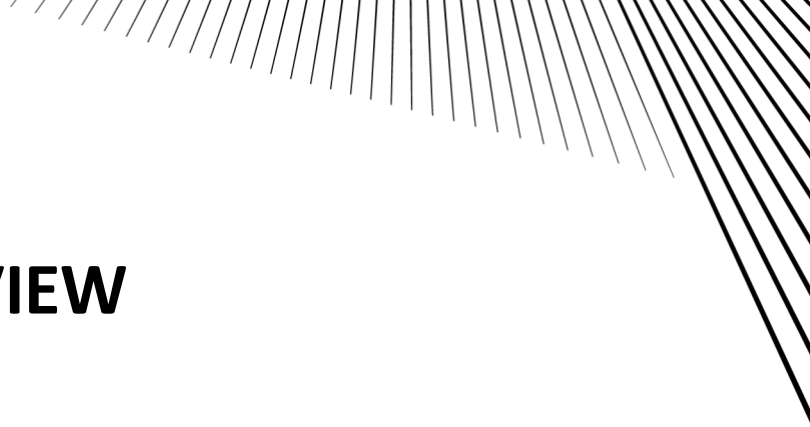
In 2025-26, SQ:

- Welcomed a record breaking 6 million patrons to our venues.
- Contributed \$1.64 billion in Gross State Product (GSP) to the Queensland economy from across venues, as well as providing an estimated 6,216 full time equivalent (FTE) jobs directly, and 3,989 FTE jobs supported through flow-on activity across the industry.
- Welcomed almost 1.6 million patrons to our venues for community access and use, and over 385,000 for high performance sport events and athlete development.
- Achieved a 97% fan satisfaction rating.
- Achieved a 93% satisfaction rating amongst stakeholders in our annual survey.
- Accredited as a Certified Customer Service Organisation under the International Customer Service Standard.
- Joined the Hidden Disabilities Sunflower Program, rolling out training at SQ managed venues.
- Delivered customer service training via year two of the Shine training program to nearly 1,200 SQ staff including casual event day staff.
- Supported the inaugural Queensland Day Mega Round, with fixtures held at Suncorp Stadium, Queensland Country Bank Stadium, People First Stadium and Nissan Arena.

SQ venue highlights:

- Brisbane Entertainment Centre (BEC) celebrated 40 years of operation, with more than 19 million patrons attending ticketed events since the venue opened.
- Cbus Super Stadium delivered a new Quiet Room and Parents' Room, improving accessibility and creating a more inclusive space for patrons.
- The Gabba recorded the second highest attendance figure for an Ashes Test match at the venue, along with record attendance for the Brisbane Lions' 2025 home season and more than 150,000 patrons for the Brisbane Heat's home season (the most since 2017-18).
- People First Stadium successfully transitioned to direct SQ management while maintaining uninterrupted delivery of venue operations and major events.
- Queensland Country Bank Stadium continued to bring major events to North Queensland, including the Sunburnt Country music concert featuring Jelly Roll, as well as a significant calendar of concerts and sporting events to be delivered through the remainder of 2026.

- 
- Queensland Sport and Athletics Centre (QSAC) completed upgrades to the State Athletics Facility, including resurfacing the athletics track, returfing the in-field and replacing the discus cage, that will benefit all high performance and community training and events in the facility.
 - Queensland Tennis Centre (QTC) hosted a variety of sporting events, including the 2026 Brisbane International and the venue's first ever boxing event.
 - Four of Australia's six Milano Cortina 2026 Winter Olympics medallists trained at the Geoff Henke Winter Olympics Training Centre at Sleeman Sports Complex (SSC).
 - Suncorp Stadium successfully delivered the Royal Edinburgh Military Tattoo 75th Anniversary shows across four nights, winning Event of the Year at TheStadiumBusiness Awards 2026.



CORPORATE OVERVIEW

OUR PURPOSE

To provide amazing experiences and opportunities through world class venues, enriching and connecting Queensland communities.

OUR VISION

A world leader in delivering major venues, sport, entertainment and events.

OUR VALUES

- Team
- Achievement
- Agility
- Integrity

OUR CUSTOMER SERVICE STATEMENT

We work together to deliver safe and amazing experiences, for all people, all of the time.

WHAT WE DELIVER

- Major events
- High performance sport events and development
- Community access and use

OUR SUCCESS MEASURES

- Portfolio utilisation
- Fan satisfaction
- Stakeholder satisfaction
- Contemporary venues

- Workplace culture
- Sustainability measures

KEY RISKS

- Increased competition for events and content
- Maintain funding for venue maintenance, capital enhancement and commercial resourcing
- Highly competitive labour market
- Increasingly complex cyber threat environment
- Some venues not addressed through 2032 Olympic and Paralympic Games (2032 Games) funding

KEY OPPORTUNITIES

- 2032 Games infrastructure investment
- Increased focus on Queensland for high performance sport
- New utilisation opportunities for SQ's land, venues and spaces
- Building on SQ's partnership approach
- Technology enhanced experiences

STRATEGIC GOALS AND OBJECTIVES

1. Deliver world class experiences

- We will be a leader in our industry in creating and enhancing experiences
- By maintaining our venues and assets we will deliver maximum inclusivity and opportunity for all
- Deliver lasting memories through positive venue experiences

2. A world leader in major venues portfolio ownership and management

- Further enhance our strategic partnership approach
- Deliver optimised major venue portfolio standards
- Deliver an enhanced strategic approach to use of our assets
- Employ an operating and business model that maximises commercial opportunities and outcomes from our organisational expertise and venue portfolio

3. An industry leading, high performing organisation

- Lift our presence as an industry leader
- Enhance and optimise SQ's work practices
- Invest in our people and proactively support a growing portfolio

These strategic goals and objectives are supported by SQ's enablers (Asset Management, Environmental, Social and Governance (ESG), Technology, Financial Sustainability and Innovation and Continuous Improvement).

CONTRIBUTION TO THE QUEENSLAND GOVERNMENT OBJECTIVES FOR THE COMMUNITY

A better lifestyle through a stronger economy	• SQ and its venue management partners work closely with the Queensland Government, Tourism and Events Queensland (TEQ), local councils and tourism bodies to attract events to the state, supporting event-based tourism. • SQ directly supports small, medium and large businesses through outsourced arrangements for venue services, including catering, cleaning, waste management, security, ticketing, maintenance and capital works and indirectly supports other small-medium businesses servicing events and businesses in venue precincts. • SQ helps stimulate economic activity in regional areas like North Queensland and the Gold Coast, by bringing major events to stadia, making them an attractive location for residents, talent and investment.
A plan for Queensland's future	• Investment by the Queensland Government and SQ in major sports facilities will ensure venues remain iconic and support the attraction of events to Queensland, support community participation and bring economic value to the broader community, in the lead up to, during and after 2032 Games. • SQ is a sustainably-focused organisation, which aims to help protect the natural environment by reducing consumption where possible, optimising reuse and recycling practices and prioritising sustainable features in new builds where appropriate.



PERFORMANCE

During 2025-26 SQ continued to undertake activities that directly deliver on its three strategic goals:

- Deliver world class experiences;
- A world leader in major venues portfolio ownership and management; and
- An industry leading, high performing organisation.

SQ continues to focus on ensuring its portfolio of venues are run efficiently with a strong focus on cost management. SQ returned an operating surplus this year of \$35.1 million* primarily as a result of strong attendance across the solid events calendar. SQ will continue to use this surplus to ensure ongoing loans are repaid as well as reinvesting back into venues on areas such as maintenance and other operational aspects to assist in maintaining and operating the venues to a high, contemporary standard.

KEY SUCCESS MEASURES

Strategic goal	Success measure	Highlights	Target	Result
Deliver world class experiences	Portfolio utilisation <i>Utilisation of SQ venues is optimised</i>	Another strong year of attendance at venues across the SQ portfolio.	Green#	Green#
Deliver world class experiences	Fan satisfaction <i>High user satisfaction with SQ venues and experiences</i>	Continued to maintain high levels of satisfaction across the majority of fans' experiences with SQ's venues.	95%	97%
A world leader in major venues portfolio ownership and management	Stakeholder satisfaction <i>Government and other key stakeholders have a high regard for SQ</i>	Continued to maintain high levels of stakeholder satisfaction across all measures.	91%	93%
A world leader in major venues portfolio ownership and management	Contemporary venues <i>SQ venues are safe, sustainable, and contemporary and maintained to a world leading standard</i>	Strong delivery result of SQ's capital program which supports SQ's contemporary venue aspirations.	>80%	83%
An industry leading, high performing organisation	Workplace culture <i>SQ has a positive workplace culture</i>	Strong results across most measures.	Green^	Green^
Strategic Plan Enabler - ESG	Sustainability measures <i>Across all SQ managed venues, water consumption, waste going to landfill and electricity consumption</i>	Continued focus by SQ to improve sustainability. A number of factors, including capital projects requiring disposal or deconstruction, has impacted some of the results.	Reduction per patron	Partially Achieved

*Operating result before depreciation and amortisation. Excludes other revenue and expense items relating to capital such as government grant and contributions, gains and losses on disposal of assets.

#Traffic light measure based on consideration of additional major events, and trends in high performance hours, community access and use, and major events.

^Traffic light measure based on consideration of several measures that assess demonstrated commitment of shared values and behaviours across SQ's three strategic goals.

OVERALL PATRONAGE

Venue	2024-25	2025-26
Brisbane Entertainment Centre	836,208	862,034
Major Events	631,290	658,885
Community Access and Use	204,918	203,149
Cbus Super Stadium	282,059	348,260
Major Events	211,394	281,266
High Performance Sport Events and Development	824	1,430
Community Access and Use	69,841	65,564
The Gabba	630,597	709,783
Major Events	620,019	700,101
High Performance Sport Events and Development	5,718	5,918
Community Access and Use	4,860	3,764
People First Stadium	213,017	331,851
Major Events	155,734	284,576
High Performance Sport Events and Development	26,191	23,750
Community Access and Use	31,092	23,525
Queensland Country Bank Stadium	318,578	328,545
Major Events	293,000	308,882
High Performance Sport Events and Development	600	750
Community Access and Use	24,978	18,913
Queensland Sport and Athletics Centre	804,442	770,696
Major Events	40,346	34,616
High Performance Sport Events and Development	155,041	162,603
Community Access and Use	609,055	573,477
Queensland Tennis Centre	284,504	279,751
Major Events	131,964	121,742
High Performance Sport Events and Development	9,900	9,200
Community Access and Use	142,640	148,809
Sleeman Sports Complex	654,258	710,993
High Performance Sport Events and Development	148,008	182,816
Community Access and Use	506,250	528,177
Suncorp Stadium	1,538,896	1,697,365
Major Events	1,523,681	1,674,292
High Performance Sport Events and Development	5,305	600
Community Access and Use	9,910	22,473
TOTAL	5,562,559	6,039,278
Major Events	3,607,428	4,064,360
High Performance Sport Events and Development	351,587	387,067
Community Access and Use	1,603,544	1,587,851

CHAIR AND CHIEF EXECUTIVE'S REPORT

It has been a record setting year for SQ with venue attendance exceeding six million patrons – a first for the portfolio.

More than 190 major events were delivered across our venues from an historic four-night run of the Royal Edinburg Military Tattoo to a British Lions v Wallabies test, record Ashes crowds and a diverse calendar of concerts featuring international artists.

These headline events have helped contribute more than \$1.64 billion in GSP to the Queensland economy and directly supported 6,216 jobs across the State.

Beyond these events, SQ's portfolio continues to serve both community sport and high performance athletes.

Almost 1.6 million patrons attended more than 800 community sport and entertainment events, including school sport, community training programs and recreational activities, highlighting the contribution SQ's portfolio makes to participation, sporting pathways and healthier, more connected communities.

Our venues remain central to Queensland's high performance sporting ecosystem, supporting more than 385,000 high-performance sport and development athletes throughout the year.

We are proud of our strong partnership with the Queensland Academy of Sport (QAS), and with State and National sporting organisations, to help develop the next generation of Australian champions. Notably, four of Australia's six Milano Cortina 2026 Winter Olympics medallists trained at the Geoff Henke Winter Olympics Training Centre at SSC.

SQ continues to deliver a diverse mix of content across the State, from Townsville to the Gold Coast, with many venues operating seven days a week. Patron and stakeholder satisfaction remained strong, with fan satisfaction at 97% and stakeholder satisfaction at 93%.

With 2032 Games almost six years away, SQ is working closely with key partners, including the Games Independent Infrastructure and Coordination Authority (GIICA), to support the Queensland Government's *2032 Delivery Plan*. As the owner-operator of Queensland's major sport and event venues, SQ plays a centre role in ensuring today's investments translate into lasting community, economic and sporting benefits for the State.

This year also saw the Queensland Government announce the largest upgrade to Suncorp Stadium since 2003, focused on delivering world class patron experience. Across our network of nine venues SQ progressed major capital works, accessibility improvements, catering innovations and other upgrades that continue to evolve our venues and enhance patron experience.

Operationally, SQ successfully transitioned People First Stadium into direct SQ management, ensuring seamless event delivery and venue operations. Bringing this venue into direct management helps deliver even better efficiencies across our portfolio.

Further examples of operational achievements are detailed throughout this Annual Report, including the Venue Reports.

Aligned with the Queensland Government's *Destination 2045: Delivering Queensland's*

Tourism Future strategy, SQ has moved at pace to secure high-profile entertainment and sporting content. We are well positioned to deliver an exciting calendar of events in coming years, including the 2027 Rugby World Cup matches at Queensland Country Bank Stadium and Suncorp Stadium, multi-year content from 2027 at Suncorp Stadium, including a six-year extension of the National Rugby League (NRL) Magic Round, ANZAC Day Bledisloe Cup matches, and Wallabies matches at Queensland Country Bank Stadium.

Our venues and partners have achieved great success over the year. The Brisbane Broncos celebrated premierships in the NRL and National Rugby League Women's (NRLW), while the Brisbane Lions achieved back-to-back premierships in the Australian Football League (AFL), and a runner up finish in the Australian Football League Women's (AFLW). Suncorp Stadium welcomed its 25th millionth patron

and the BEC celebrated 40 years of operation. As SQ approaches its 25th anniversary in late 2026, we remain focused on strengthening our foundations and maximising long term and legacy benefits.

We thank the Minister for Sport and Racing and Minister for the Olympics and Paralympic Games, the Honourable Tim Mander MP, and the Queensland Government, for their ongoing support.

We also acknowledge our many partners for their ongoing commitment to delivering world class experiences at our venues.

Most importantly, we thank our Board of Directors, Executive and all the incredible team of SQ colleagues. The achievements of the past 12 months reflect the expertise, passion and agility of our people, whose dedication ensures that Queensland remains a destination of choice for sport, events and entertainment.



John Warn
Chair



Todd Harris
Chief Executive

THE BOARD

The Board is responsible for the overall corporate governance of SQ. It sets the strategic direction of the business within the parameters set down by the Major Sports Facilities Act 2001 and determines the policies and practices that govern the day-to-day operations of SQ.

DIRECTORS

John Warn (Chair)

John is the Chief Executive Officer (CEO) of Experience Gold Coast, dedicated to enhancing tourism, events, arts and culture, and education for the City of Gold Coast. With over 25 years of executive and non-executive experience, John has excelled across industries including hospitality, sport, tourism, executive search, business consulting, and retail property. He has held senior leadership roles with global organisations such as Accor, where he served as Chief Operating Officer (COO), Odgers Berndtson, and Westfield (Scentre Group) at the Group Executive level. Earlier in his career, he worked with iconic Australian brands like David Jones and Westpac, as well as in investment banking in the UK.

John's governance experience includes serving as Chairman of Destination NSW (the NSW Government's lead tourism agency), Chairman of Cricket NSW and Deputy Chairman of the Bradman Foundation.

A Stanford Executive Program (SEP) graduate from Stanford University Graduate School of Business, John is a Fellow of the Australian Institute of Managers and Leaders and the Customer Service Institute of Australia, as well as

a Graduate of the Australian Institute of Company Directors (AICD).

Stephen Moore AM

Stephen is the Managing Director of BMS Group, a global firm specialising in insurance, reinsurance, and capital markets advisory services. Before transitioning to a corporate career, Stephen had an illustrious 15 year professional rugby career. He remains Australia's most capped Super Rugby player and one of only two Australians to achieve the rare milestone of 100 Test and 150 Super Rugby appearances. As Captain of the Wallabies, Stephen led the team to victory in the 2011 Tri-Nations Trophy and guided them to the 2015 Rugby World Cup Final.

In 2019, Stephen was appointed a Member of the Order of Australia (AM) for his significant contributions to rugby union and charitable organisations. His governance experience includes board roles with Lifeline Canberra, Invictus Australia, and Ronald McDonald House Charities South East Queensland. He currently serves as a Trustee on the board of Brisbane Grammar School.

With a background in leadership at the highest level of sport, coupled with his corporate expertise and charitable board service, Stephen brings a unique perspective to organisations focused on strategy, community engagement, and high performance outcomes.

Brendan O'Farrell

Brendan is a highly experienced Board, Investment and Remuneration Committee Member with more than 14 years of service as Director and Deputy Chair, and 25 years in senior executive roles, ranging from General Manager to CEO. His extensive leadership experience spans both private and listed company structures.

Brendan holds a Master of Business Administration (MBA) and is a Graduate of the AICD. He has furthered his expertise with advanced courses in Strategic Management from

Wharton Business School and in Leading and Building an Innovative Culture from Harvard Business School.

Brendan's contemporary and innovative leadership capability is underpinned by a strong foundation in governance and strategy. He has led businesses through periods of growth, transformation, and investment, ensuring both operational excellence and sustainable financial performance.

Through his work on various boards and committees, Brendan has developed a unique perspective on corporate governance, risk management, and long-term value creation.

Debra Rains

Debra is the owner and manager of Gallivanter Travel, a regional travel agency group with locations in Townsville, Mackay, and Rockhampton. With more than 37 years of experience in business, Debra has demonstrated adaptability and strategic vision, successfully evolving her enterprise to remain relevant in a dynamic industry.

A strong advocate for community engagement, Debra has held numerous leadership roles on not-for-profit boards and committees. She is currently a Foundation Member of the Townsville Business Women's Circle. Her previous governance roles include President of the Townsville Chamber of Commerce, Trustee of Townsville Grammar School, Board Member of Food Relief NQ as well as Dance North, President of the Townsville Business Women's Network, and Member of the Reconstruction Advisory Board for Townsville's post-flood recovery. Additionally, she has contributed to economic development initiatives as part of the PNG and Singapore Economic Development Committee and the Townsville Port Authority.

Debra's extensive governance experience, community focus, and strategic acumen make her

an asset to organisations driving regional and statewide impact.

Clare Stewart

Clare is a former Mayor of Noosa Shire, former barrister-at-law, published author, and experienced leader. She holds a Bachelor of Business (Management) from the University of Queensland, a Bachelor of Laws (LLB) from Bond University, and a Master of Laws (LLM) from the University of Sydney.

Her legal career includes roles as a law graduate at KPMG specialising in the area of taxation and as a barrister-at-law, showcasing her expertise in governance and complex problem-solving.

Despite sustaining a life-changing injury, Clare's resilience led to the publication of her autobiography *Standing on My Own Two Feet*, detailing her journey. She was the founder of 'dear molly', a global women's network, and has served as a Director on the Board of Youngcare.

As Mayor, she represented the region on the South-East Queensland Council of Mayors and the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games.

Clare is the current CEO of Youngcare.

Mary-Ann Strelow

Mary-Ann is the Executive Director and Co-Founder of Fleet-Crew, a leading 4WD hire business serving industries including mining, construction, renewables, and government across Australia's eastern states. With extensive executive experience in the commercial fleet rental market, she is recognised as a pioneer in the field. Her results-driven leadership style and strategic expertise have been instrumental in transforming vision into commercially successful operations. Mary-Ann has also led significant corporate initiatives, including the acquisition, merger, and rebranding of companies.

A passionate advocate for women in business, Mary-Ann mentors small business owners, fostering growth and development within the community. Her dedication to community engagement earned her an Australia Day Certificate of Achievement in 2023. She actively supports and contributes to numerous organisations, including the Carers Foundation,

Man Up, A Brave Life, All Abilities Australia, and Down Syndrome Queensland.

As a Board Member of the NOW Business Network, Mary-Ann regularly sponsors, organises, and hosts charitable events, demonstrating her strong commitment to leadership and community impact.

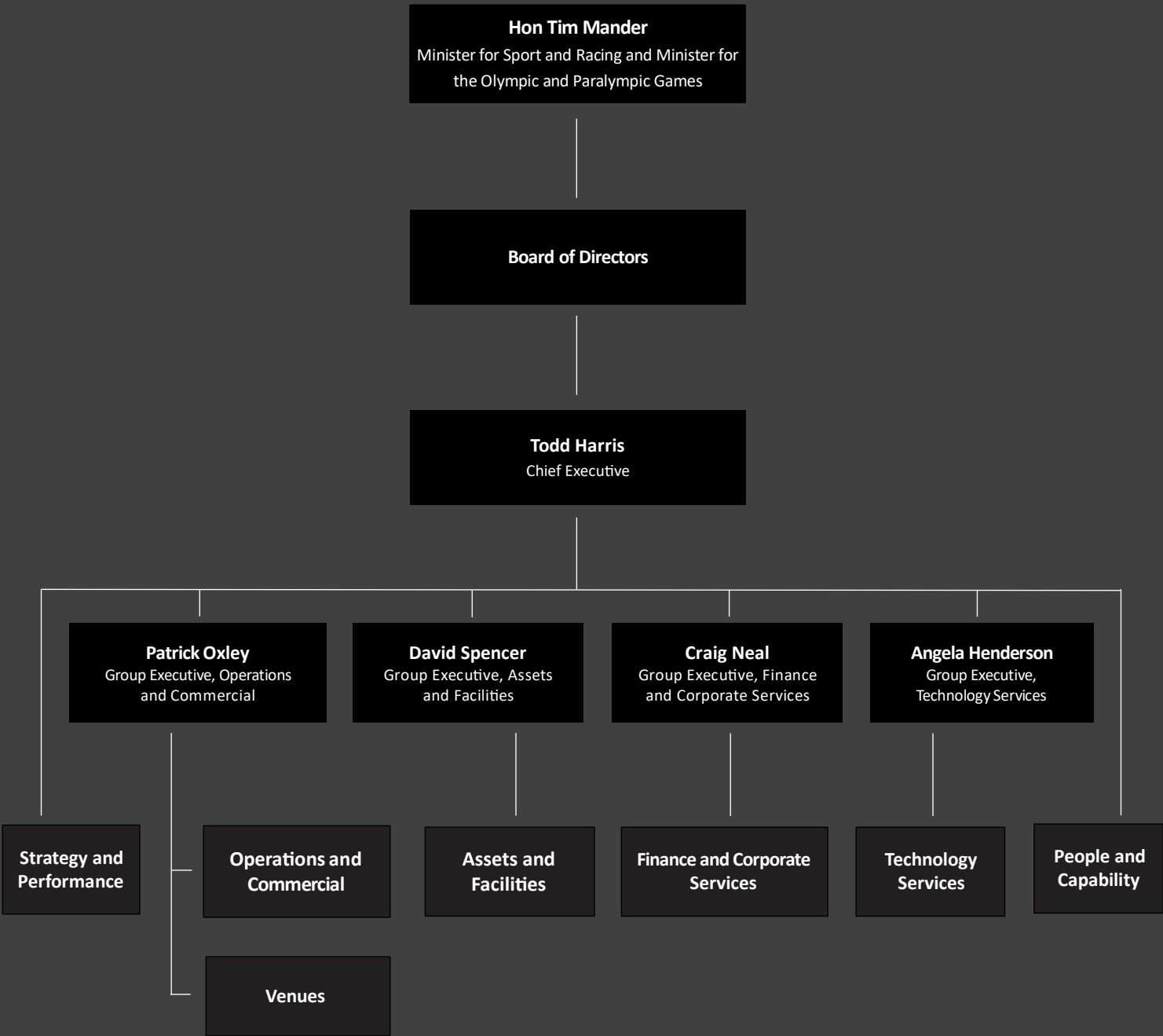
ATTENDANCE AT MEETINGS

	Board	Audit, Risk and Compliance Committee	Strategy and Planning Committee	Remuneration Committee
Number of meetings 2025-26	9	4	4	1
John Warn	9 (9)	1 (4)	1 (4)	1 (1)
Stephen Moore	9 (9)	4 (4)		
Brendan O'Farrell	9 (9)		4 (4)	1 (1)
Debra Rains	8 (9)	3 (4)		
Clare Stewart	9 (9)	4 (4)		
Mary-Ann Strelow	8 (9)		4 (4)	1 (1)
Michael Dobbie-Bridges	8 (8)		4 (4)	

In each column, the first figure represents the number of meetings attended by the Board member during the year. The figure in brackets represents the number of meetings that they were eligible to attend during the year.

\$7,996 of out of pocket expenses were paid during the year, primarily for travel and accommodation expenses incurred by Board members as a result of attending Board and Committee meetings as well as representing SQ at stakeholder events.

ORGANISATIONAL STRUCTURE





SQ aims to be an organisation that is agile and responsive, using its industry leading expertise to support optimal venue portfolio outcomes for Government and the community. SQ structures its business groups to achieve this aim with the activities and responsibilities of each group including:

- **Operations and Commercial** - ensuring effective operation of venues and the provision of a safe environment for patrons, maintaining communication channels with stakeholders and maximising venue utilisation and commercial opportunities.
- **Assets and Facilities** - maintaining venues to be fit for purpose, implementing annual capital works and maintenance programs and overseeing the design and development of new facilities.
- **Finance and Corporate Services** - ensuring the requirements of SQ's corporate governance framework are complied with, including responsibility for the provision of finance, information management, legal, procurement and risk management services across SQ's portfolio.
- **Technology Services** - ensuring effective management and application of information and communication technologies across SQ's portfolio.
- **Strategy and Performance** - ensuring organisational and portfolio strategy including policy, planning and stakeholder engagement is aligned to SQ's and government objectives and monitored through effective organisational performance mechanisms.
- **People and Capability** - providing strategic and operational support to the SQ business across the full employee lifecycle.



CORPORATE GOVERNANCE

Our corporate governance arrangements are structured to position SQ as:

- An efficient and effective organisation delivering quality venue experiences to the community, tenants and hirers of our facilities;
- An ethical and productive organisation that achieves high standards of accountability, transparency and performance;
- An organisation that works in partnership with sporting bodies, recreational interest groups, the tourism industry, public sector agencies and businesses to achieve the Government's policy of developing infrastructure to enhance participation in sport at both the community and elite levels; and
- A flexible, reputable organisation that effectively manages risk.

MACHINERY OF GOVERNMENT

SQ continued to operate as a statutory body. There were no changes to its statutory functions during the 2025-26 financial year. SQ has not established any related entities.

THE BOARD

The Board is responsible for the overall corporate governance of SQ. It sets the organisation's strategic direction within the parameters set down by legislation applicable to SQ and determines the policies and practices that govern its day-to-day operations.

COMMITTEES

The Board has established a series of Committees to assist it in fulfilling its governance responsibilities.

Each of these Committees consists of at least three Board members and is led by a Chair appointed by the Board. Committee members are not paid any additional remuneration for serving on the Committee.

Board Committees

Audit, Risk and Compliance Committee

The role of the Audit, Risk and Compliance Committee is to assist the Board in fulfilling its corporate governance responsibilities by providing oversight and monitoring of SQ's financial reporting and information, internal control structures, compliance, risk management frameworks, and internal and external audit functions.



The Committee is supported by SQ's Internal Auditor, as provided for under the obligations of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, which provides advice on audit and audit related matters.

The Chief Executive, Group Executive Finance and Corporate Services, Group Executive Technology Services and the Financial Controller attend meetings as observers.

This ensures appropriate separation between the Committee, as the body responsible for oversight and monitoring corporate governance within SQ, and the managers responsible for the administration of the business. Officers of the Queensland Audit Office (QAO) may also attend meetings of this Committee.

Ernst & Young undertakes the internal audit function in accordance with SQ's Internal Audit Charter, reporting to this Committee, independent of SQ management and the QAO.

The Committee meets quarterly and met four times during 2025-26. Key achievements included endorsing SQ's 2024-25 Financial Statements, monitoring implementation of 2025-26 Internal Audit Plan and approving the 2026-27 Internal Audit Plan and endorsing SQ's 2026-27 Annual Budget.

The Committee has due regard to the terms of its charter and Queensland Treasury's Audit Committee Guidelines in the conduct of its business. The Auditor General has provided an unqualified audit opinion on the 2025-26 Financial Statements of SQ.

Strategy and Planning Committee

The role of the Strategy and Planning Committee is to act as a forum that considers, tests and shapes complex, high risk and high value programs of work being developed by SQ management to implement the Board's vision, direction and strategies.

The Chief Executive and Executive General Manager Strategy and Performance attend meetings of this Committee, along with nominated Senior Management personnel as agenda items dictate. The Committee met four times during 2025-26.

Remuneration Committee

The role of the Remuneration Committee is to assist and advise the Board in relation to remuneration arrangements for the Chief Executive and Group Executive positions and remuneration policies of SQ. The Committee met once in 2025-26.

Internal Committee

SQ Executive Leadership Team

The SQ Executive Leadership Team (ELT) is chaired by the Chief Executive and comprises Group Executives and Executive General Managers. The ELT meets monthly with responsibility for strategic planning, strategy implementation and performance, people, culture and evolution, compliance and risk, and internal information sharing.

External Committee

Stadium Management Advisory Committee

The Stadium Management Advisory Committee (SMAC) meets as a condition of the Suncorp Stadium Development Approval. Suncorp Stadium's General Manager convenes SMAC on behalf of SQ. This Committee comprises representatives of local community groups and businesses, the respective elected state and local government representatives and various Government agencies, including Queensland Police, Translink and Emergency Services. These meetings enable Stadium Management to receive a range of views regarding the operation of the stadium. Two SMAC meetings were held during the year. No remuneration is paid to SMAC members.

RISK MANAGEMENT

The identification and proper management of risk is embedded in SQ's business processes and operating procedures. SQ has several Committees that address risk management issues:

- The formal SQ ELT process provides a coordinated approach to the management of risks at the operational level; and
- The Audit, Risk and Compliance Committee focuses on key strategic risk issues facing SQ and ensures mechanisms are in place to effectively protect assets and the safe operation of the business.

ETHICAL PROCEDURES, VALUES AND PRACTICES

During the 2025-26 financial year, SQ met its statutory and reporting obligations to executive Government and Parliament.

The *Human Rights Act 2019* (Qld) (the HRA) provides for the legal protection of 23 human rights. The HRA's aim is to ensure respect for human rights is embedded in the culture of the Queensland public sector and requires public entities to act and make decisions in a manner compatible with human rights in everyday operations and interactions with the community. During 2025-26 SQ continued to implement the HRA across the organisation with a focus on building employee awareness, understanding and strengthening capability in human rights consideration.

Some of the actions taken to further the objectives of the HRA included:

- Continuing integration of human rights material as part of decision-making tools;
- Ongoing review of policies, procedures, terms and conditions of entry, programs and practices to ensure compatibility with the HRA, and supports SQ's zero-tolerance policy of discriminatory behaviours exhibited by patrons and staff;
- Consideration of human rights and inclusion of human rights compatibility statements as part of policies that were reviewed and updated;

- As part of our ongoing commitment to accessibility, the delivery of new accessibility facilities in our venues;
- Shine training program - which focuses on providing consistent customer service for all people all of the time;
- Sunflower program training was rolled out at SQ managed venues which provides recognition and awareness of people with hidden disabilities; and
- Continuing to review and improve SQ's policies and practices in relation to the handling and security of personal information.

During the 2025-26 financial year SQ received one human rights complaint that was resolved through the Queensland Human Rights Commission early resolution process. SQ was not required to action any items as an outcome of this process.

SQ has a Code of Conduct which is applicable to all employees. Training is provided regularly for existing staff and during the induction of new staff. SQ's Code of Conduct and Human Resources policies align with the HRA.

SQ's values are congruent with the ethics principles and values outlined in the *Public Sector Ethics Act 1994*. Integrity and accountability are integrated into the current SQ Strategic Plan and planning process. SQ's Human Resources policies align with its Code of Conduct and SQ's value of 'integrity' is included as part of SQ's Positive Performance Framework.

EXTERNAL SCRUTINY

The QAO completes an annual audit of SQ's financial statements. The outcome of their audit of SQ's 2024-25 Financial Statements was included in the following report - State entities 2025 (Report 11: 2025-26). This report summarises the audit results of 241 Queensland state government entities. The report can be found at <https://www.qao.qld.gov.au/reports-resources/reports-parliament/state-entities-2025>.

INFORMATION SYSTEMS AND RECORDKEEPING

SQ provides quality recordkeeping through the provision of policies, procedures and systems to support decision making, accountability and ensuring compliance with the *Public Records Act 2023*, *Right to Information Act 2009*, *Information Privacy Act 2009* and the Records Governance policy.

In 2025-26, the following initiatives and activities were undertaken:

- Recordkeeping awareness is included in the induction training for new employees. SQ's Records Management policies and procedures are available to staff;
- SQ's Records Management policy and procedure, Archiving and Disposal policy and Administrative Delegations set out the recordkeeping responsibilities of all staff;

- SQ's Records Management policy and procedure, Information Privacy policy and Right to Information policy have been reviewed and amended as required to ensure compliance with recent changes to the *Public Records Act 2023*, *Right to Information Act 2009*, and *Information Privacy Act 2009*;
- The Records Management policy and procedure necessitate that all records, regardless of format, are managed in a manner that meets the requirements of the *Public Records Act 2023* and the Records Governance policy;
- SQ uses Micro Focus Content Manager as the Electronic Documents/Records Management System (EDRMS) to capture and manage electronic records such as email. Hardcopy records are also digitised and managed within the EDRMS;
- Information security is constantly monitored and there have been no breaches of information security; and
- Records are disposed of in accordance with the Archiving and Disposal policy and associated Administrative Delegations. SQ only uses disposal schedules approved by the Queensland State Archivist.

HUMAN RESOURCES

Industrial Relations

SQ applies the following industrial instruments to cater for its broad range of staff:

- Stadiums Queensland Staff Certified Agreement 2023;
- Stadiums Queensland Employees Award - State 2016;
- Event Day Staff Certified Agreement 2005; and
- Common Law Contracts.

Workforce Planning, Attraction and Retention

The quality of recruitment and selection activities is vital to ensuring SQ is able to attract and retain people with the skills, knowledge and ability to deliver services to the Queensland community as well as interstate and international visitors who attend events at SQ's venues.

SQ's business requires specialist skills across event management, operations and facilities management to ensure its nine venues are run in an efficient and cost-effective manner and safe for the millions of patrons who attend events each year.

Recruitment and selection processes are focused on selecting an eligible person who is best suited for the position. This includes the principles of merit, equity and fairness. They are designed to enable an assessment to be made of an applicant's skills, attributes and values against the requirements of the position and the needs and diversity of the organisation.

Given the specialist nature of the industry it is important SQ retains its people and the intellectual property created through continuous improvement to the organisation to deliver the best experience possible for

patrons as well as meeting hirer and stakeholder expectations. SQ nurtures its talent through a range of approaches including internal and external development opportunities, training, leadership development, study assistance and access to external education programs such as the Venue Management School and the Venue Management Association.

The nature of SQ's core business requires flexible arrangements for staff to achieve a reasonable work-life balance. SQ recognises and supports flexible working arrangements across the business. This is acknowledged in SQ's Human Resources Management and Work Health and Safety policies and procedures, outlined during employee induction and staff training.

No redundancy/early retirement/retrenchment packages were paid during the period.

	2024-25	2025-26
FTE	189.5	227.8
Permanent Separation %	16	13

Equity and Diversity

SQ conducted its third equity and diversity audit in early 2026. The results of the audits provide valuable data on workforce composition and how the organisation is tracking to meet its diversity targets. SQ has adopted the following targets for achieving a diverse and inclusive workforce. These targets align with the Queensland Public Sector targets.

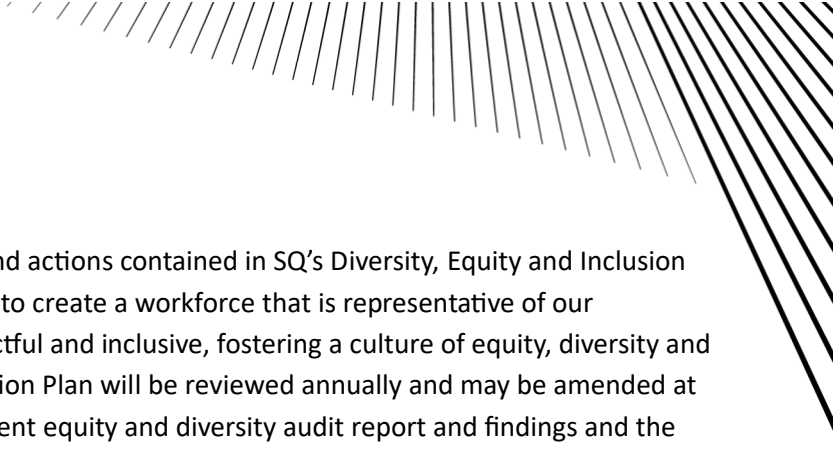
	Target	2025 Audit Result	2026 Audit Result
People with Disability	12%	10.91%	8.13%
Culturally and Linguistically Diverse (CALD)	12%	20% CALD1* 17.27% CALD2#	16.26% CALD1* 17.07% CALD2#
Aboriginal Peoples and Torres Strait Islander Peoples	4%	1.82%	2.44%
Women in Leadership	50%	66.67% at Senior Officer (SO) level 31.25% at Senior Executive Service (SES) equivalent level	27.27% at SO level 33.33% at SES equivalent level

*Culturally and linguistically diverse people born overseas.

#Culturally and linguistically diverse people who speak a language at home other than English.

The audit results are based on information voluntarily provided by SQ employees who participated in the audit (65% in 2026, 60% in 2025).

For Women in Leadership the audit results are based on only those males and females at the SO and SES Queensland Public Sector equivalent level that have participated in the audit.



The audit results have informed the approach and actions contained in SQ's Diversity, Equity and Inclusion Action Plan. This Plan reflects SQ's commitment to create a workforce that is representative of our community and workplaces that are safe, respectful and inclusive, fostering a culture of equity, diversity and inclusion. The Diversity, Equity and Inclusion Action Plan will be reviewed annually and may be amended at any time, taking into consideration the most recent equity and diversity audit report and findings and the achievement of items on the plan.

Equal Employment Opportunity Statement

SQ is an equal opportunity employer and seeks to ensure employment practices are non-discriminatory and the talents and resources of all employees are optimally utilised. SQ also seeks to build an organisation where everyone feels safe, respected and included, and an environment where individual differences and contributions are recognised and valued. SQ adopts the equity, diversity, respect and inclusion principles contained in the *Public Sector Act 2022* and the foundational principles of the Queensland Public Sector Inclusion and Diversity Strategy 2021 - 2025. All employees are responsible for implementing diversity, equity and inclusion policies and practices and are expected to reflect behaviours consistent with SQ's policies and values.

Work Experience and Trainee Program

SQ recognises the benefits of employing trainees and apprentices within its venues not only to develop the skill base within SQ itself but across the labour market generally. In 2025-26, SQ has facilitated and supported training contracts for apprenticeships in Greenkeeping through employment at SQ venues and for employees to advance their knowledge and skills through the completion of Diplomas in Sports Turf Management by an employee at The Gabba in December 2025. The Cbus Super Stadium team works together with TAFE Queensland to support work experience opportunities in our events team.

VENUE REPORTS

BRISBANE ENTERTAINMENT CENTRE



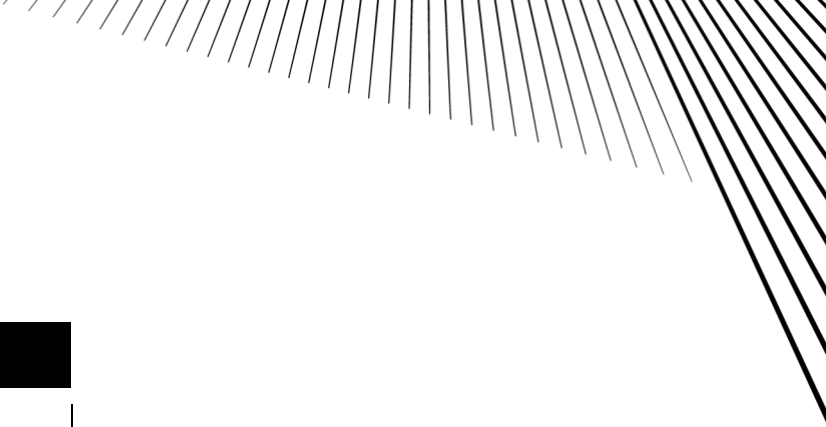
The BEC is one of Australia's premier venues for national and international touring acts and the home of the Brisbane Bullets National Basketball League (NBL) franchise. Located at Boondall in Brisbane, the multi-purpose indoor arena hosts an array of music, entertainment and sporting events each year.

The precinct also houses an Indoor Sports Centre that has hosted state and national championships. The centre is also used for community participation in sport and recreation that regularly hosts events for basketball, netball, volleyball, badminton, indoor football, martial arts, wheelchair rugby and cheerleading.

The BEC is owned by SQ and operated by Legends Global on behalf of SQ.

Top Achievements

- Celebrated 40 years of operation on 20 February 2026, which included the Brisbane Bullets playing their final home game of the 2025-26 season on this day, and a promotion encouraging patrons to share memories of their favourite moment at the venue. More than 19 million patrons have attended ticketed events since the venue opened.
- Executed a new five-year agreement with American Express allowing card members access to the American Express Entertainment Lounge pre-show.
- Hosted a strong calendar of Australian and international music and entertainment events including Deftones, Rüfüs Du Sol, Hilltop Hoods, The Lumineers, Linkin Park, Teddy Swims, Monster Truck Mania Live, Tyler, The Creator, Keith Urban, The Wiggles and Lainey Wilson. In Billboard's Boxscore Midyear 2026 Report, the BEC was ranked #10 globally (10,001 – 15,000 capacity category) and #1 for the Oceanic region.
- Completed venue enhancements including the main courtyard security fence and main arena lighting.
- Delivered community focused initiatives including surplus food donations to Nourish Street Inc. following events.



Patronage

Category	Number
Major Events	658,885
Community Access and Use	203,149
Total	862,034

Future Focus

- Continue to deliver an exciting calendar of music and entertainment events.
- Continue to deliver venue enhancements including to the main arena stage and lift replacement.

CBUS SUPER STADIUM

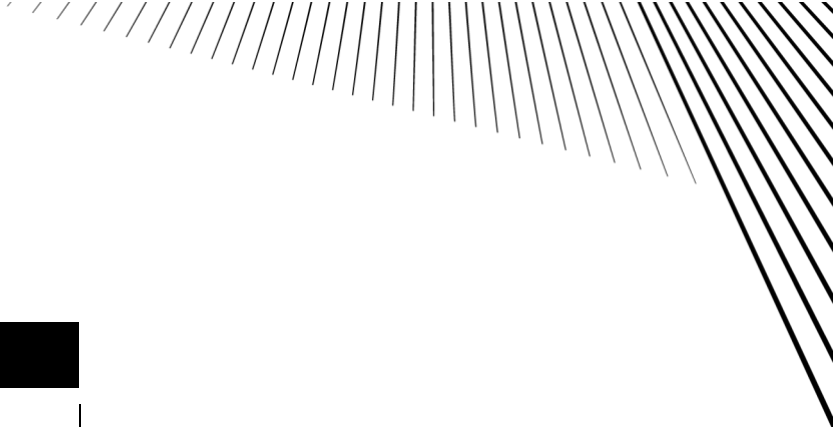


Cbus Super Stadium, located at Robina on the Gold Coast, is a world class rectangular stadium and the home of the Gold Coast Titans NRL and NRLW teams. The venue hosts a diverse calendar of major sporting events, international football, rugby league and rugby union, concerts, motorsport events, corporate functions and community events.

Cbus Super Stadium is owned and operated by SQ.

Top Achievements

- Successfully delivered major events including the Fédération Internationale de Motocyclisme (FIM) World Supercross Championship, Monster Jam, game three of the 2026 Women's State of Origin Series. The venue was also Queensland's sole host of the Asian Football Confederation (AFC) Women's Asian Cup 2026, delivering six tournament matches across four event days.
- Welcomed the three millionth Gold Coast Titans NRL fan through the gates since the venue's opening in 2008.
- Improved venue accessibility with new Quiet Room and Parents' Room facilities, creating a more inclusive space for patrons.
- Installed thematic roof structure lighting, creating a more engaging and memorable event experience for patrons and hirers.
- Strengthened the venue's community connections, hosting community events including the Gold Coast Running Festival and the Vinnies CEO Sleep Out, with both events achieving record attendances.



Patronage

Category	Number
Major Events	281,266
High Performance Sport Events and Development	1,430
Community Access and Use	65,564
Total	348,260

Future Focus

- Deliver major events including the Rugby League World Cup 2026 and FIM World Supercross Championship.
- Supporting the Gold Coast Titans NRL team celebrate their 20 year anniversary in 2027.
- Enhance venue accessibility through the delivery of a Changing Place facility and other targeted improvements.
- Strengthen community and industry partnerships by continuing to support local initiatives and attracting new event opportunities.
- Invest in venue improvements including new field of play irrigation system to enhance operational efficiency.

THE GABBA



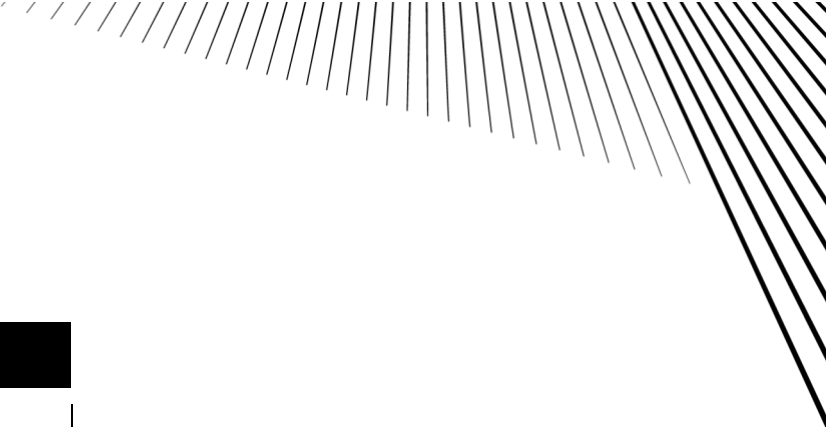
First established in 1895, The Gabba has a rich history of major events including cricket, AFL, baseball, rugby league, rugby union, Olympic football and concerts.

The Gabba, located at Woolloongabba in Brisbane, is best known as the home of the Brisbane Lions, Queensland Bulls and Brisbane Heat with one of the best cricket wickets in the world. The venue has a range of function and meeting spaces that are used extensively throughout the year.

The Gabba is owned and operated by SQ.

Top Achievements

- Hosted an enthralling day/night Ashes Test match with Australia winning in front of more than 137,000 patrons over the four days (the second highest Test attendance in The Gabba's history).
- Welcomed record crowds for the Brisbane Lions 2025 home season, with an average 31,000 patrons attending each fixture.
- Supported the Brisbane Heat's 2025-26 home campaign, with more than 150,000 patrons attending games, the most since 2017-18 and the second highest crowd total in the Big Bash League (BBL) in 2025-26.
- Conducted catering trials including the trial of Australia's very first EBar (automated self-serve pop up bars).
- Supported the International Federation of Association Football (FIFA) World Cup 2026 through SQ's world class expertise, with The Gabba's Ground Manager invited to work at the event and contribute specialist knowledge and experience.
- Continued focus on maintenance to ensure The Gabba continues to present to a world class standard.



Patronage

Category	Number
Major Events	700,101
High Performance Sport Events and Development	5,918
Community Access and Use	3,764
Total	709,783

Future Focus

- The Gabba will host Carreras & Friends featuring legendary operatic tenor, José Carreras, performing with international artists including Robbie Williams, The Corrs and Ronan Keating, along with a host of Australian artists.
- Work with key hirers to maximise patron access and experience at The Gabba, leveraging the continued success of home fixtures.
- Continue working with and engaging service providers to ensure operational continuity through to post 2032 Games.
- Engage patrons with initiatives that recognise and celebrate the history of The Gabba.

PEOPLE FIRST STADIUM



People First Stadium, located at Carrara on the Gold Coast, is home to the Gold Coast SUNS (GC SUNS) AFL and AFLW teams. The venue hosts a range of sporting, entertainment, community and cultural events.

People First Stadium is owned by SQ. Until 28 February 2026 the venue was leased by the AFL and operated by the GC SUNS. SQ assumed operational responsibility on 1 March 2026.

Top Achievements

- Maintained uninterrupted delivery of venue operations and major events while transitioning the venue to direct SQ management.
- Delivered a diverse calendar of events including the Spilt Milk music festival, Nitro Circus, men's T20 international cricket match between Australia and India, and the Let's Go Gold Coast Caravan & Outdoor Expo.
- Hosted GC SUNS AFL and AFLW matches, while supporting the training and high-performance requirements of the men's and women's programs and the SUNS Academy.
- Delivered a significant program of maintenance works, including electrical distribution board upgrades, venue-wide painting, CCTV upgrades and LED sports lighting upgrades (canopy lights only) to improve asset reliability, venue presentation and patron experience.
- Continued to support the local community through initiatives including Connect 2 Home, high performance sporting programs and a range of community access initiatives.

Patronage

Category	Number
Major Events	284,576
High Performance Sport Events and Development	23,750
Community Access and Use	23,525
Total	331,851

Future Focus

- Deliver successful GC SUNS AFL and AFLW seasons, alongside events including the men's T20 international cricket match between Australia and England, Spilt Milk and the Let's Go Gold Coast Caravan & Outdoor Expo.
- Progress the venue's maintenance and capital works programs, including tower lighting upgrades (design work), structural steel repainting, concourse membrane enhancements, PA replacement and grounds compound improvements.
- Strengthen the venue's strategic partnership with the GC SUNS through improved planning frameworks, communication pathways and operational coordination.
- Increase utilisation of the venue through commercial, community and non-event day opportunities, including functions and broader community access outside major event periods.
- Support inclusive and community focus initiatives including Connect 2 Home.

QUEENSLAND COUNTRY BANK STADIUM



Queensland Country Bank Stadium, located in Townsville, is regarded as one of the best regional stadia in Australia. With a vision of delivering world class to North Queensland, the venue is home to the North Queensland Cowboys NRL and NRLW teams and is a multi-purpose rectangular venue suitable for events including rugby league, rugby union, football, concerts, and function and community activities.

Queensland Country Bank Stadium is owned and operated by SQ.

Top Achievements

- Hosted the first NRLW home final between the North Queensland Cowboys and Cronulla Sharks.
- Continued to bring major events to North Queensland, hosting the Sunburnt Country music concert featuring Jelly Roll, Australia versus Argentina men's rugby union test match and Nitro Circus.
- Work underway to deliver venue enhancements including the installation of a new shade structure over the Northern Terrace and a Quiet Room.
- Enhanced accessibility at the venue through the implementation of a new accessible parking process.
- Secured a strong calendar of events which will be delivered at the venue through the remainder of 2026.

Patronage

Category	Number
Major Events	308,882
High Performance Sport Events and Development	750
Community Access and Use	18,913
Total	328,545

Future Focus

- Deliver major sporting events through the remainder of 2026, including the Rugby League World Cup 2026, Australia versus Japan men's rugby union test match, Queensland Football Series: Australia versus Brazil and AUSX Supercross Championship.
- Deliver Foo Fighters and Guns N' Roses concerts in late 2026.
- Deliver venue enhancements including a field replacement project, in preparation for hosting the 2027 Men's Rugby World Cup.
- Continue to work with stakeholders to prepare for delivery of the 2027 Men's Rugby World Cup.

QUEENSLAND SPORT AND ATHLETICS CENTRE



QSAC is a training and competition hub for high performance athletes, as well as a popular training facility for the community. Located at Nathan in Brisbane, the venue hosts numerous national and local athletics events, school athletics carnivals and community events and functions.

It is the only venue of its type in Australia, featuring two 10-lane 400 metre tracks in its Main Stadium and State Athletics Facility. The precinct also includes Sandstorm, an eight-court beach volleyball complex as well as Nissan Arena, home to Netball Queensland, the training and competition base to the Queensland Firebirds and a training and competition venue used by a variety of community sporting groups.

QSAC is home to the QAS headquarters, a hub for high performance athlete training, development, recovery and research with access to international standard athletics facilities, including the indoor athletics throws facility, the National Throws Centre of Excellence.

QSAC is owned and operated by SQ (Nissan Arena is managed by Netball Queensland while Sandstorm is managed by Sandstorm Beach Volleyball).

Top Achievements

- Hosted the 2026 Australian Junior Athletics Championships and the Coles Australian Little Athletics Championships, which was the first time these two events had been held conjointly. Also hosted the 2025 Oceania Masters Athletics Championships and the 2025 Virtus World Athletic Championships.
- Continued supporting the QAS and their industry leading high performance programs. In addition, welcomed many international high performance athletes who trained at the venue throughout the year.
- Hosted Megaband 2026, setting a national record for the largest school concert band to perform together.
- Secured a new recurring event, Paladin Fitness Racing, that attracted over 2,000 competitors for each of its two events in 2025-26.
- Completed upgrades to the State Athletics Facility, including resurfacing the athletics track, returfing the in-field and replacing the discus cage, that will benefit all high performance and community training and events in the facility.
- Hosted a diverse calendar of events at Nissan Arena, including the 2026 Super Netball season.

Patronage

Category	Number
Major Events	34,616
High Performance Sport Events and Development	162,603
Community Access and Use	573,477
Total	770,696

Future Focus

- Successfully deliver the 2027 Queensland Athletics Track and Field Championships.
- Continue to host a variety of events at Nissan Arena, including the 2027 Super Netball season.
- Complete resurfacing of the Main Stadium athletics track that will benefit high performance training and events.
- Improve sustainability at Nissan Arena, with the installation of solar panels and a battery.
- Continue to plan and deliver initiatives that enhance the experience of all users such as upgrading wayfinding and digital signage, expanding the venue's power and data network, enhancing the venue's soft and hard landscaped spaces, and replacing and upgrading the venue's athletics equipment.

QUEENSLAND TENNIS CENTRE



The QTC, located at Tennyson in Brisbane, comprises 23 international standard courts which are available for both tournament and community use and hosts a range of sporting, entertainment, community and cultural events.

The centre court, Pat Rafter Arena, includes 20 corporate suites, several function spaces and player facilities. The QTC is also home to the National Tennis Academy high performance player development program.

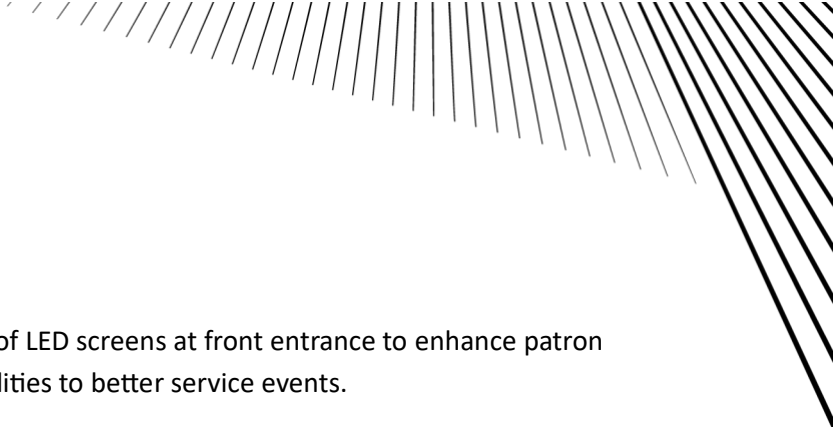
The QTC is owned by SQ and leased to and operated by Tennis Queensland.

Top Achievements

- Hosted a variety of sporting events, including the 2026 Brisbane International, the venues first ever boxing event and the Torian Pro CrossFit Semifinals 2026.
- Enhanced the venue through replacement of roadside switchboard and lighting system upgrade.
- Secured an in-house catering contract, leveraging upgrades to catering amenities delivered in the previous year.
- Hosted community events including Bands in the Park.

Patronage

Category	Number
Major Events	121,742
High Performance Sport Events and Development	9,200
Community Access and Use	148,809
Total	279,751



Future Focus

- Upgrade venue facilities including inclusion of LED screens at front entrance to enhance patron experience, and other improvements to facilities to better service events.
- Deliver major events including the Davis Cup tie between Australia and Poland, the opening home game of the Brisbane Bullets NBL 27 season and the 2027 Brisbane International.
- Work with in-house catering provider to drive function business.
- Continue to engage with sporting organisations and community groups to increase tennis programs and tournaments.
- Support the implementation of the Queensland Government's *2032 Delivery Plan* in regard to facility enhancements at the QTC.

SLEEMAN SPORTS COMPLEX



The SSC is a centre of excellence for high performance sports training and events. The venue, located at Chandler in Brisbane, is dedicated to developing current and future high performance athletes while supporting the local community through health, wellbeing and entertainment programs and events. The precinct encompasses the Brisbane Aquatic Centre including the Geoff Henke Winter Olympic Training Centre and Diving Australia's High Performance Dry Dive Centre, Anna Meares Velodrome, Brisbane SX International BMX Centre, Chandler Arena, Chandler Theatre, Queensland State Gymnastics Training Centre and Chandler Lodge and Cabins which provide short-stay accommodation facilities.

SSC is a training base of Australia's high performance athletes for swimming, diving, BMX racing, track cycling and aerial and mogul skiers, as well as Queensland's elite and development athletes in sports including swimming, diving, gymnastics, BMX racing, track cycling, water polo, artistic swimming, basketball, wheelchair rugby, wheelchair basketball and weightlifting.

The venue is also a home to the QAS, a hub for high performance athlete training, development, recovery and research.

SSC hosts international, national and state events and caters for a wide variety of aquatic and fitness activities, learn to swim programs, community sports, recreation, regional and local events.

SSC is owned and operated by SQ.

Top Achievements

- Celebrated success at the Milano Cortina 2026 Winter Olympics, with four of Australia's six medallists having trained at the Geoff Henke Winter Olympics Training Centre.
- Hosted the 2026 Australian Youth Water Polo Championships, with over 29,000 attendees.
- Secured both the 2027 Australian Youth Water Polo Championships and Swimming Australia Age and Open Championships.
- Introduced a new Precinct Operations Centre, lifting crowd safety, security and event control across the precinct.
- Implemented other upgrades to precinct facilities, including the installation of broadcast standard sports lighting in the Brisbane Aquatic Centre, installation of tier one sound system in the Chandler

Arena, and creation of an athlete lounge for the QAS/Rackley Swimming high performance program.

- Achieved AUSactive Quality Business Accreditation for the Pace at Sleeman gymnasium, a nationally recognised benchmark for professionalism, safety and ethical practice in the exercise and active health industry.
- Received Platinum Safety Endorsement for the Brisbane Aquatic Centre recognising excellence in the aquatic industry through achievement of the highest standards in safety and risk management.

Patronage

Category	Number
High Performance Sport Events and Development	182,816
Community Access and Use	528,177
Total	710,993

Future Focus

- Successful delivery of the 2026 Union Cycliste Internationale (UCI) BMX Racing World Championships, and the 2027 editions of the Australian Youth Water Polo Championships, and the Age, Multi-Class (MC) Age and Open Swimming Championships.
- Transition Pace at Sleeman to 24/7 operation.
- Support the implementation of the Queensland Government's *2032 Delivery Plan* in regard to facility enhancements at the SSC.
- Continue to upgrade precinct facilities, including completing the substation upgrade, new ceiling in the 25-meter pool area, and air conditioning in the dryland dive facility at the Brisbane Aquatic Centre.

SUNCORP STADIUM



Suncorp Stadium, located at Milton in Brisbane, is one of Australia's busiest stadiums, with a full calendar of sporting and entertainment events. Australia's best rectangular stadium is designed to deliver an incredible atmosphere for patrons, players and performers highlighted by the stadium's reputation as 'the Cauldron'.

The venue is home to the Brisbane Broncos, Dolphins, Brisbane Roar, Queensland Reds, Queensland Maroons and the NRL Magic Round. It also hosts national sporting teams and premier World Cup events while providing a major concert venue for international music acts across a range of genres.

Suncorp Stadium is owned by SQ and operated by Legends Global on behalf of SQ.

Top Achievements

- Successfully delivered the Royal Edinburgh Military Tattoo 75th Anniversary show across four consecutive nights, winning Event of the Year Award at TheStadiumBusiness Awards 2026.
- Successful delivery of events including two games during the British and Irish Lions Australian Tour, sold out NRL Magic Round, concerts by Metallica, Lady Gaga, AC/DC and Ed Sheeran, alongside anchor tenants' home seasons. The venue hosted its largest number of patrons and welcomed its 25th millionth patron during NRL Magic Round.
- Secured a strong calendar of sporting and concert events.
- Enhanced the venue with the renovation of the Level 3 Stadium Members bars and Hirer's Suite.
- Received the following accolades, certificates and recognition: making the inaugural IQ Magazine Stadiums Stars list in 2025, Best Rectangular Stadium at the 2025 Austadiums Awards, ranked number 10 Top Stadium in Billboard's Boxscore Midyear 2026 report, and accreditation as both a Quality Tourism Accredited Business, a Sustainable Tourism Accredited Business through the Queensland Tourism Industry Council and Suncorp Stadium's Ground Manager awarded the Excellence in Sportsfield & Grounds Management Award for 2026.
- Delivered community focused initiatives, including Stadium of Hope initiative for Act for Kids.

Patronage

Category	Number
Major Events	1,674,292
High Performance Sport Events and Development	600
Community Access and Use	22,473
Total	1,697,365

Future Focus

- The venue will undergo its largest upgrade since 2003, focused on delivering a world class patron experience, in conjunction with other enhancements including resurfacing of the northern plaza and upgrade to the field of play grow lights.
- Installation of a Frictionless Bar, aimed at using technology to reduce wait times and speed up patron transactions through a dedicated retail outlet.
- Deliver major events including international concert acts, Queensland Football Series: Australia versus Brazil, Rugby League World Cup 2026, 2027 ANZAC Day Bledisloe Cup match, 2027 NRL Magic Round and anchor tenant home seasons.
- Ongoing work with stakeholders to prepare for delivery of the 2027 Men's Rugby World Cup.

FINANCIAL STATEMENTS

For the financial year ended 30 June 2026

Stadiums Queensland
Statement of Comprehensive Income
for the year ended 30 June 2026

		2026	2025
OPERATING RESULT	Notes	\$000	\$000
Income from Operations			
User charges and fees	3.1	91,322	68,212
Grants and contributions	3.2	83,389	83,280
Interest		7,445	6,566
Other revenue		54	19
Total Revenue		182,210	158,077
Gains			
Gain on disposal of assets		29	20
Total Income from Operations		182,239	158,097
Expenses from Operations			
Supplies and services	4.1	100,509	90,166
Depreciation and amortisation	5.4	115,125	107,870
Employee expenses	4.2	33,369	28,894
Borrowing costs	4.3	2,044	2,499
Loss on disposal and write-offs		9	1
Total Expenses from Operations		251,056	229,430
Operating Result for the Year		(68,817)	(71,333)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to Operating Result			
Increase in asset revaluation surplus	8.2	205,350	69,257
Total Other Comprehensive Income		205,350	69,257
Total Comprehensive Income		136,533	(2,076)

The accompanying notes form part of these financial statements.

Stadiums Queensland
Statement of Financial Position
as at 30 June 2026

	Notes	2026 \$000	2025 \$000
Current Assets			
Cash and cash equivalents	5.1	186,125	188,745
Receivables	5.2	7,437	8,705
Other current assets	5.3	10,400	11,661
Total Current Assets		203,962	209,111
Non-Current Assets			
Property, plant and equipment	5.4	2,173,729	2,041,744
Intangible assets		2,313	2,591
Right of Use Asset		600	317
Total Non-Current Assets		2,176,642	2,044,652
Total Assets		2,380,604	2,253,763
Current Liabilities			
Payables	6.1	63,405	87,588
Other liabilities	6.2	13,348	14,498
Interest bearing liabilities	6.3	7,467	7,828
Lease Liabilities		273	153
Accrued employee benefits	6.4	8,398	7,021
Total Current Liabilities		92,891	117,088
Non-Current Liabilities			
Other liabilities	6.2	1,206	1,206
Interest bearing liabilities	6.3	19,145	26,454
Lease liabilities		261	101
Accrued employee benefits	6.4	1,253	1,137
Total Non-Current Liabilities		21,865	28,898
Total Liabilities		114,756	145,986
Net Assets		2,265,848	2,107,777
Equity			
Contributed equity	8.1	1,157,900	1,136,362
Accumulated deficit		(632,300)	(563,483)
Asset revaluation surplus	8.2	1,740,248	1,534,898
Total Equity		2,265,848	2,107,777

The accompanying notes form part of these financial statements.

Stadiums Queensland

Statement of Changes in Equity for the year ended 30 June 2026

	Accumulated Deficit	Asset Revaluation Surplus (Note 8.2)	Contributed Equity	Total
	\$000	\$000	\$000	\$000
Balance as at 1 July 2024	(492,150)	1,465,641	1,115,350	2,088,841
Operating Result	(71,333)	-	-	(71,333)
Other Comprehensive Income				
Increase in asset revaluation surplus	-	69,257	-	69,257
Total Comprehensive Income for the Year	(71,333)	69,257	-	(2,076)
Transactions with Owners as Owners				
Non-reciprocal transfer of assets (Note 8.1)	-	-	21,012	21,012
Net Transactions with Owners as Owners	-	-	21,012	21,012
Balance as at 30 June 2025	(563,483)	1,534,898	1,136,362	2,107,777
Balance as at 1 July 2025	(563,483)	1,534,898	1,136,362	2,107,777
Operating Result	(68,817)	-	-	(68,817)
Other Comprehensive Income				
Increase in asset revaluation surplus	-	205,350	-	205,350
Total Comprehensive Income for the Year	(68,817)	205,350	-	136,533
Transactions with Owners as Owners				
Non-reciprocal transfer of assets (Note 8.1)	-	-	21,538	21,538
Net Transactions with Owners as Owners	-	-	21,538	21,538
Balance as at 30 June 2026	(632,300)	1,740,248	1,157,900	2,265,848

The accompanying notes form part of these financial statements.

Stadiums Queensland
Statement of Cash Flows
for the year ended 30 June 2026

	Notes	2026 \$000	2025 \$000
Cash flows from operating activities			
Inflows:			
Receipts from operations		89,895	73,001
Grants and contributions		83,389	83,175
Interest		7,303	6,930
GST input tax credits from ATO		20,860	15,097
GST collected from customers		15,595	13,772
Other		4,030	3,730
Outflows:			
Employee expenses		(31,825)	(27,977)
Supplies and services		(124,383)	(43,667)
Borrowing costs		(2,007)	(2,426)
GST remitted to the ATO		(15,585)	(12,837)
GST paid to suppliers		(21,130)	(15,887)
Net cash provided by operating activities	CF-1	26,142	92,911
Cash flows from investing activities	CF-2		
Inflows:			
Sales of property, plant and equipment		49	41
Outflows:			
Payments for property, plant and equipment		(42,441)	(17,229)
Payments for intangible assets		-	(1,221)
Net cash used in investing activities		(42,392)	(18,409)
Cash flows from financing activities			
Inflows:	CF-3		
Cash contribution on transfer of equity		21,538	21,012
Outflows:			
Borrowing redemptions		(7,707)	(7,282)
Lease payments		(201)	(300)
Net cash provided by financing activities		13,630	13,429
Net (decrease)/ increase in cash and cash equivalents		(2,620)	87,931
Cash and cash equivalents at beginning of financial year		188,745	100,814
Cash and cash equivalents at end of financial year	5.1	186,125	188,745

The accompanying notes form part of these financial statements.

Stadiums Queensland

NOTES TO THE STATEMENT OF CASH FLOW

CF-1 Reconciliation of Operating Result to Net Cash by Operating Activities

	2026 \$000	2025 \$000
Operating Deficit	(68,817)	(71,333)
Depreciation expense	114,846	107,601
Amortisation expense	279	270
Net gain on disposal of non-current assets	(20)	(19)
Donated assets received	-	(105)
Market interest adjustment	37	73
Decrease in receivables and other assets	2,529	797
Increase (decrease) in payables	(23,055)	47,284
Increase (decrease) in other liabilities	(1,150)	7,426
Increase in accrued employee benefits	1,493	917
Net cash provided by operating activities	26,142	92,911

CF-2 Non-Cash Investing and Financing Activities

Assets donated to SQ are recognised as revenue (refer Note 3.2).

CF-3 Changes in Liabilities Arising from Financing Activities

2026

	Closing Balance 2025 \$000	Non-Cash Changes		Cash Flows		Closing Balance 2026 \$000
		Market Interest Adjustment \$000	New leases acquired \$000	Cash Received \$000	Cash Payments \$000	
Borrowings	34,282	37	-	-	(7,707)	26,612
Lease liabilities	254	-	481	-	(201)	534
Total	34,536	37	481	-	(7,908)	27,146

2025

	Closing Balance 2024 \$000	Non-Cash Changes		Cash Flows		Closing Balance 2025 \$000
		Market Interest Adjustment \$000	New leases acquired \$000	Cash Received \$000	Cash Payments \$000	
Borrowings	41,490	73	-	-	(7,281)	34,282
Lease liabilities	554	-	-	-	(300)	254
Total	42,044	73	-	-	(7,581)	34,536

1. BASIS OF FINANCIAL STATEMENT PREPARATION

1.1 General Information

Stadiums Queensland (SQ) is a statutory body established under the *Major Sports Facilities Act 2001* and does not control other entities. The financial statements comprised of the transactions and balances of SQ as an individual entity.

The head office and principal place of business of SQ is:
Corner of Castlemaine and Chippendall Streets
Milton QLD 4064

1.2 Compliance with Prescribed Requirements

SQ has prepared these financial statements in compliance with section 39 of the *Financial and Performance Management Standard 2019*. The financial statements comply with Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025.

SQ is a not-for-profit entity and these general purpose financial statements are prepared on an accrual basis (except for the Statement of Cash Flows which is prepared on a cash basis) in accordance with Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

New accounting standards early adopted and/or applied for the first time in these financial statements are outlined in Note 15.

1.3 Presentation

Currency and Rounding

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or where the amount is \$500 or less, to zero, unless disclosure of the full amount is required.

Comparatives

Comparative information reflects the audited 2023-24 financial statements except where necessary to be consistent with disclosures in the current reporting period.

Current/ Non-Current Classification

Assets and liabilities are classified as either 'current' or 'non-current' in the Statement of Financial Position and associated Notes.

Assets are classified as 'current' where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as 'current' when they are due to be settled within 12 months after the reporting date, or SQ does not have the right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

1.4 Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Board of SQ at the date of signing the Management Certificate.

1.5 Basis of Measurement

Historical cost is used as the measurement basis in this financial report unless otherwise stated.

Historical Cost

Under historical cost, assets are recorded at the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire assets at the time of their acquisition. Liabilities are recorded at the amount of proceeds received in exchange for the obligation or at the amounts of cash or cash equivalents expected to be paid to satisfy the liability in the normal course of business.

1.5 Basis of Measurement (continued)

Fair Value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique. Fair value is determined using one of the following three approaches:

- The *market approach* uses prices and other relevant information generated by market transactions involving identical or comparable (i.e. similar) assets, liabilities or a group of assets and liabilities, such as a business.
- The *cost approach* reflects the amount that would be required currently to replace the service capacity of an asset. This method includes the current replacement cost methodology.
- The *income approach* converts multiple future cash flow amounts to a single current (i.e. discounted) amount. When the income approach is used, the fair value measurement reflects current market expectations about those future amounts.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by SQ's independent valuers include, but are not limited to, published sales data for land and building construction costs data.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets being valued. Unobservable inputs used by independent valuers include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics and functionality of the assets, assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

All SQ's assets for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- Level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- Level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- Level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

Where fair value is used, the fair value approach is disclosed.

Present Value

Present value represents the present discounted value of the future net cash inflows that the item is expected to generate (in respect of assets) or the present discounted value of the future net cash outflows expected to settle (in respect of liabilities) in the normal course of business.

1.6 Taxation

SQ is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by SQ. GST input tax credits receivable from, and GST payable to the Australian Taxation Office, are recognised and included in the Statement of Financial Position.

2. OBJECTIVES OF STADIUMS QUEENSLAND

SQ's objectives are:

- to manage, operate, use and promote major sports facilities and facility land, including for a community purpose; and
- to undertake the development of:
 - major sports facilities;
 - sports, recreational or entertainment facilities for declaration as major sports facilities;
 - infrastructure associated with major sports facilities or proposed major sports facilities; and
- to provide services in relation to the operation and management of other facilities or land held or administered by the department and used for:
 - sport, recreational or entertainment purposes or events; or
 - special events.

SQ must perform its functions in a way that is consistent with sound commercial principles while having regard to the requirements of tenants of the facilities or land.

SQ is partly funded by Queensland Government grants and contributions and generates income on a fee for service basis for:

- membership;
- venue management, tenancy and hiring arrangements;
- catering commissions; and
- sponsorships.

3. REVENUE

3.1 User Charges and Fees

	2026 \$000	2025 \$000
Revenue from contracts with customers		
Membership	10,575	9,669
Hiring and management fees	40,807	27,731
Ticketing and admissions fees	8,963	6,097
Catering	21,893	16,728
Sponsorships	3,916	3,665
Other	1,218	736
	87,372	64,626
Other user charges		
Rental income	3,517	3,183
Other	433	403
Total	91,322	68,212

Accounting Policies – Revenue from Contracts with Customers (User Charges and Fees)

Revenue from contracts with customers is recognised when SQ transfers control over a good or service to the customer. The following table provides information about the nature and timing of the satisfaction of performance obligations and revenue recognition for SQ's major business revenue from contracts with customers.

Type of good and service	Nature and timing of performance obligation	Revenue recognition policies
Membership	SQ sells memberships of up to a 12-month period. Members simultaneously receive and consume benefits, the sole performance obligation during the period. Membership is received upfront net of any discounts.	Revenue is recognised over the period of membership. A contract liability is recognised for the period that the membership benefit has not been consumed.

3.1 User Charges and Fees (continued)

Type of good and service	Nature and timing of performance obligation	Revenue recognition policies
Hiring and management fees	SQ provides stadia and facilities for use to host major sports, entertainment and recreation activities under hiring and operating management contracts which vary significantly, up to 10 years in duration. The sole performance obligation is the use of stadia and facilities under the contract. The customer is invoiced after major sports, entertainment and recreation activities have been held as per the terms of the contract.	Revenue is recognised on the completion of any major sports, entertainment and recreation activities. A contract asset is recognised for stadia and facilities already utilised but not yet invoiced.
Ticketing and Admission fees	(i) SQ receives advance ticketing rights for the provision of ticketing services. The sole performance obligation is issuing the rights for the services under a contract, usually 3 – 5 years. An invoice for advance ticketing rights (contract liability) is raised as per the terms of the contract. (ii) SQ collects entry fees to venues, with the key performance obligation of allowing entry to patrons to attend elite training, sporting and recreation activities.	(i) Revenue is recognised progressively on monthly basis over the period of the ticketing rights contract. A contract liability is recognised for the unexpired period. (ii) Revenue is recognised on completion of major sports, entertainment and recreation activities.
Catering	(i) SQ receives catering rights and commissions from catering services. The sole performance obligation is issuing the rights for the services under a contract, usually 3 – 10 years. The customer is invoiced in advance for catering rights under the terms of the contract upon which a contract liability is recognised. (ii) The customer is invoiced for catering commissions after each month under the contract.	(i) Revenue is recognised progressively on a monthly basis over the period of the catering rights contract. A contract liability is recognised for the unexpired period. (ii) Revenue is recognised progressively on monthly basis.
Sponsorships	SQ receives naming rights from stadia sponsors, sole performance obligation being issuing of naming rights under a contract, usually 3 – 10 years. The customer is invoiced in advance for naming rights under the terms of the contract upon which a contract liability is recognised.	Revenue is recognised progressively on monthly basis over the period of the naming rights contract. A contract liability is recognised for the unexpired period.

Accounting Policies – Rental Income

Rental income from leasing of venue spaces is recognised progressively over the lease term.

Lease information is disclosed in Note 7.1.

3.2 Grants and Contributions

	2026 \$000	2025 \$000
Queensland Government operating grants	70,574	68,453
Queensland Government capital grants	12,815	12,454
Donations - assets	-	105
Contributions - other	-	2,268
Total	83,389	83,280

Accounting Policy – Grants and Contributions

Grants and contributions revenue arise from non-exchange transactions where SQ does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for SQ to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB 15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding, except for special purpose capital grants received to construct non-financial assets to be controlled by SQ. Special purpose capital grants are recognised as unearned revenue when received, and subsequently recognised progressively as revenue as SQ satisfies its obligations under the grant through construction of the asset.

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

Accounting Policy – Assets Donated

Assets donated are non-reciprocal in nature and are recognised at fair value as revenue on receipt of the assets.

Queensland Government Annual Operating and Capital Grants

SQ relies on the State of Queensland to continue to provide operating and capital grants and funding to assist with servicing borrowings raised for stadium redevelopments.

SQ receives annual operating and capital grants from the administering department, Department of Sport, Racing and Olympic and Paralympic Games (DSROPG). There are no sufficiently specific performance obligations with the department hence these grants are recognised as revenue on receipt under AASB 1058.

4. EXPENSES

4.1 Supplies and Services

	2026 \$000	2025 \$000
Professional fees and contractors	9,563	9,141
Telecommunication costs	232	255
Council rates, water, electricity and gas	5,996	5,861
Insurance	4,194	3,976
Venue cleaning and asset protection costs	7,098	6,480
Repairs and maintenance	52,595	49,311
Software support and computer costs	9,315	5,614
Advertising and promotions	638	515
Printing and postage	362	323
Event costs	6,577	4,833
Bank charges	91	75
Impairment losses	9	(3)
Audit fees	263	366
Losses and special payments	10	3
Land tax	1,853	1,893
Other	1,713	1,523
Total	100,509	90,166

Total external audit fees quoted by Queensland Audit Office relating to the 2025-26 financial statements are \$127,800 (2025 Actual: \$111,300). There are no non-audit services included in this amount.

Supplies and Services are disclosed net of the costs recovered from tenants and hirers.

Accounting Policy - Special payments

Special payments include ex gratia expenditure and other expenditure that SQ is not contractually or legally obliged to make to other parties. In compliance with the *Financial and Performance Management Standard 2019*, SQ maintains a register setting out details of all special payments greater than \$5,000.

4.2 Employee Expenses

	2026 \$000	2025 \$000
Employee Benefits		
Wages and salaries	24,180	20,674
Employer superannuation contributions	3,447	3,046
Annual and long service leave entitlements	2,779	2,609
Other employee benefits	251	261
Employee Related Expenses		
Payroll tax	1,685	1,457
Workcover	352	379
Other employee related expenses	675	468
Total	33,369	28,894
	No.	No.
Full-time equivalent employees at 30 June	227.8	189.5

Key Management Personnel Disclosures are detailed in Note 12.

4.2 Employee Expenses (continued)

Accounting Policy – Wages and Salaries and Annual Leave

Wages and salaries due but unpaid at the reporting date are recognised in the Statement of Financial Position at the current remuneration rates expected to apply at the time of settlement.

For annual leave, the entire amount of unpaid entitlements is recorded as a current liability in the Statement of Financial Position at its undiscounted value as SQ does not have an unconditional right to defer settlement of this obligation.

Accounting Policy – Sick Leave

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Accounting Policy – Long Service Leave

Long service leave entitlements payable are assessed at balance date having regard to current employee remuneration rates, employment related on-costs and other factors including accumulated years of employment, future remuneration levels, and experience of employee departure per year of service.

Where SQ does not have an unconditional right to defer settlement of the long service leave entitlement, the unpaid entitlement is recorded as a current liability in the Statement of Financial Position at its undiscounted value. Long service leave expected to be paid later than one year has been measured at the present value of the estimated future cash outflows to be made for these entitlements accrued to balance date. Relevant Commonwealth Government bond rates are used for discounting future cash flows.

Accounting Policy - Superannuation

Employer superannuation contributions are expensed in the period in which they are paid or payable.

SQ's obligation is limited to its contribution to superannuation schemes and therefore no liability is recognised for accruing superannuation benefits. Superannuation benefits for accumulation plans are a liability for the various employee superannuation plans. The liability for QSuper defined benefit funds is held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole-of-Government and General Government Sector Financial Reporting*.

4.3 Borrowing Costs

	2026 \$000	2025 \$000
Queensland Treasury Corporation interest and charges	1,983	2,404
Queensland Treasury loan interest	41	80
Interest on lease liabilities	20	15
Total	2,044	2,499

Accounting Policy - Borrowing Costs

Borrowing costs include interest on borrowings, ancillary administration charges and performance dividend payments. Borrowing costs are recognised as an expense in the period in which they are incurred. No borrowing costs are capitalised into qualifying assets.

5. ASSETS

5.1 Cash and Cash Equivalents

	2026 \$000	2025 \$000
Imprest accounts	7	8
Cash at bank	10,966	5,117
Deposits awaiting contract settlement	47,060	70,859
Deposits at call	128,092	112,761
Total	186,125	188,745

Cash deposited with the Queensland Treasury Corporation (QTC) earned interest at rates between 3.82% and 5.30% (2025: 4.63% and 5.39%).

Accounting Policy - Cash and Cash Equivalents

For the purposes of presentation in the Statement of Cash Flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions and are subject to an insignificant risk of changes in value and bank overdrafts. All cash assets are measured at amortised costs.

Interest rate sensitivity analysis

If interest rates change by +/- 1% from the year-end rates applicable to SQ's Cash and Cash Equivalents, SQ would have an increase in operating result and equity of \$1.9 million (2025: \$1.9 million). This sensitivity is mainly attributed to the exposure of cash funds deposited with QTC to variable interest rates.

5.2 Receivables

	2026 \$000	2025 \$000
Trade debtors	6,128	7,788
less Loss allowance	(40)	(32)
	6,088	7,756
GST receivable	2,863	2,595
less GST payable	(2,098)	(2,088)
	765	507
Other receivables	584	442
Total	7,437	8,705

Accounting Policy - Receivables

Receivables are measured at amortised cost which approximates their fair value at reporting date.

Trade debtors are recognised at the amounts due at the time of sale or service delivery, i.e. the agreed purchase or contract price. Settlement of these amounts is required within 30 days from the invoice date.

Other debtors generally arise from transactions outside the usual operating activities of SQ and are recognised at their assessed values. Terms are 30 days, no interest is charged and no security is obtained.

The closing balance of receivables arising from contracts with customers at 30 June 2026 is \$5.68 million (2025: \$7.37 million).

5.2 Receivables (continued)

Accounting Policy – Impairment

The collectability of receivables is assessed periodically with allowance being made for any expected credit losses. The loss allowance is estimated based on the probability and timing of potential defaults and takes into account future economic conditions and past events. All known bad debts were written-off as at 30 June. Refer Note 4.1.

If no loss events have arisen in respect of a particular debtor or group of debtors, no loss allowance is made in respect of that debt/group of debtors.

Where SQ determines that an amount owing by such a debtor does become uncollectible (after an appropriate range of debt recovery actions), that amount is written-off directly against loss allowance. If the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

Credit risk exposure

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets inclusive of any allowance for impairment.

No collateral is held as security and no credit enhancements relate to receivables held by SQ. Refer Note 9.2.

5.3 Other Current Assets

	2026	2025
	\$000	\$000
Contract assets	7,437	9,275
Prepayments	2,963	2,088
Other	-	298
Total	10,400	11,661

Contract Assets

Contract assets arise from contracts with customers and are transferred to Receivables when SQ's right to payment becomes unconditional, this usually occurs when the invoice is issued to the customer.

Accrued revenue that do not arise from contracts with customers are reported as part of other.

5.4 Property, Plant and Equipment

	2026 \$000	2025 \$000
Land		
At fair value	286,700	252,520
	286,700	252,520
Buildings and Land Improvements		
At fair value	4,373,098	3,937,845
less accumulated depreciation	(2,520,488)	(2,189,568)
	1,852,610	1,748,277
Plant and Equipment		
At cost	88,602	83,865
less accumulated depreciation	(58,935)	(51,505)
	29,667	32,360
Heritage and Cultural Assets		
At fair value	1,296	1,296
	1,296	1,296
Work in Progress		
At cost	3,456	7,291
Total	2,173,729	2,041,744

Property, Plant and Equipment Reconciliation and Fair Value Hierarchy

Fair Value Hierarchy	Movements during the reporting period					Total
	Land	Buildings and Land Improvements	Plant and Equipment	Heritage and Cultural	Work In Progress	
	Level 2 \$000	Level 3 \$000	\$000	Level 3 \$000	\$000	\$000
2026						
Balance at 1 July 2025	252,520	1,748,277	32,360	1,296	7,291	2,041,744
Additions	-	2,570	921	-	37,822	41,313
Disposals	-	-	(29)	-	-	(29)
Transfers	-	37,500	4,157	-	(41,657)	-
Revaluation	34,180	171,170	-	-	-	205,350
Depreciation	-	(106,907)	(7,742)	-	-	(114,649)
Balance at 30 June 2026	286,700	1,852,610	29,667	1,296	3,456	2,173,729
2025						
Balance at 1 July 2024	236,436	1,785,883	33,337	1,296	4,686	2,061,638
Additions	-	-	468	-	18,887	19,355
Assets donated	-	-	105	-	-	105
Disposals	-	-	(22)	-	-	(22)
Transfers	-	9,232	5,829	-	(16,282)	(1,221)
Revaluation	16,084	53,173	-	-	-	69,257
Depreciation	-	(100,011)	(7,357)	-	-	(107,368)
Balance at 30 June 2025	252,520	1,748,277	32,360	1,296	7,291	2,041,744

5.4 Property, Plant and Equipment (continued)

Categories of fair values recognised as at 30 June 2026

None of SQ valuations of its Property, Plant and Equipment assets are eligible for categorisation into Level 1 of the fair value hierarchy.

There were no transfers to or from Level 2 or Level 3 for recurring fair value measurements during the year.

SQ's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period based on information from independent qualified valuers.

Accounting Policy – Recognition Thresholds

Items of property, plant and equipment with a cost or value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Land	\$1
Buildings and land improvements	\$10,000
Plant and equipment	\$5,000
Heritage and cultural assets	\$5,000

Items with a lesser value are expensed in the year of acquisition.

Expenditure on property, plant and equipment is capitalised where it is probable that the expenditure will produce future service potential for SQ. Subsequent expenditure is only added to an asset's carrying amount if it increases the service potential or useful life of that asset. Maintenance expenditure that merely restores original service potential (lost through wear and tear) is expensed.

Componentisation of Complex Assets

Complex assets comprise separately identifiable components (or group of components) of significant value, that require replacement at regular intervals and at different times to other components comprising the complex asset.

On initial recognition, the asset recognition thresholds outlined above apply to the complex asset as a single item. Where the complex asset qualifies for recognition, components are then separately recorded when their value is significant relative to the total cost of the complex asset. Components whose values exceeds 10% of the complex asset's total cost are separately identified as significant value components. Components valued at less than 10% of the complex asset's total cost are separately recorded only where a material difference in depreciation expense would occur.

When a separately identifiable component (or group of components) of significant value is replaced, the existing component(s) is derecognised. The replacement component(s) are capitalised when it is probable that future economic benefits from the significant component will flow to SQ in conjunction with the other components comprising the complex asset and the cost exceeds the asset recognition thresholds specified above. Replacement components that do not meet the asset recognition thresholds for capitalisation are expensed.

Components are valued on the same basis as the asset class to which they relate. The accounting policy for depreciation of complex assets, and estimated useful lives of components, are disclosed below.

SQ's complex assets are its stadia which are used for sports, recreational and entertainment facilities.

Accounting Policy – Cost of Acquisition

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the asset ready for use, including architects' fees and engineering design fees.

5.4 Property, Plant and Equipment (continued)

Where assets are received free of charge from another Queensland Government agency (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the agency immediately prior to the transfer together with any accumulated depreciation.

Assets acquired at no cost or for nominal consideration, other than from another Queensland Government entity, are recognised at their fair value at date of acquisition.

Accounting Policy – Measurement using Historical Cost

Plant and equipment is measured at historical cost in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. The carrying amounts for such plant and equipment are not materially different from their fair value.

Accounting Policy – Measurement using Fair value

Land, buildings and land improvements and heritage and cultural assets are measured at fair value in accordance with Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and subsequent accumulated impairment losses where applicable.

In respect of the above mentioned asset classes, the cost of items acquired during the financial year has been judged by SQ materially represent their fair value at the end of the reporting period.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

Use of Specific Appraisals

Non-current physical assets measured at fair value are specifically appraised by independent professional valuers at least every five years. On an annual basis these assets are revalued based on interim assessments (desktop reviews and use of appropriate and relevant indices) undertaken by independent professional valuers. Where a class of assets experiences significant and volatile changes in fair value greater than 20% from one reporting period to the next, where practicable, specific appraisals are undertaken for the asset class regardless of the timing of previous such valuations.

For financial reporting purposes, the revaluation process is managed by SQ's finance unit led by the Group Executive, Finance and Corporate Services. The asset valuation reports are submitted to SQ's Audit, Risk and Compliance Committee for consideration and review prior to referring the valuations to the Board for approval.

The fair values reported by SQ are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs (refer Note 1.5).

Use of Indices

Where assets have not been specifically appraised, the asset values are kept up to date via interim assessments conducted by independent professional valuers to determine the assets' interim values at the reporting date. The valuers use market information available to them and provide assurance of its robustness, validity and appropriateness for application to the relevant assets. Through this process, which is undertaken annually, management ensures the estimate of the assets' fair value is not only valid but assesses and confirms the relevance and suitability of interim values provided by the professional independent valuers for SQ's own circumstances at the reporting date.

Accounting for Changes in Fair Value

Any revaluation increment arising on the revaluation of an asset is credited directly to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

For assets revalued using a cost valuation approach, (e.g. current replacement cost) accumulated depreciation is adjusted to equal the difference between the gross amount and carrying amount, after taking into account accumulated impairment losses and any change in the estimate of remaining useful life. This is generally referred to as the 'gross method'.

5.4 Property, Plant and Equipment (continued)

For assets revalued using a market or income based valuation approach, accumulated depreciation and accumulated impairment losses are eliminated against the gross amount of the asset prior to restating the revaluation. This is generally referred to as the 'net method'.

Accounting Policy – Depreciation

Land is not depreciated as it has an unlimited useful life.

Buildings and land improvements and plant and equipment are depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset progressively over its estimated useful life to SQ.

Key Judgements:

- Straight-line depreciation is used to reflect the even consumption of the service potential of these assets over their useful life to SQ; and
- Heritage and cultural assets, such as memorabilia, are not depreciated because the service potential is not expected to diminish over time.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes within property, plant and equipment.

Where complex assets, such as buildings, have significant separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to SQ.

Depreciation rates

Key estimate: For each class of depreciable asset, the following depreciation rates are used:

Class	Rate%	Class	Rate%
Buildings and land improvements		Plant and Equipment	
Structure	0.5 - 10	Computer equipment	14.3 - 33.3
Building fitout / fabric	4 - 20	Furniture and fittings	6.7 - 14.3
Lighting and electrical	2.5 - 20	Kitchen equipment	10 - 14.3
Hydraulics and fire services	2.5 - 15	Transport and grounds equipment	10 - 33.3
Air-conditioning and ventilation	2.5 - 6.7	Other	4 - 33.3
Vertical transportation	5 - 6.7		
Site improvements	1 - 10		
Sport fields	2 - 10		

Accounting Policy – Impairment

All non-current physical assets are assessed for indicators of impairment on an annual basis or, where the asset is measured at fair value, for indicators of a change in fair value/service potential since the last valuation was completed. Where indicators of a material change in fair value or service potential since the last valuation arise, the asset is revalued at the reporting date under AASB 13 *Fair Value Measurement*. If an indicator of possible impairment exists, SQ determines the asset's recoverable amount under AASB 136 *Impairment of Assets*. Recoverable amount is equal to the higher of the fair value less costs of disposal and the asset's value in use subject to the following:

- As a not-for-profit entity, certain property, plant and equipment of SQ is held for the continuing use of its service capacity and not for the generation of cash flows. Such assets are typically specialised in nature. In accordance with AASB 136, where such assets measured at fair value under AASB 13, that fair value (with no adjustment for disposal costs) is effectively deemed to be the recoverable amount. As a consequence, AASB 136 does not apply to such assets unless they are measured at cost.

5.4 Property, Plant and Equipment (continued)

- For other non-specialised property, plant and equipment measured at fair value, where indicators of impairment exist, the only difference between the asset's fair value and its fair value less costs of disposal is the incremental costs attributable to the disposal of the asset. Consequently, the fair value of the asset determined under AASB 13 will materially approximate its recoverable amount where the disposal costs attributable to the asset are negligible. After the revaluation requirements of AASB 13 are first applied to these assets, applicable disposal costs are assessed and, in the circumstances where such costs are not negligible, further adjustments to the recoverable amount are made in accordance with AASB 136.

For all other remaining assets measured at cost, recoverable amount is equal to the higher of the fair value less costs of disposal and the asset's value in use.

Value in use is equal to the present value of the future cash flows expected to be derived from the asset, including the estimated net disposal proceeds.

Where there is an impairment loss, it is recognised immediately in the Statement of Comprehensive Income unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, to the extent the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Land and buildings and land improvements are specifically appraised on a progressive basis over a five year period. The following table shows the dates at which specific appraisals have been undertaken at each venue:

	Land	Building and land improvements
Brisbane Cricket Ground	30 June 2026	30 June 2026
Brisbane Entertainment Centre	30 June 2022	30 June 2022
Cbus Super Stadium	30 June 2025	30 June 2025
People First Stadium	30 June 2025	30 June 2025
Queensland Country Bank Stadium	30 June 2024	30 June 2024
Queensland Sport and Athletics Centre	30 June 2022	30 June 2022
Queensland Tennis Centre	30 June 2023	30 June 2023
Sleeman Sports Complex	30 June 2022	30 June 2022
Suncorp Stadium	30 June 2023	30 June 2023

Land

Independent qualified valuers from Australis Advisory Group Pty Ltd (AAG) performed specific appraisals of land assets at the Brisbane Cricket Ground (The Gabba) and interim assessments of the other land assets as at 30 June 2026 using a market approach.

The inputs to determine the specific appraisals and interim assessments included:

- an analysis of sales and resales of properties within the surrounding locality of the subject properties;
- published property market analysis and commentaries;
- any easements, encumbrances or contamination;
- discussions with experts and consideration of case law;
- the highest and best use of the site; and
- restrictions on land use due to current zoning, such as Community Use, Sport and Recreation.

5.4 Property, Plant and Equipment (continued)

SQ's land values have significant inputs which are not all based on observable market data and are therefore classified as Level 3 of the fair value hierarchy.

Key Judgement: The valuers considered the current use of SQ's land to be its highest and best use. The valuers have exercised professional expertise and judgement in applying an adjustment factor of between 20% - 50% to the observable market value taking into consideration the unobservable inputs to the valuation of each site.

Buildings and Land Improvements

SQ's building and land improvement assets are purpose-built sporting and entertainment facilities. A specific appraisal of The Gabba buildings and land improvements and interim assessments for the other buildings and land improvements assets have been undertaken by qualified quantity surveyors from Gray Robinson Cottrell Pty Ltd (GRC) as at 30 June 2026.

The valuations have been determined using a cost approach (i.e. current replacement cost) due to there being no active market for such specialised facilities.

GRC provides modern replacement values and remaining useful lives for various complex assets from which SQ determines fair value using the current replacement cost method. The inputs to the modern replacement values have been determined using:

- current construction rates;
- plans and elevations including schedules and specifications;
- site surveys;
- site inspections and conditions;
- replacement of existing assets with a modern equivalent;
- recent cost details for completed capital works projects and current construction costs for similar projects;
- market driven indices such as the Locality and Building Price indices;
- Australian Institute of Quantity Surveyors cost management manuals; and
- construction market conditions including special movements (behavioural shift) observed by GRC where head contractors are increasing tender sums to allow for additional site supervision, extended contract duration and delivery, documentation standard requirements, contract and procurement risk management, changes in authorities and delegations and organisational liquidity.

SQ's buildings and land improvements values have significant inputs which are not all based on observable market data and are therefore classified as Level 3 of the fair value hierarchy.

Key Judgement: The valuers considered the current use of the buildings and land improvement assets to be their highest and best use in determining the current replacement cost of these assets.

Brisbane 2032 Olympic and Paralympic Games Infrastructure Review Impact on Stadiums Queensland

On 25 March 2025, the Queensland Government, released the 2032 Delivery Plan (Plan) in response to the 100-day review by the Games Independent Infrastructure and Coordination Authority relating to the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032 Games) infrastructure.

In the prior year, SQ in consultation with its expert advisors, considered the Plan and associated available information and determined The Gabba will no longer be available for use as a major sports facility, hence reducing the future economic benefits to be derived from the venue and as a result requiring reduction in the remaining useful life of The Gabba's building and land improvements assets. It is expected the venue will be decommissioned post Brisbane 2032 Games. Accordingly, GRC in their specific valuation at 30 June 2026 continue to take into account SQ's position and The Gabba assets remaining useful life being significantly reduced for lack of on-going utilisation of the venue post the Brisbane 2032 Games.

5.4 Property, Plant and Equipment (continued)

Heritage and Cultural Assets

Heritage and cultural assets were specifically appraised by an independent qualified valuer from O'Maras Valuers and Auctioneers as at 30 June 2026. A market approach has been used to determine the fair value of these assets which included research of sales of similar assets and taking into account any differences. These valuations are independently reviewed on an annual basis by a qualified valuer.

The significant inputs for Heritage and Cultural Assets maximise the use of observable market data and are classified as Level 2 on the fair value hierarchy.

Key Judgement: The valuers considered the current use of SQ's Heritage and Cultural Assets to be their highest and best use.

6. LIABILITIES

6.1 Payables

	2026 \$000	2025 \$000
Trade creditors	15,868	16,049
Event settlement	45,743	67,942
Other creditors and accruals	1,794	3,597
Total	63,405	87,588

Accounting Policy - Payables

Trade creditors are recognised on receipt of the goods or services ordered and are measured at the agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

Event settlements are event ticket sales monies held by SQ on behalf of the hirers for scheduled events and are settled with the hirers generally within 30 days after the event date. SQ is only acting as custodian of event ticket sales monies which belong to the hirer.

6.2 Other Liabilities

	2026 \$000	2025 \$000
Current		
Contract liabilities	12,359	13,504
Other unearned revenue	989	994
Total	13,348	14,498
Non-Current		
Contract liabilities	909	909
Other unearned revenue	297	297
Total	1,206	1,206

Accounting Policy - Contract Liabilities

Contract liabilities arise from contracts with customers. Contract revenues are progressively recognised in accordance with accounting policy disclosed in Note 3.1.

6.2 Other Liabilities (continued)

Accounting Policy – Other Unearned Revenue

Other unearned revenue are revenue received in advance that are not contract liabilities.

Grant revenue is progressively recognised in accordance with accounting policy disclosed in Note 3.2.

6.3 Interest Bearing Liabilities

	2026 \$000	2025 \$000
Current		
Loans - Queensland Treasury	-	733
Loans - Queensland Treasury Corporation	7,467	7,095
Total	7,467	7,828
Non-Current		
Loans - Queensland Treasury Corporation	19,145	26,454
Total	19,145	26,454

There are no floating rate borrowings and no assets have been pledged as security for any liabilities.

All borrowings are in \$AUD denominated amounts and carried at amortised cost, interest being expensed as it accrues. Repayment dates vary from 15 March 2027 to 15 March 2030. There have been no defaults or breaches of the borrowings agreements during the period.

Principal and interest repayments on Queensland Treasury Corporation borrowings are made quarterly in arrears at rates ranging from 2.89% to 7.05% (2025: 2.89% to 7.05%).

All borrowing facilities have been fully drawn at 30 June 2026.

Accounting Policy - Borrowings

Borrowings are initially recognised at fair value, plus any transaction costs directly attributable to the borrowings, then subsequently held at amortised cost using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of a financial instrument (or when appropriate, a shorter period), to the net carrying amount of that instrument.

Any borrowing costs are added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise. Borrowings are classified as non-current liabilities to the extent that SQ has an unconditional right to defer settlement until at least 12 months after the reporting date.

SQ does not enter into transactions for speculative purposes, or for hedging. No financial liabilities are classified at fair value through profit or loss.

Interest rate sensitivity analysis

There is no exposure from borrowings as all borrowings have fixed interest rates.

6.3 Interest Bearing Liabilities (continued)

Fair value

The fair value of borrowings is notified by Queensland Treasury and the Queensland Treasury Corporation. Fair value is calculated using discounted cash flow analysis and the effective interest rate and is disclosed below:

Category	2026		2025	
	Carrying Amount \$000	Fair Value \$000	Carrying Amount \$000	Fair Value \$000
Financial Liabilities				
Financial liabilities measured at amortised cost:				
Queensland Treasury	-	-	733	756
Queensland Treasury Corporation	26,612	27,470	33,549	35,672
	26,612	27,470	34,282	36,428

6.4 Accrued Employee Benefits

	2026 \$000	2025 \$000
Current		
Annual leave	2,400	2,096
Long service leave	4,436	3,838
Accrued salaries and wages	1,562	1,087
Total	8,398	7,021
Non-Current		
Long service leave	1,253	1,137
Total	1,253	1,137

Accounting Policy – Annual Leave

Employees annual leave liability are recognised in accordance with accounting policy disclosed in Note 4.2.

Accounting Policy – Long Services Leave

Employees long service leave liability are recognised in accordance with accounting policy disclosed in Note 4.2.

7. LEASE

7.1 Leases as Lessor

Accounting Policy – Leases as Lessor

Lease payments from operating leases are recognised as income on a straight-line basis over the lease term.

SQ leases venue spaces to sporting related and telecommunication organisations. These operating lease terms vary between 3 – 25 years. Lease income from operating leases is reported as rental income in Note 3.1.

7.1 Leases as Lessor (continued)

Maturity analysis

The following table sets out a maturity analysis of future undiscounted lease payments receivable under SQ's operating leases:

	2026 \$000	2025 \$000
Less than 1 year	2,273	3,607
1 to 2 Years	2,027	1,408
2 to 3 Years	1,670	1,175
3 to 4 Years	1,601	834
4 to 5 Years	1,230	776
More than 5 Years	761	748
Total	9,562	8,548

8. EQUITY

8.1 Contributed Equity

AASB Interpretation 1038 *Contributions by Owners Made to Wholly-Owned Public Sector Entities* specifies the principles for recognising contributed equity. As per the Statement of Changes in Equity, Stadiums Queensland has recognised an equity injection from the State as contributed equity during the reporting period as follows:

Contributed Equity Reconciliation	\$000
Opening Balance 1 July 2025	1,136,362
Equity injection from the State:	
- Cash injection received from DSROPG - Capital	21,538
Closing Balance at 30 June 2026	1,157,900

8.2 Asset Revaluation Surplus

2026	Land \$000	Buildings and Land Improvements \$000	Heritage and Cultural \$000	Total \$000
Balance 1 July 2025	136,179	1,398,513	206	1,534,898
Revaluation increments	34,180	171,170	-	205,350
Balance at 30 June 2026	170,359	1,569,683	206	1,740,248
2025				
Balance 1 July 2024	120,095	1,345,340	206	1,465,641
Revaluation increments	16,084	53,173	-	69,257
Balance 30 June 2025	136,179	1,398,513	206	1,534,898

Accounting Policy – Asset Revaluation Surplus

The asset revaluation surplus represents the net effect of upwards and downwards revaluations of assets to fair value.

9. FINANCIAL RISK DISCLOSURE

9.1 Financial Instrument Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when SQ becomes party to the contractual provisions of the financial instrument. SQ has the following categories of financial assets and financial liabilities:

Category	Note	2026 \$000	2025 \$000
Financial Assets			
Financial assets measured at amortised cost:			
Cash and cash equivalents	5.1	186,125	188,745
Receivables	5.2	7,437	8,705
		193,562	197,450
Financial Liabilities			
Financial liabilities measured at amortised cost:			
Payables	6.1	63,405	87,588
Interest bearing liabilities	6.3	26,612	34,282
Lease liabilities		534	254
		90,551	122,124

No financial assets or financial liabilities have been offset and presented net in the Statement of Financial Position.

9.2 Financial Risk Management

Risk Exposure

Financial risk management is implemented pursuant to Queensland Government and SQ policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the organisation.

SQ's activities expose it to a variety of financial risks as set out in the following table:

Risk Exposure	Definition	Exposure
Credit Risk	Credit risk exposure refers to the risk associated with financial loss as a result of another party to a financial instrument failing to discharge their obligations.	The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any loss allowance for impairment (Note 5.2).
Liquidity risk	Liquidity risk refers to the risk of not meeting obligations associated with financial liabilities that are settled by delivering cash or other financial assets.	SQ is exposed to liquidity risk in respect of its payables (Note 6.1) and borrowings from QTC for capital works (Note 6.3).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	SQ does not trade in foreign currency and is not materially exposed to commodity price changes. The organisation is exposed to interest rate risk through its cash deposited in interest bearing accounts (Note 5.1).

9.2 Financial Risk Management (continued)

Risk Measurement and Management Strategies

SQ measures risk exposure using a variety of methods as follows:

Risk Exposure	Measurement method	Risk Management Strategies
Credit Risk	Ageing analysis	SQ manages credit risk through monitoring funds owed on a timely basis, entering into long term contracts with tenants and hirers and requiring deposits in advance for one-off events and functions. The method for calculating any loss allowance for impairment is based on past experience, current and expected changes in economic conditions and changes in client credit ratings. These changes form part of SQ's documented risk analysis assessment in conjunction with historical experience and associated industry data. No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired.
Liquidity risk	Sensitivity analysis	SQ manages liquidity risk by having sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring minimum levels of cash are held in bank accounts so as to match the expected duration of the various employee and supplier liabilities. Funding from the State of Queensland also contributes towards the servicing of borrowings and commitments.
Market risk	Interest rate sensitivity analysis	SQ does not undertake hedging in relation to interest rate risk. All borrowings have fixed interest rates, hence there is no significant exposure to interest rate risk.

9.3 Liquidity Risk – Contractual Maturity of Financial Liabilities

The following table sets out the liquidity risk of financial liabilities held by SQ. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the Statement of Financial Position which have been based on discounted cash flows.

2026	Note	Payable in			Total \$000
		< 1 year \$000	1-5 years \$000	> 5 years \$000	
Financial Liabilities					
Payables	6.1	63,405	-	-	63,405
Loans - Queensland Treasury Corporation		8,887	21,030	-	29,917
Lease liabilities		299	454	-	753
		72,591	21,484	-	94,075

2025	Note	Payable in			Total \$000
		< 1 year \$000	1-5 years \$000	> 5 years \$000	
Financial Liabilities					
Payables	6.1	87,588	-	-	87,588
Loans - Queensland Treasury		775	-	-	775
Loans - Queensland Treasury Corporation		8,919	29,916	-	38,835
Lease liabilities		163	161	-	324
		97,445	30,077	-	127,522

10. CONTINGENCIES

Contingent Liabilities

Details and estimates of maximum amounts of contingent liabilities classified according to type and for which no provision has been recognised in the Statement of Financial Position as the amount could not be reliably measured are as follows:

	2026 \$000	2025 \$000
Legal proceedings	195	119
	195	119

There are no other known contingent liabilities or obligations outstanding at balance date.

11. COMMITMENTS

Capital Expenditure Commitments – Buildings and Land Improvements

Commitments for capital expenditure at the reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	2026 \$000	2025 \$000
Buildings and Land Improvements		
Other capital commitments	7,830	8,560
	7,830	8,560

Buildings and land improvement commitments, not recognised as liabilities, are payable as follows:

Not later than 1 year	7,830	8,560
	7,830	8,560

Plant and Equipment

Not later than 1 year	198	753
	198	753

Intangibles

Not later than 1 year	207	314
	207	314

12. KEY MANAGEMENT PERSONNEL DISCLOSURES

12.1 Details of Key Management Personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of SQ 2025-26 and 2024-25.

Position	Responsibilities	Contract classification and appointment authority	Original Commencement Date	Termination Date
Chairperson*	Decide the objectives, strategies and policies to be followed by Stadiums Queensland and ensure it performs its functions in a proper, effective and efficient way.	Part-Time Chairs and Members of Queensland Government Bodies. Appointment by Governor in Council	1/07/2021	
Directors	Decide the objectives, strategies and policies to be followed by Stadiums Queensland and ensure it performs its functions in a proper, effective and efficient way.	Part-Time Chairs and Members of Queensland Government Bodies. Appointment by Governor in Council.	15/11/2018 16/01/2025 16/01/2025 16/01/2025 16/01/2025	5/06/2026
Chief Executive	The Chief Executive is responsible for the ongoing management of the organisation in accordance with the strategy, policies and programs approved by the Board.	Common Law contract with the classification of Chief Executive. Appointed by the Board of Stadiums Queensland.	14/11/2016	
Group Executive, Operations and Commercial	The Group Executive, Operations and Commercial provides leadership and strategically manages the performance and services delivered through each of Stadiums Queensland's venues to maximise commercial opportunities, deliver good customer service and ensure community service obligations are met.	Common Law contract with the classification of Group Executive, Operations and Commercial. Appointed by the Board of Stadiums Queensland.	3/04/2017	
Group Executive, Finance and Corporate Services	The Group Executive, Finance and Corporate Services provides leadership and strategically manages the performance and services delivered through each of the corporate services areas of finance, corporate governance and risk management, right to information, privacy, insurance and the procurement framework.	Common Law contract with the classification of Group Executive, Finance and Corporate Services. Appointed by the Board of Stadiums Queensland.	12/07/2018	
Group Executive, Assets and Facilities	The Group Executive, Assets and Facilities provides leadership and strategically manages and enhances the value of the Stadiums Queensland's assets in accordance with the asset strategic plan and the business plan for each venue and in line with established financial, asset and risk management principles.	Common Law contract with the classification of Group Executive, Assets and Facilities. Appointed by the Board of Stadiums Queensland.	7/10/2002	
Group Executive, Technology Services	The Group Executive, Technology Services provides leadership and strategically manages the investment and application of information and communication technologies across the whole of Stadiums Queensland.	Common Law contract with the classification of Group Executive, Technology Services. Appointed by the Board of Stadiums Queensland.	1/02/2019	

*Originally commenced as a director and subsequently appointed as Stadiums Queensland Chair by the Government on 16 January 2025.

Remuneration policies

The remuneration policy for the Directors of SQ is set by the Governor in Council. The remuneration policy for employees, who are key management personnel, is set by the Board under the *Major Sports Facilities Act 2001*.

For the 2025-26 year, the Board approved the remuneration of key management personnel with reference to market-based benchmarking including any movement in the increment level of their position.

Remuneration packages for key management personnel comprise the following components:

- Short term employee benefits which include:
 - Base consisting of base salary, allowances and leave entitlements expensed for the entire year or for that part of the year during which the Director or employee occupied the specified position.
 - Non-monetary benefits consisting of the provision of a motor vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include amounts expensed in respect of long service leave.
- Post-employment benefits include amounts expensed in respect of employer superannuation obligations.

Redundancy payments are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination.

No performance bonuses are paid to Directors or employees of SQ.

Total fixed remuneration is calculated on a 'total cost' basis and includes the base and non-monetary benefits, long term employee benefits and post-employment benefits.

12.2 Key Management Personnel Expense

Key management personnel and remuneration disclosures are made in accordance with section 3C of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury.

2026	Short Term Employee Benefits		Long Term Employee Benefits	Post-employment Benefits	Termination Benefits	Total
Position (date appointed/resigned if applicable)	Base \$000	Non-Monetary Benefits \$000	\$000	\$000	\$000	\$000
Chairperson (16/1/2025 - current)	50	-	-	6	-	56
Director (15/11/2018 - current)	30	-	-	4	-	34
Director (16/1/2025 - current)	30	-	-	4	-	34
Director (16/1/2025 - 5/6/2026)	29	-	-	4	-	33
Director (16/1/2025 - current)	30	-	-	4	-	34
Director (16/1/2025 - current)	30	-	-	4	-	34
Director (16/1/2025 - current)	30	-	-	4	-	34
Chief Executive	545	-	13	30	-	588
Group Executive, Operations and Commercial	393	-	9	30	-	432
Group Executive, Finance and Corporate Services	320	-	8	30	-	358
Group Executive, Assets and Facilities	340	-	8	44	-	393
Group Executive, Technology Services	312	-	8	41	-	361
Total Remuneration	2,139	-	46	205	-	2,390

2025	Short Term Employee Benefits		Long Term Employee Benefits	Post-employment Benefits	Termination Benefits	Total
Position (date appointed/resigned if applicable)	Base \$000	Non-Monetary Benefits \$000	\$000	\$000	\$000	\$000
Chairperson (1/7/2018 - 16/1/2025)	30	-	-	4	-	34
Chairperson (16/1/2025 - current)	39	-	-	5	-	44
Director (1/7/2021 - 16/1/2025)	18	-	-	2	-	20
Director (1/7/2024 - 16/1/2025)	18	-	-	2	-	20
Director (1/7/2024 - 16/1/2025)	18	-	-	2	-	20
Director (1/7/2024 - 16/1/2025)	18	-	-	2	-	20
Director (15/11/2018 - current)	30	-	-	4	-	34
Director (16/1/2025 - current)	12	-	-	2	-	14
Director (16/1/2025 - current)	12	-	-	2	-	14
Director (16/1/2025 - current)	12	-	-	2	-	14
Director (16/1/2025 - current)	12	-	-	2	-	14
Director (16/1/2025 - current)	12	-	-	2	-	14
Chief Executive	469	-	12	62	-	543
Group Executive, Operations and Commercial	381	-	9	30	-	420
Group Executive, Finance and Corporate Services	323	-	8	30	-	361
Group Executive, Assets and Facilities	339	-	8	42	-	389
Group Executive, Technology Services	292	-	8	38	-	338
Total Remuneration	2,035	-	45	233	-	2,313

12.3 Transactions with Related Parties of Key Management Personnel

Key management personnel and their closely related parties conduct transactions with SQ on an arm's length basis and on terms and conditions no more favourable than those available to non-related parties.

All transactions with key management personnel or related parties that occurred during the financial year are trivial or domestic in nature. Each Director has access to venue memberships for the financial year. The value of the memberships are as follows:

- One Director at \$5,210 (2025: \$2,565).
- Two Directors at \$5,723 (2025: \$5,632) each.
- Four Directors at \$5,723 (2025: \$2,565) each.

13. RELATED PARTY TRANSACTIONS

Entities subject to common control

SQ is a statutory body established under the *Major Sport Facilities Act 2001* and its Queensland Government administering department is the DSROPG. All State of Queensland controlled entities meet the definition of other related parties.

Transactions with State of Queensland controlled entities

SQ transacts with other State of Queensland controlled entities. All material transactions are negotiated on terms equivalent to those that prevail in arm's length transactions.

The following relates to transactions with State of Queensland controlled entities:

	2026	2025
	\$000	\$000
REVENUE		
Revenue received for tenancy and hire fees and other contributions (excluding Government grants) from State of Queensland controlled entities	1,924	2,205
Government grants from State of Queensland (Note 3.2)	83,389	80,907
Interest received on deposits with Queensland Treasury Corporation (QTC)	6,020	5,711
EXPENSES		
Expenses incurred with State of Queensland controlled entities for supplies and services, employee expenses and repairs and maintenance	18,794	8,564
Borrowing costs including administration fees (Note 4.3)	2,024	2,484
ASSETS		
Deposits held with QTC	156,168	172,933
Trade and other receivables from State of Queensland controlled entities	148	-
Property, Plant and Equipment - capital works paid and transfer with State of Queensland controlled entities	-	25
LIABILITIES		
Payables to State of Queensland controlled entities for supplies and services received by SQ	1,123	477
Loans from QTC and Queensland Treasury (Note 6.3)	26,612	34,282
Unearned Revenue with State of Queensland controlled entities	144	252
EQUITY		
Contributed equity	21,538	21,012

Transactions with other related parties

Disclosures relating to Key Management Personnel are provided in Note 12.

14. FUTURE IMPACT OF ACCOUNTING STANDARDS NOT YET EFFECTIVE

At the date of authorisation of the financial report, the expected impacts of new or amended Australian Accounting Standards with future effective dates are as follows:

AASB 18 Presentation and Disclosure in Financial Statements

AASB 18 applies to not-for-profit public sector entities for annual reporting periods beginning on or after 1 January 2028, which will be the 2028-29 financial year for SQ.

This standard sets out new requirements for the presentation of the Statement of Comprehensive Income, requires new disclosures about management-defined performance measures and removes existing options in the classification of dividends and interest received and interest paid in the Statement of Cash Flows. AASB 18 will only affect presentation and disclosure, it will not affect the recognition or measurement of any reported amounts.

In October 2025, the AASB released Exposure Draft ED 338 which proposed several amendments that, if legislated, would permit relief from the majority of the presentation and disclosure requirements by not-for-profit public sector entities via an explicit accounting policy choice.

SQ will further assess the expected impacts of AASB 18 in subsequent reporting periods once the AASB issues a final amending standard and Queensland Treasury has communicated its policy intentions in respect of accounting policy choices permitted by the standard.

All other Australian Accounting Standards with future effective dates are either not applicable to SQ's activities or have no material impact.

15. FIRST YEAR APPLICATION OF NEW ACCOUNTING STANDARDS OR CHANGE IN ACCOUNTING POLICY

15.1 Changes in Accounting Policy

SQ did not voluntarily change any of its accounting policies during 2025-26.

15.2 Accounting Standards Early Adopted for 2025-26

No Australian Accounting Standards have been early adopted for 2025-26.

15.3 Accounting Standards Applied for the First Time in 2025-26

The accounting standards or interpretations applicable for the first time in 2025-26 did not have a material impact on SQ.

16. CLIMATE RISK DISCLOSURE

SQ considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities. SQ has not identified any material climate related risks relevant to the financial report at the reporting date. Hence, no adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting SQ.

SQ continues to monitor the emergence of material climate-related risks that may impact its financial statements, including directives from Government or Queensland Treasury.

17. EVENTS AFTER THE BALANCE DATE

We are not aware of any event that has occurred after the end of the financial year for which Australian Accounting Standards require adjustment or disclosure that would cause the financial report to be misleading.

MANAGEMENT CERTIFICATE OF STADIUMS QUEENSLAND for the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62 (1) (b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Stadiums Queensland for the financial year ended 30 June 2026 and of the financial position of Stadiums Queensland at the end of that year.

We acknowledge our responsibility under section 7 and section 11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Signed in accordance with a resolution of the Board of Directors.



Todd Harris
Chief Executive

26 August 2026



John Warn
Chair

26 August 2026

INDEPENDENT AUDITOR'S REPORT

To the Board of Stadiums Queensland

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Stadiums Queensland.

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.
- c) In my opinion, the financial report:
 - i. gives a true and fair view of the entity's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended
 - ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Board for the financial report

The Board is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error

- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

www.auasb.gov.au/auditors_responsibilities/ar4.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:

www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.



Vaughan Stemmett
as delegate of the Auditor-General

27 August 2026
Queensland Audit Office
Brisbane

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Queensland Tennis Centre

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Sleeman Sports Complex

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GLOSSARY

2032 Games	2032 Olympic and Paralympic Games
AFC	Asian Football Confederation
AFL	Australian Football League
AFLW	Australian Football League Women's
AICD	Australian Institute of Company Directors
BEC	Brisbane Entertainment Centre
BBL	Big Bash League
BMX	Bicycle Moto Cross
CALD	Culturally and linguistically diverse people
CALD1	Culturally and linguistically diverse people born overseas
CALD2	Culturally and linguistically diverse people who speak a language at home other than English
CEO	Chief Executive Officer
EDRMS	Electronic Documents/Records Management System
ESG	Environmental, Social and Governance
ELT	Executive Leadership Team
FIFA	International Federation of Association Football
FIM	Fédération Internationale de Motocyclisme
FTE	Full time equivalent
GC SUNS	Gold Coast SUNS Football Club
GIICA	Games Independent Infrastructure and Coordination Authority
GSP	Gross State Product
HRA	<i>Human Rights Act 2019 (Qld)</i>
NBL	National Basketball League
NRL	National Rugby League
NRLW	National Rugby League Women's
QAO	Queensland Audit Office
QAS	Queensland Academy of Sport
QSAC	Queensland Sport and Athletics Centre
QTC	Queensland Tennis Centre
SMAC	Stadium Management Advisory Committee
SES	Senior Executive Service
SO	Senior Officer
SQ	Stadiums Queensland
SSC	Sleeman Sports Complex
TEQ	Tourism and Events Queensland
UCI	Union Cycliste Internationale



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www.stadiums.qld.gov.au