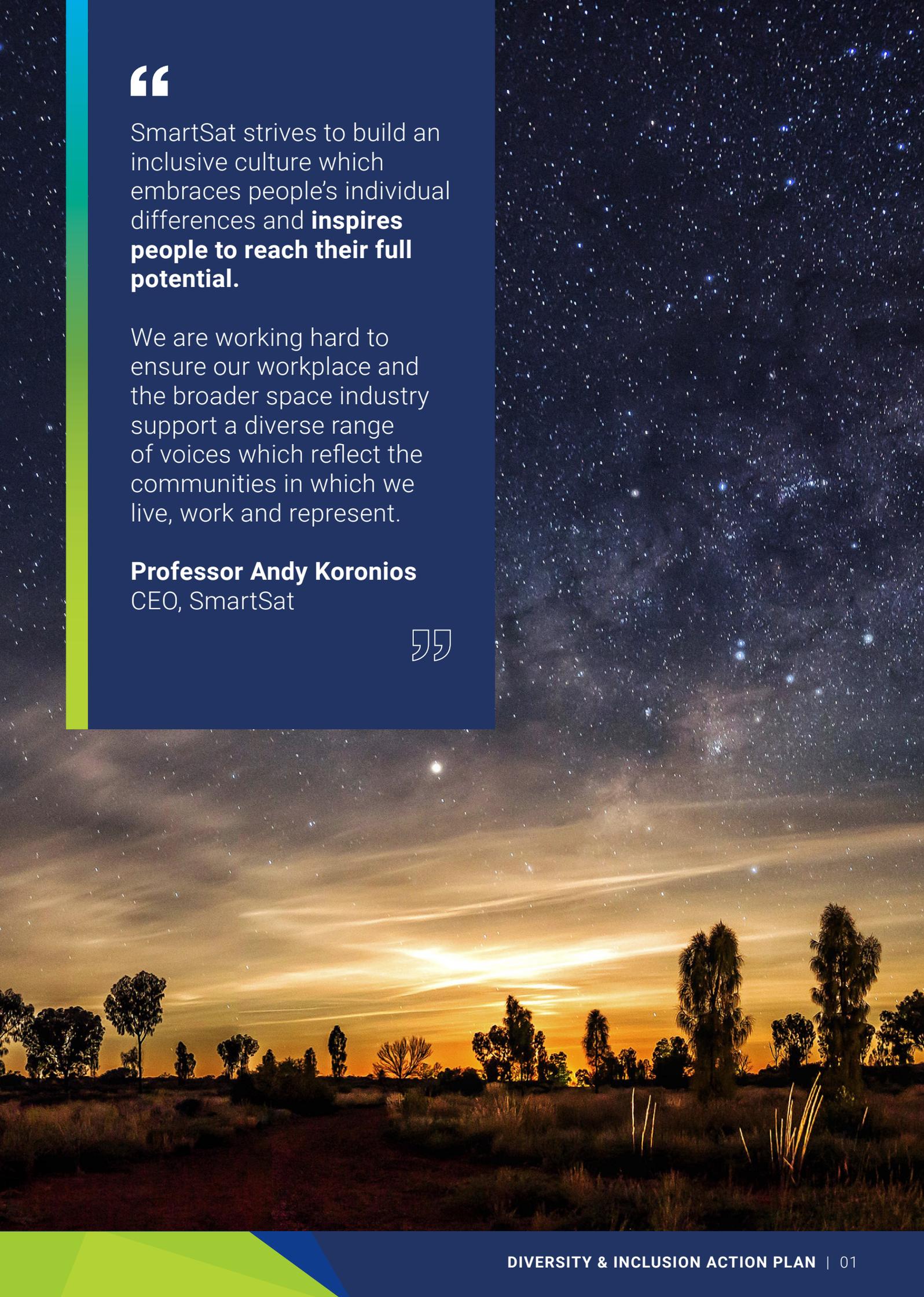




# DIVERSITY AND INCLUSION



**SMARTSAT**  
COOPERATIVE RESEARCH CENTRE



“

SmartSat strives to build an inclusive culture which embraces people's individual differences and **inspires people to reach their full potential.**

We are working hard to ensure our workplace and the broader space industry support a diverse range of voices which reflect the communities in which we live, work and represent.

**Professor Andy Koronios**  
CEO, SmartSat

”

# OUR COMMITMENT

## WHAT IS DIVERSITY?

Diversity Council Australia (DCA) defines diversity as: *"The mix of people in an organisation...and the differences in how they identify in relation to their social and professional identity"*<sup>1</sup>

## WHAT IS INCLUSION?

An inclusive workplace refers to a workplace where all individuals feel they are:

- **Respected** for who they are and able to be themselves
- **Connected** to their colleagues and feel they belong
- **Contributing** perspectives and talents to the workplace
- **Progressing** in their career at work (i.e. have equal access to opportunities and resources)

## WHAT ARE THE BENEFITS?

When we value Diversity and Inclusion (D&I), we see a wide range of benefits not only for employees but also for the company and broader community. These include:

- **A variety of different perspectives**
- **Increased creativity**
- **Higher innovation**
- **Better decision making**
- **Increased profits**
- **Higher employee management**
- **Reduced employee turnover**
- **Better company reputation**
- **Improved hiring results**

## OUR COMMITMENT TO D&I

At SmartSat, we are committed achieving a diverse and inclusive workplace and community so that we can achieve our full potential. This document outlines our current D&I Action Plan and other initiatives we are undertaking in this area.



## D&I COMMITTEE

The SmartSat D&I Committee has been established, as a sub-committee of the Board, to guide and progress our D&I program. The committee is comprised of internal representatives as well as members from partner organisations. The current committee is comprised of the following members:

**Prof. Andy Koronios**, Chair, SmartSat

**Andrew Beveridge**, SmartSat

**Prof. Margaret Harding**, SmartSat

**Peter Nikoloff**, SmartSat, Nova Group

**Dr Sarah Pearce**, Square KM Array Observatory\*

**Tim Roberts**, Australian Space Agency

**Eva Rodriguez Rodriguez**, FrontierSI

**Emily White**, SmartSat

<sup>1,2</sup> Diversity Council Australia, Diversity Definition, Sydney, Diversity Council Australia, 2017

\* Square Kilometre Array Observatory

# 2021/22 ACTION PLAN

## D&I ACTION PLAN

The 2021-22 D&I Action Plan outlines a series of actions and success measures to progress our D&I activities across six priority areas listed below. Progress against the Action Plan will be closely monitored and reported quarterly to the D&I Committee. The full Action Plan is available in Appendix 1.



**Inclusive behaviours**



**Performance and career**



**Communications and marketing**



**Inclusive planning and action**



**Recruitment, training and development**

## RESEARCH TEAMS

D&I guidance for researchers has been developed and is available on the [SmartSat website](#) to assist partners in developing the Diversity & Inclusion section of their research project proposals. This includes:

- **Inclusive behaviours**
- **Communications and marketing**
- **Recruitment process and policies**
- **Training & development**

If you would like to collaborate on a D&I initiative or share your organisation's progress in this area, please contact us



## OUR STAFF

44%

of our workforce  
are multilingual

11

11 languages  
are spoken

 38%  
of our staff are women

50%

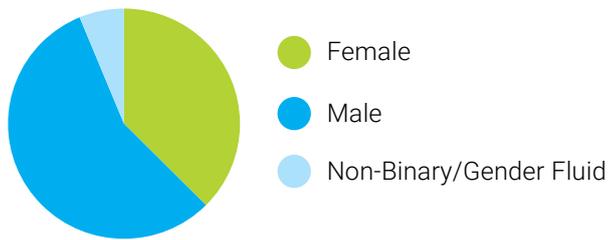
of our workforce  
are bi-cultural



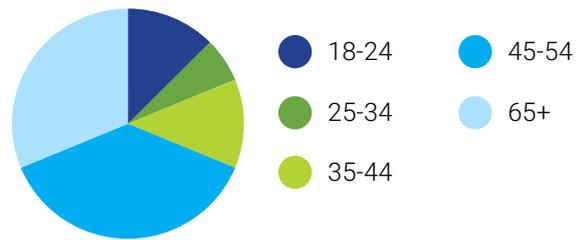
# DEMOGRAPHIC PROFILE

## DEMOGRAPHIC PROFILES

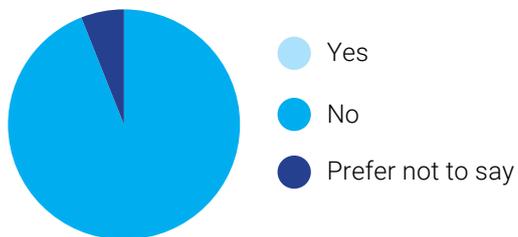
### GENDER IDENTITY



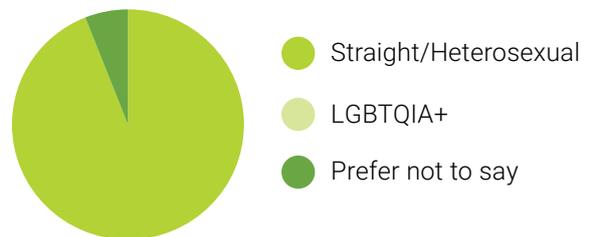
### AGE



### LIVING WITH A DISABILITY



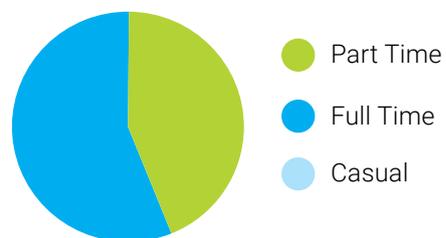
### SEXUAL ORIENTATION



### STATE OF RESIDENCE



### EMPLOYMENT TYPE (FOR SMARTSAT)



# ANNUAL STAFF SURVEY

As part of our commitment to D&I, SmartSat has developed an Annual Staff Survey to:

- Map the demographic diversity profile SmartSat and track progress in achieving a more diverse workforce;
- Inform HR policies and practices;
- Assess how well SmartSat reflects the diversity of the space industry;
- Assist with reporting requirements;
- Monitor our talent pipeline to identify organisational levels and areas where various demographic groups are notably over or under represented;
- Assess over time the impact of our initiatives on individuals, teams and our organisation; and
- Ensure all employees contribute to their full potential.

The annual staff survey was been designed to track demographic data as well as performance across the following 12 areas of inclusion:

DEVELOPMENT	ENABLEMENT
PERFORMANCE	COMPANY CULTURE
RECRUITMENT	SENIOR LEADERSHIP
COMPANY CULTURE	ENGAGEMENT
WORKPLACE BEHAVIOUR	JOB DESIGN
ORGANISATIONAL ROLE & ALIGNMENT	INCLUSION PLANNING & ACTION

Each inclusion item was comprised of 3-8 individual questions scored on a scale of 1-5 (1=strongly disagree, 5=strongly agree). SmartSat aims to achieve a score of 4 (Demonstrates Inclusion) across all areas of inclusion.

[RESULTS ON NEXT PAGE](#) →

# ANNUAL STAFF SURVEY

## 2021 PERFORMANCE



1= does not demonstrate inclusion  
 2= inconsistently demonstrates inclusion  
 3= somewhat demonstrates inclusion  
 4= demonstrates inclusion  
 5= exceptionally demonstrates inclusion

**TARGET** ●  
**SCORE AT APR 2021** ●  
**SCORE AT OCT 2020** ●

# SMARTSAT D&I ACTION PLAN 2021/22

## APPENDIX 1

PRINCIPLE	PRIORITY AREAS	ACTIONS 2021/22
INCLUSIVE BEHAVIOURS	Determine and implement a method to measure and track inclusive behaviours, actions, and outcomes	Develop questions to measure inclusive behaviours in annual staff survey
		Roll out survey for all staff
		Report on survey findings to D&I Committee, discuss appropriate response & actions
	Provide ongoing opportunities for staff to disclose concerns around Diversity & Inclusion	Update induction guide with advice on who to contact for discussion on D&I matters
		Create more frequent opportunities to raise D&I matters outside of annual staff survey
INCLUSIVE PLANNING AND ACTION	Prepare an action plan to drive inclusion with specific targets and allocated accountabilities aligning with SmartSat business objectives	Integrate feedback from the Inclusive Organisation into Action Plan and incorporate into Operational Plan
	Ensure that Diversity & Inclusion considerations are integrated into all SmartSat policies and procedures	Review all policy and procedure documents
	Develop specific assessment criteria to review D&I considerations in funding requests so these are factored into assessment process	Develop guidance/provide resources to help research teams to address D&I in project proposals and throughout the project
	Communicate D&I principles, targets and initiatives	Conduct all-staff town meeting to discuss D&I Action Plan, Survey results and provide opportunity for staff to ask questions
COMMUNICATIONS AND MARKETING	Ensure SmartSat website, newsletter and other relevant communications adhere to best practice for accessibility	Review and update SmartSat website, newsletters, and technical reports to comply with best practice for accessibility including: Correct heading structure for screen readers, Alternative text/image captions and Closed captions on videos
	Ensure content equally represents people of varied identity groups	Quarterly review of newsletters to ensure that various groups are represented
RECRUITMENT	Ensure SmartSat HR and Recruitment process & policies promote D&I	D&I reporting is included in all recruitment summary reports (i.e diversity of candidate lists and interview panels and any other actions taken to support D&I)
TRAINING AND DEVELOPMENT	Review the ways in which development opportunities are provided to ensure equitable availability and representative participation	Develop a tiered training and development program for technical and soft skills for all staff and contractors with a dedicated budget allocation balanced over 3-5 years.
		Report on staff participation in training and development initiatives through performance review process and annual staff survey
PERFORMANCE AND CAREER	Include specific performance measures and evaluation metrics for inclusion in employee performance plans	Establish bi-annual review of performance management plans, including a specific D&I related KPIs
	Ensure performance review process is consistent for all staff so that employees are evaluated in a fair and equitable way	Hold a 'Performance Review Workshop' for all line managers to ensure that the process is being completed consistently across portfolios
	Develop holistic, organisational plan inclusive of recruitment, talent acquisition, talent development and succession	Engage an external provider to develop a Talent & Succession Plan that is consistent with SmartSat D&I Principles

**PROUD  
MEMBER**

[www.dca.org.au](http://www.dca.org.au)



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**FOR MORE INFORMATION**

Email us at [info@smartsatcrc.com](mailto:info@smartsatcrc.com)

Visit our website at [smartsatcrc.com](http://smartsatcrc.com)

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