



**DIVERSITY, EQUITY  
AND INCLUSION  
STRATEGY 2023-25**





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





# CULTURE & VALUES

SmartSat aspires to build a purpose-driven culture of excellence and collaboration that produces value for our partners, the space ecosystem and the nation. We are honest, open and constructive, demanding excellence and taking intelligent risks.

SmartSat recognises the opportunity we have to lead the sector in Diversity, Equity & Inclusion (DEI) in setting the best possible tone for further developing the culture of Australia's space community. We engender a future-thinking, ambitious and collaborative culture founded on a set of values that ensures a strong and integrated program focused on tangible impact to deliver economic, societal and national benefits for Australia.

## OUR VALUES

Our values play an important part in defining our culture and are applicable across all activities and personnel within SmartSat. Our values include:



### Excellence & Impact

We will conduct excellent and impactful research that creates commercial value for our partners and benefit for our nation.



### Innovation & Agility

We will innovate in all of our activities, adapt to market changes and respond rapidly to our stakeholders' requirements in a productive, cost-effective way without compromising excellence and impact.



### Collaboration

We recognise we can achieve better outcomes for SmartSat and deliver more for Australia through collaboration than we or our partners could alone.



### Integrity

We are committed to the highest standard of openness, transparent accountability and ethical behaviour in all that we do.



### Diversity, Equity & Inclusion

We celebrate diversity and acknowledge differences in gender, generation, ability, geography and culture.



## OUR CULTURE

Underpinning these values is our workplace culture which is demonstrated by our behaviours and actions.

We strive, in all we do, to have 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** their perspectives and talents to the workplace; and
- **Progressing** in their career at work.

## WHAT ARE THE BENEFITS?

When we value Diversity, Equity and Inclusion, we see a wide range of benefits not only for employees but for the company and broader community. These include:

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

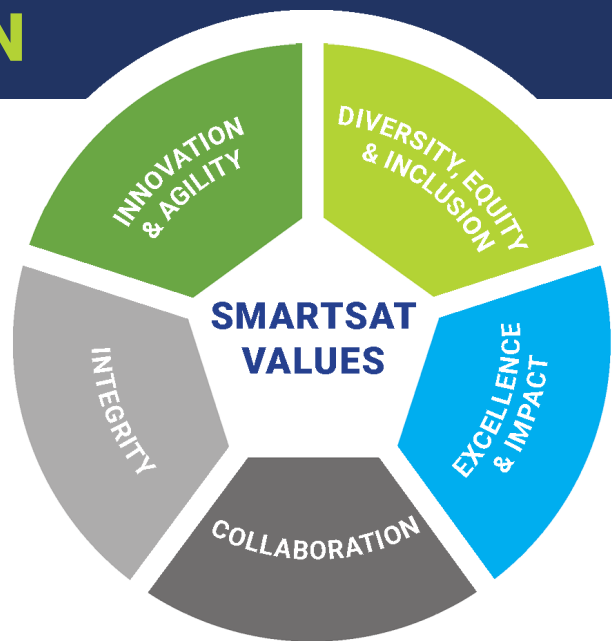
# COMMITMENT TO DIVERSITY, EQUITY & INCLUSION

At SmartSat, we are committed to achieving a diverse and inclusive workplace and community to achieve our full potential as an organisation and as individuals. We will demonstrate inclusive behaviour in all we do and thereby will create a work environment that is safe, inclusive, fair, and respectful. SmartSat aspires to be a leader in the sector and embed DEI across all its activities, both internal and external.

Since its formation, SmartSat has made significant progress in DEI. This includes establishing a DEI Committee which is now under the responsibility of the SmartSat People and Culture Committee reporting directly to the Board.

In this updated 2023-25 DEI Strategy, SmartSat will continue to prioritise gender equality as we recognise that a gender balanced workforce improves our organisational performance and contributes to employment opportunities which in turn support staff wellbeing. In addition, we will also focus on influencing equality in our external facing programs and activities and will include an emphasis on First Nations inclusivity as a priority.

The strategic goals and actions committed in this document will move us towards a work culture that allows everyone to feel safe, engaged, included, and educated.





# 2023-25 STRATEGIC GOALS

The **2023-25 Diversity, Equity and Inclusion Strategy** and **2023 Diversity, Equity and Inclusion Action Plan** focuses on three strategic goals in order to prioritise our activities over the next three years:

- Ensure inclusive leadership and culture across the whole organisation;
- Improve DEI in all programs and research projects; and
- Grow First Nations knowledge and capability within the space community.

These goals will be used to help us allocate and triage our resources while developing measurable actions.



## GOAL ONE: ENSURE INCLUSIVE LEADERSHIP & CULTURE

Inclusive leadership and work culture will continue to be a priority to address areas of improvement and gaps identified. We also recognise the importance and value that a First Nations perspective can provide in our work culture and our research programs. To date, our workforce and research programs have lacked a First Nations lens. We aim to rectify this by introducing First Nations initiatives across our internal and external programs.

Goal One will ensure an equality and diversity lens is applied in everything we do with a continual focus on gender equality and First Nations inclusivity. This will require ongoing training and accountability by the SmartSat leadership and across the organisation. These initiatives will promote and sustain a workplace culture that is leader-led, inclusive and accountable, and generates feelings of value, safety and belonging for all staff.



## GOAL TWO: DIVERSITY, EQUITY & INCLUSION IN ALL PROGRAMS

SmartSat aspires to have a diverse and inclusive workplace that is reflected in our community. Although much work has been done internally to understand and improve the diversity and inclusion culture within the SmartSat workforce, the project research teams, PhD students and our speaker programs remain heavily male-dominated. SmartSat provides significant funding across these programs and therefore has the power and responsibility to ensure that DEI principles are embedded in the outcomes of these programs.

Goal Two will focus on gender equality and we will work with our partners and external programs to consider mechanisms to ensure greater diversity across the space sector. Of particular focus will be new staff recruited to support research projects, PhD students, distinguished speakers and other external facing programs that SmartSat CRC leads and funds.



## GOAL THREE: GROW FIRST NATIONS KNOWLEDGE & CAPABILITY

First Nations people have a long history and deep knowledge of space and astronomy as owners of the land on which many space research activities are conducted. Active collaborative partnerships are needed with First Nations custodians of Country and business owners to ensure culturally respectful engagement with Country is made, while building Indigenous capacity and involvement of First Nations people in the design and execution of research projects.

SmartSat has an opportunity to demonstrate leadership in this area, by building awareness of Indigenous knowledge and factors relevant to space research. While the Board now has expertise to guide and educate our overall strategy, we recognise that the absence of any First Nations staff has impacted the consideration of Indigenous know-how in planning and execution of research activities.

Goal Three will focus on improving our First Nations perspective in SmartSat projects and programs.



# 2023 DIVERSITY, EQUITY & INCLUSION ACTION PLAN



		QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
<b>GOAL ONE: ENSURE INCLUSIVE LEADERSHIP &amp; CULTURE</b>	Recruitment	Commit to a gender balanced workforce across all levels			
	Communications	Review and update inclusive recruitment practices	Update SmartSat marketing material and platforms to meet best practice for accessibility	Share DEI Action Plan with partners Create SmartSat DEI Plan	
	Training and Support		Develop SmartSat DEI Communications Plan	Develop and implement DEI Training Plan (2023-2026)	
	Accountability and Benchmarking	Implement Culture Amp Roll out annual Staff survey		Agree on and implement action from Staff Survey	Commit to eliminating SmartSat gender pay gap
<b>GOAL TWO: DIVERSITY, EQUITY &amp; INCLUSION IN ALL PROGRAMS</b>	PhD Students	Improve PhD program gender balance			
	Research Project Team	Implement initiatives to attract and retain more females in PhDs	Improve gender balance and diversity in Research Project Team		
	Visiting Researcher	Achieve gender balance and diversity of Visiting Researchers			
	Committee Diversity	Achieve gender balance and diversity on SmartSat Committees			
<b>GOAL THREE: GROW FIRST NATIONS KNOWLEDGE &amp; CAPABILITY</b>	First Nations Education			Deliver First Nations training and education for staff in consultation with First Nations Advisors	



**PROUD  
MEMBER**

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**FOR MORE INFORMATION**

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