

SMARTSAT CRC DEI ACTION PLAN

2025 – JUNE 2026

GOALS	OBJECTIVES	ACTIONS	TIMELINE
GOAL 1: Inclusive Leadership Across the Organisation	1.1 Reinforcement of Gender Equality Establish and reinforce SmartSat's commitment to gender equality to ensure SmartSat is an employer of choice.	1.1.1 SmartSat's commitment to fostering a DEI workplace is ongoing, and is embedded as standard practice in its operations. DEI remains pivotal as a core value, which drives innovation and strengthens the organisation. SmartSat will continue to do what is right, just and fair. Take learnings from the outcomes achieved in previous years' DEI Action Plans when transitioning to SmartSat 2.0 to continue as an employer of choice.	ONGOING (UNTIL END JUNE 2026)
	1.2 Training and Support Increase the uptake, impact and effectiveness of professional development for staff across all levels of the organisation with the aim of upskilling, including in DEI, to assist in undertaking their roles at the company, and post-SmartSat CRC.	1.2.1 Managers to continue to explore professional development opportunities with their direct reporting line to mitigate any gender pay gap. 1.2.2 Continue to encourage staff to make use of resources provided through SmartSat's membership of the Diversity Council Australia to build on staff's DEI knowledge.	ONGOING (UNTIL END JUNE 2026) ONGOING (UNTIL END JUNE 2026)
	1.3 Communication Improve communications across the organisation (internally and externally) including clear messages on SmartSat DEI ambitions, goals and challenges.	1.3.1 Communicate 2025 & 2026 DEI Action Plan to staff and partners, and the broader space community. 1.3.2 Clear DEI messaging in SmartSat's website updates, newsletters and other relevant communications continue embedded as standard practice.	Q1 2025 ONGOING (UNTIL END JUNE 2026)
	1.4 Accountability and Benchmarking Review, improve and implement a method to measure and track inclusive behaviours, actions, and outcomes.	1.4.1 Utilise Culture Amp Engagement Tool to measure DEI and identify areas for improvement following the rollout of the Staff DEI survey in April 2025 and Staff Engagement survey in April 2026. Engagement and DEI Surveys will be run in alternate years to avoid survey fatigue and the risk of repeating the same questions in both surveys.	Q4 2025
GOAL 2: DEI in all SmartSat Programs	2.1 Achieve a gender balance across all SmartSat CRC committees	2.1.1 All Committees to date have achieved a gender balance, and new committees are unlikely to be set up for the duration of the life of the CRC. Take learnings from the outcomes achieved in previous years' DEI Action Plans when transitioning to SmartSat 2.0.	COMPLETE
GOAL 3: First Nations Knowledge and Capability in the Space Community	3.1 Facilitating First Nations' Opportunities SmartSat to adopt a two pronged approach to furthering First Nations' knowledge and capability: 1) SmartSat to sponsor events that could provide opportunities for First Nations candidates; 2) SmartSat to partner with First Nations' groups to raise awareness of opportunities for First Nations candidates.	3.1.1 SmartSat to identify potential sponsorship of events that could provide opportunities for First Nation candidates' attendance. 3.1.2 SmartSat to seek partnerships with First Nations' groups to raise awareness and promote opportunities for First Nations candidates.	ONGOING (UNTIL END JUNE 2026) ONGOING (UNTIL END JUNE 2026)