



Diversity, Inclusion and Belonging Action Plan Progress Indicators

2024-2026

Space and Astronomy

February 2024

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Commitment to Accessibility

This document has been written in 12pt text and includes data tables and Alt-text descriptions of images.

It is also available in large print, Word and PDF formats.

If another format is preferred or adjustments required, please contact Beth.Cloake@CSIRO.au or 08 6436 8937.

1. S&A Workforce Diversity Targets

1. A Welcoming CSIRO			Year 1 (2024)	Year 2 (2025)	Year 3 (2026)
1.1 Increase diversity of S&A's workforce	Aboriginal & Torres Strait Islander	a. # of staff b. Cadets c. Postgraduates d. Trainees	All staff 3% June 2024	TBD - New targets will align with RAP (Indigenous Employment strategy) when it is refreshed at end of 2024.	
	Women	Research roles increased from 21% to 25%	22%	23%	25%
		Tech roles increased from 8.1% to 15%	10%	13%	15%
		CSOF 1-5 from 31% to 35%	33%	34%	35%
		Proportion of female leaders (CSOF 6+) across S&A > 41%	> 41%		
	People with Disability	Increase from 6.74% to 9.74%	7%	8%	9%
	LGBTIQA+ (Gender diversity)	Increase from 1.12 to 4%	2%	3%	4%
	Non-English-Speaking Background	Increase from 19.94% to 22.94%	21%	22%	23%

Notes on targets

- i. CSIRO's Diversity, Inclusion and Belonging Strategy 2022-2026 includes targets to increase the diversity of our workforce - *1. A Welcoming CSIRO: Impact Measure: Increase workforce representation from key priority groups by 1% per year for the next 3 years.*
- ii. Employee data will always be direct CSIRO employment arrangements or CDSCC equivalents. The definition of employment in the context of the Indigenous Employment Strategy will refer to our lifecycle of engagement with Aboriginal and Torres Strait Islander people and will include: Students, Employees, Contractors, Affiliates and honorary fellows, Potential and future talent (inc. talent pools, pipelines and industry and community networking.).
- iii. CSIRO currently tracks gender diversity data, captured as unspecified, but does not report on this organisationally. Unlike other demographic data, LGBTIQ+ community data is not recorded in the same manner. The above percentage is ascertained from the number of respondents who identified as LGBTIQ+ in the 2022 CSIRO organisational culture survey. It should be noted that this figure may be an underrepresentation, given the Australian Human Rights Commission estimates the percentage of the LGBTIQ+ population to be closer to 11%.
- iv. All the targets in the table above are CSIRO wide targets, including the target for Proportion of female leaders (CSOF 6+) across S&A > 41% (taken from the CSIRO Performance pack) and the 3% target for Aboriginal and Torres Strait Islanders from CSIRO's RAP. All other targets listed fall under the DI&B Strategy target to increase workforce representation from key priority groups by 1% per year for the next 3 years, or are targets that have rolled over from the previous action plan, based on CSIRO SAGE targets.
- v. While CSOF levels are used throughout this document for ease of reading, CDSCC equivalents are accounted for within these targets.

2. S&A DI&B Action Plan Progress Indicators

The 4 goals in this Action Plan are firm (a welcoming, connected, authentic and responsible CSIRO). The initiatives listed in this S&A DI&B Action Plan are those which will be led by S&A. We will also contribute to, or be involved in, initiatives led by CSIRO more broadly, such as *targeted mentoring programs that support personal and professional development for key priority groups*.

This Action Plan will be updated at least every 6 months to assess relevance and reflect any implications for the future. Additional Initiatives and Progress Indicators may be created to ensure objectives are met and positive impact is being made. How we will measure the Progress Indicators will form part of implementing The Plan (see 4.2.1) and will involve capturing data from Culture Surveys, HR Data, staff engagement, and other sources.

1. A Welcoming CSIRO					
Objective	Initiative	Alignment	Progress Indicator		
			2024	2025	2026
1.1 Increase diversity of S&A's workforce (CSIRO attracts and retains people from a wide range of backgrounds with a diversity of thought)	1.1.1 Develop attraction strategies for each program/ site. Involving: - targeted recruitment campaign - conscious inclusion - identified roles (including traineeships) - building a talent pool	<ul style="list-style-type: none"> ▪ RAP/ ▪ Indigenous Employment Strategy ▪ SAGE ▪ CSIRO DI&B Strategy - 1.1 	20% increase in applications from women and Aboriginal and Torres Strait Islander people	New targets will align with RAP (Indigenous Employment strategy) when it is refreshed at end of 2024.	
			40% men, 40% women, 20% of any gender represented in recruitment short lists*. * <i>Exceptions need delegate approval.</i>		

	1.1.2 Recruitment panel members and hiring manager complete training. Recruitment panels are gender diverse, and where possible include further aspects of diversity.	CSIRO DI&B Strategy - 1.1	100% of recruitment panel members completed CSIRO's LMS unconscious bias training 50% hiring managers complete required training	100% of hiring managers and recruitment panels complete refresher training.	
		CSIRO DI&B Strategy - 1.1	Diverse and gender balance panels (40% men, 40% women, 20% of any gender)		
1.2 Flexible work arrangements are accessed and normalised across S&A	1.2.1 Remove barriers to access and remove any workplace stigmas around flexible work for people who are wanting to access it in consultation with individuals and teams.	CSIRO DI&B Strategy - 1.3	- # of Flexible Work Approvals across classification levels - proportion of new roles that have formal flexible work elements	- # of Flexible Work Approvals across classification levels - proportion of new roles that have formal flexible work elements >75% of staff indicate that significant or good progress has been made on providing flexible working arrangements (survey in 2025) ⁺	- # of Flexible Work Approvals across classification levels - proportion of new roles that have formal flexible work elements

	1.2.2 Leaders and managers undertake flexible work and Annual Performance Appraisal training and access appropriate tools and supports.	CSIRO DI&B Strategy – 1.3	50% leaders and managers completed flexible work and Annual Performance Appraisal training	80% leaders and managers completed flexible work and Annual Performance Appraisal training	100% leaders and managers completed flexible work and Annual Performance Appraisal training
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+measured in the 2025 S&A Culture Survey

2. A Connected CSIRO					
Objective	Initiative	Alignment	Progress Indicator		
			2024	2025	2026
2.1 S&A people are active bystanders and allies	2.1.1 Volunteering/ Corporate Citizenship across the BU in allyship roles.	CSIRO DI&B Strategy – 2.1	20% increase over the 3 years of staff becoming DI&B site champions/ fulfilling volunteering / Corporate Citizenship roles (EO Contact Officer, DI&B Committee, Mental Health First Aid, DI&B Community of Practice, DI&B Workgroups, Community Language interpreter).		
	2.1.2 Recognise and reward active bystanders and allies.		30% increase utilisation of non-cash rewards/ other innovation		
	2.1.3 Undertake learning in unconscious bias 101	CSIRO DI&B Strategy – 2.1	100% of all staff. (New staff within 12 months).		
	2.1.4 Undertake learning in Aboriginal and Torres Strait Islander Cultural Awareness training	RAP	100% of all staff. (New staff within 12 months).		
	2.1.5 Undertake awareness training in Autism in the Workplace			20% of all managers	30% of all managers 20% all staff

2.2 Safe and positive relationships	2.2.1 DI&B events are focused on raising awareness, enhance our learning and encourage participation.	CSIRO DI&B Strategy – 2.3	Set baseline with each program/ site.	Increase in staff participating and attending DI&B events hosted at each program/ site. Increase in staff participating and collaborating in external local events involving and celebrating diversity groups (i.e. Pride Fairday, NAIDOC Week).	
	2.2.2 Pronouns are used for all introductions and communication.			Increase in positive experience from people with diverse sexuality, and/or gender across each program/ site. ⁺	
	2.2.3 Events, Meetings and Forums (Colloquiums/ co-learniums) are accessible, inclusive and guidelines are created to set expectations.	CSIRO DI&B Strat - 2.2	Increase in diverse representation of speakers, key roles (Chair)		Increase in satisfaction from workplace adjustments across each program/ site. ⁺

⁺measured in the 2025 S&A Culture Survey

3. An Authentic CSIRO					
Objective	Initiative	Alignment	Progress Indicator		
			2024	2025	2026
3.1 Leaders role model inclusive practices by	3.1.1 Leaders and managers are held accountable for practicing inclusive leadership through performance measures.	CSIRO DI&B Strategy – 3.1	100% of annual performance appraisals include inclusive leadership measures.		

creating safe and equitable environments	3.1.2 Leaders and managers undertaking inclusive leadership training.	RAP CSIRO DI&B Strategy – 3.1	100% of S&A Executive have completed inclusive leadership training.	20% of managers have completed inclusive leadership training.	40% of managers have completed inclusive leadership training.
	3.1.3 Leaders and managers are approachable, clear, fair and provide an atmosphere that welcomes feedback.	RAP CSIRO DI&B Strategy – 3.3	Set baseline with each program/ site. Increase in demonstrable championing and visible role modelling activities (i.e. speaking at events, raising awareness on issues, and ensuring a DI&B lens over any content that gets shown externally).	Increase in leaders modelling inclusive behaviour +	
3.2 Career paths are designed to maximise the talent of diverse high achieving people	3.2.1 HR Workforce Planning, including retention strategies, to include DI&B lens when undertaking succession planning.		100% of all sites (Prioritising women, Aboriginal and Torres Strait Islanders.)	Decrease in the # of staff identifying succession planning as a priority DI&B concern. +	100% of all sites (all diversity groups)
	3.2.2 Staff capability is fully leveraged through programs that accelerate rates of progression through classification levels.	CSIRO DI&B Strategy – 3.2	Leadership Development Programs to have gender diverse participation of S&A staff at > 20% Women on average over three years to 2026		

+measured in the 2025 S&A Culture Survey

4. A Responsible CSIRO

Objective	Initiative	Alignment	Progress Indicator		
			2024	2025	2026
4.1 Zero tolerance for all forms of discrimination, bullying and harassment	4.1.1 Incidents of inappropriate behaviour, including subtle/ overt sexism and racism, is called out and acted upon promptly and sensitively to all situations exhibited or reported to have occurred. (within resolution timeframes)	CSIRO DI&B Strategy - 4.2	Increase in formal complaints concerning discriminatory behaviours. Increase in contact made with HSE Staff concerning discriminatory behaviours.	Decrease the % of days absent from work due to discrimination. + Increase in % of women feeling confident speak up against and/ or to report inappropriate behaviour/ discrimination. +	
	4.1.2 Leaders and managers undertake relevant training to support complaints and conflict resolution.	CSIRO DI&B Strategy – 4.2 Pleiades	50% completion - managers/ supervisors) 100% completion - Executive Team	100% completion - managers/ supervisors)	
	4.1.3 Report incidences of inappropriate behaviour and associated consequences for breeches.	CSIRO DI&B Strategy – 4.2 Pleiades	Included in: ATNF Steering Committee. All hands meeting. ATNF Annual Report.		

	4.1.4 Equity Officers are utilised widely and play a key role as 'first responders'.	CSIRO DI&B Strategy – 4.2 Pleiades	Increase in % of people from priority groups accessing Equity Contact Officers. Increase in % of people from priority groups accessing EAP		
	4.1.5 Leaders and managers include conversations about workplace behaviour during team meetings.		100% of team meetings include an agenda item covering workplace behaviour to create an inclusive culture.	Increase in # of people feeling confident about speaking up against/reporting inappropriate behaviour ⁺	
4.2 Decisions are made based on evidence, transparency and continuous improvement	4.2.1 Data required to make informed decisions is accurate and accessible. <ul style="list-style-type: none"> - DI&B quarterly reports produced and shared across the BU and are used to inform DI&B Planning activities. - Aligned with organisational data/ HR records etc. 	CSIRO DI&B Strategy – 4.3 Pleiades	Increase in accuracy and usability of data to inform decision-making. Increase in the use of DI&B Reports to inform Operational Planning activities. Increase in the # of people accessing DI&B Reports.		

	<p>4.2.2 People with lived experience of diversity* are represented, participate in decision-making groups and inform changes.</p> <p>*Refers to priority diversity groups.</p>	<p>CSIRO DI&B Strategy – 4.3 Pleiades Disability Plan</p>	<p>DI&B Committee to be representative of diversity and include people with lived experience representing priority groups, leadership, functional roles.</p> <p>DI&B Committee member represented on Rewards Committee.</p> <p>Increase in staff with lived experience of diversity* included in decision making at each program/ site.</p>
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+measured in the 2025 S&A Culture Survey

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