



Australia's National
Science Agency

SAGE Cygnet

Inclusive Work Practices were inconsistently understood and applied in our workplace

October 2023

KEY BARRIER

Inclusive Work Practices

“Diversity is at the heart of our strategy at CSIRO. We know it’s our diversity that drives our innovation, and so building an inclusive culture where differences are celebrated is essential to our success”. Dr Larry Marshall (he/him) Chief Executive to June 2023.

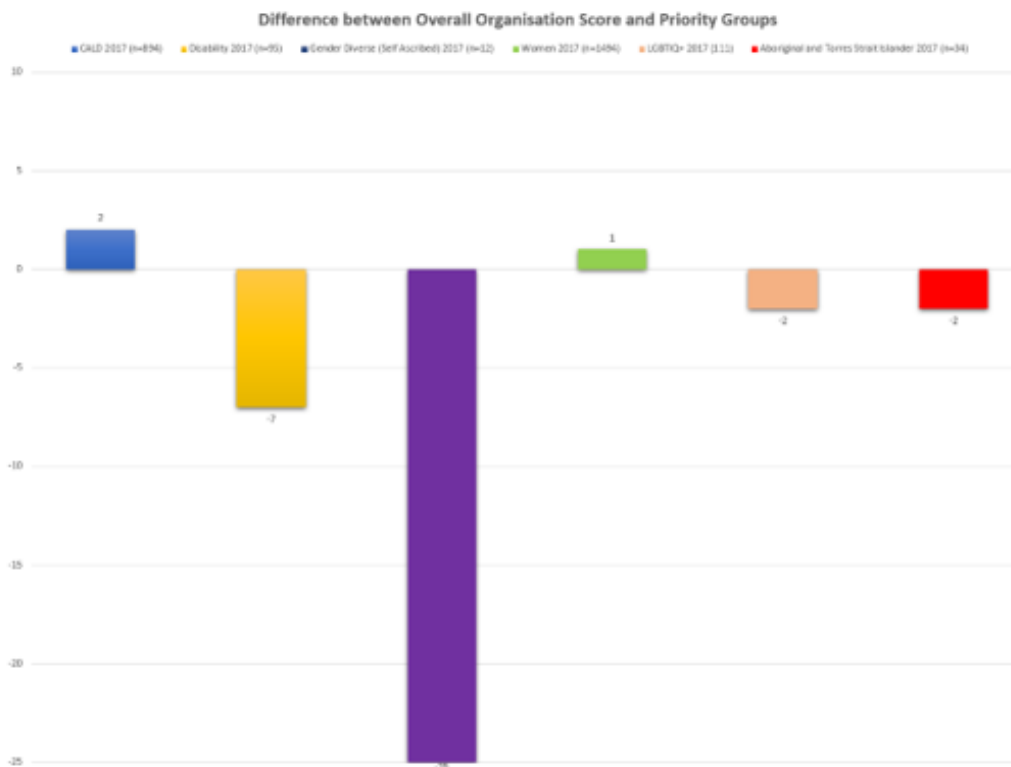
EVIDENCE OF BARRIER

In 2017 while working on our SAGE Bronze Application we included a range of Diversity and Inclusion questions in our annual staff survey which was completed by 3,693 of our people (74% response rate). For two of the questions relating to inclusion, our results were statistically lower than the comparison benchmark for Australian organisations:

- The extent to which senior leaders championed diversity and inclusion (68% favourable response; 11% lower than the Australian norm benchmark)
- The extent to which immediate managers included people who were not like them (73% favourable response; 7% lower than the Australian norm benchmark)

While the overall summary score for the full suite of Diversity and Inclusion questions was above the comparison benchmark for Australian organisations (66% for CSIRO, 64% for the Australia norm benchmark), key groups identified different experiences (Figure 1).

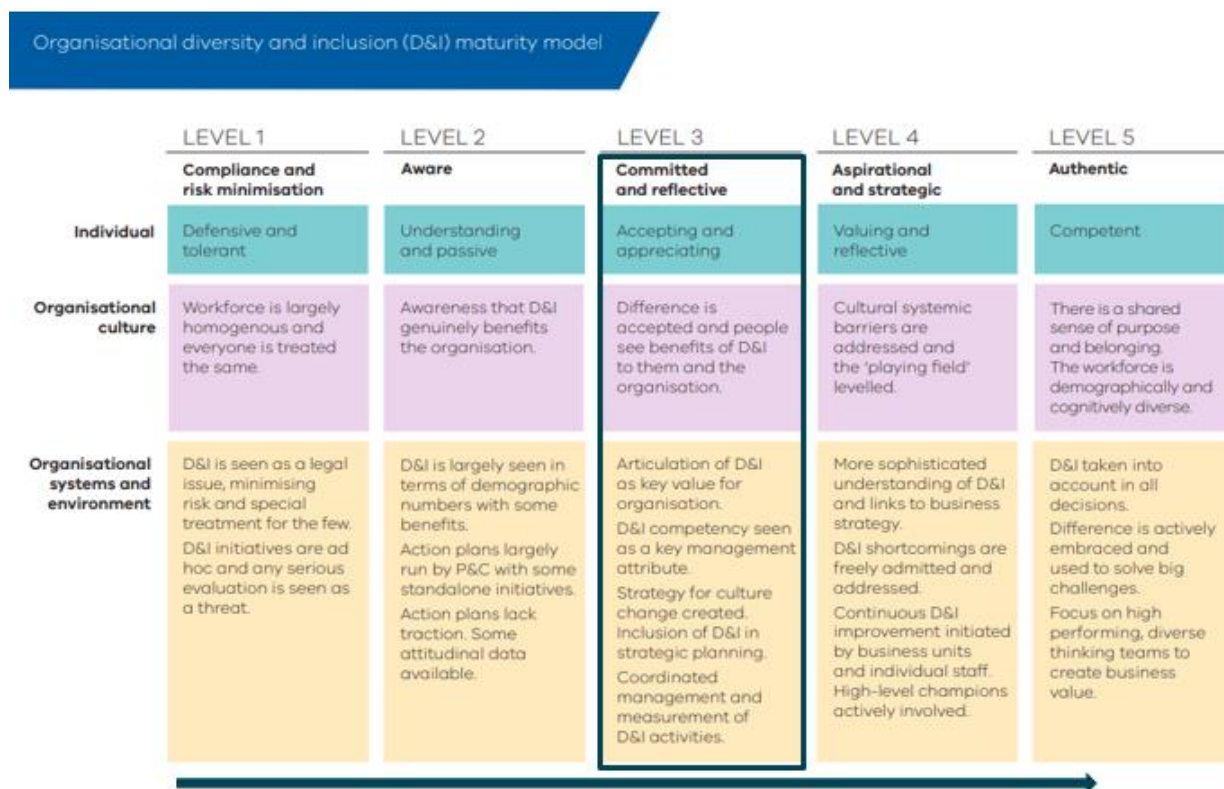
Figure 1. 2017 CSIRO Staff Survey overall Diversity and Inclusion: Difference between scores organisation wide and priority groups.



ACTIVITIES AND OUTPUTS

The following maturity model represents our progress and ambitions for Diversity and Inclusion. We have undertaken activities to affect the individual, organisational culture and organisations systems and environment, which are all necessary to have impact on inclusion at CSIRO.

Figure 2. Organisational diversity and inclusion maturity model; Department of Premier and Cabinet – Victoria.



Individual

A range of tools and training have been developed to support individuals and teams to create an inclusive environment:

- An Inclusive Meeting Guide was developed and promoted in 2018. It has been downloaded 1910 times and is visible in meeting rooms across CSIRO (Figure 3).
- To support scheduling of meetings, Site/Unit events and all CSIRO events an Inclusive Planning Calendar was developed in Outlook in 2018. This highlights public holidays, school holidays, relevant holidays or days of significance as well as organisational wide events.
- Our previous CEO, Larry Marshall committed to the Panel Pledge and encouraged others to do so (2018). The Panel Pledge is a commitment made by any speaker or participant requested to participate in a panel, forum or committee, to ask the organiser about the gender balance of the program or team and highlight their commitment to diversity.
- A guide on how to lead and work in diverse teams was developed, promoted (2020) and accessed over 500 times (Figure 4).

- A variety of online training courses were established as part of our online delivery program (2020). The range of courses available allows people to undertake training to address their individual and/or team's needs.
 - Building a Diverse Organisation
 - Building Psychological Safety
 - Cross Cultural Intelligence
 - Debiasing Techniques
 - Disability Inclusion
 - Diversity of Thought
 - Embedding Inclusion
 - Everyday Inclusion
 - Everyday Sexism
 - Expanding your Flexibility Horizons
 - Getting Flex-Agile
 - Inclusion in Meetings
 - LGBTIQ Inclusion
 - Preventing Bullying & Harassment
 - Preventing Discrimination and Victimisation
 - Psychological Safety Behaviours
 - Techniques to Leverage Diversity of Thought
 - The Case for Flexibility
 - Unconscious Bias 101
 - Unconscious Bias in the Pipeline

Feedback from staff who completed online training courses in the last year (30% response rate) show :

- 85% of respondents rated the content as good or excellent.
- Two thirds were able to identify key points from the training.
- Half of respondents are now doing things differently based on the training, with a further third expecting to make changes.

Figure 3. Inclusive Meeting Guide.



Inclusive Meetings at CSIRO

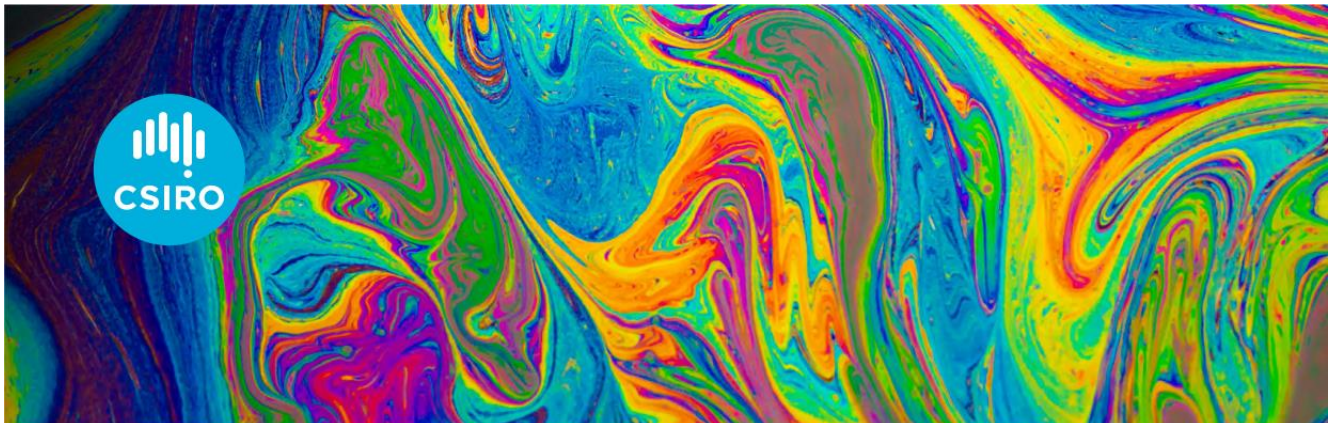
<p>Before the meeting...</p> <ul style="list-style-type: none"> • Send a draft agenda in advance and welcome feedback from participants. • Use inclusive scheduling tools including Outlook's scheduling assistant, and the Inclusive Planning Calendar to choose the most inclusive date and time. Be aware of State and regional school and public holidays, and geographical time differences. Try to avoid early morning Monday and late afternoon Friday meetings. • Schedule to finish meetings at least 5 minutes before the half hour, or 10 minutes before the hour to give attendees an opportunity to rest and reflect. • Consider rotating the role of Chair, irrespective of role or gender. • Seek input from those who are unable to attend (in person or online). • Maximise diversity in the room (if appropriate) through shadowing, inviting external observers, and considering whether anyone has been missed. • Rotate roles for pre-meeting logistics (e.g. catering arrangements) if there is not a designated person. 	<p>As Chair of the meeting, you should...</p> <ul style="list-style-type: none"> • Open the meeting by welcoming everyone (including those who are online). • Set expectations by encouraging everyone to participate. • Acknowledge the Traditional Owners using the guide in the meeting room as a starting point. • Acknowledge the input provided in absentia. • Keep to time when you start, and throughout the meeting. Allow breaks to recharge if the meeting is long.
<p>During the meeting...</p> <ul style="list-style-type: none"> • Rotate who takes meeting notes if there is not a designated person. • Ask clarifying questions and respect different opinions. • Remind everyone to speak one at a time and to listen to others. • Call out non-inclusive behaviour - if someone is behaving in a way that is likely to discourage others from participating, take it offline and deal with it appropriately. • Ask for input from those who are dialling in or who have not had a chance to be heard. • Address items raised and feedback/input provided by absentee members. • Be aware of different learning and communication styles. 	<p>As a participant, you should...</p> <ul style="list-style-type: none"> • Arrive/log in on time as a courtesy to others, and to facilitate the meeting running to time. • Be mindful by minimising working and checking email on your device. • Actively contribute your ideas and perspectives. • Listen to others and engage in a respectful way. • Recognise and support less experienced members of meetings.
<p>Before wrapping up...</p> <ul style="list-style-type: none"> • Ask for any final comments or questions before closing. • Thank everyone for their participation. 	<p>Regardless of your role in the meeting</p> <ul style="list-style-type: none"> • Cleaning up after a meeting is a shared task irrespective of role or gender.
<p>After the meeting...</p> <ul style="list-style-type: none"> • Ensure the notes/minutes and outcomes are shared with all, including those who could not attend. • Proactively invite ideas that did not get aired during the meeting/post-meeting. 	



FOR FURTHER RESOURCES GO TO:
 SAGE inclusive planning tools
my.csiro.au/inclusiveplanning

B&M | 18-00455

Figure 4. Guide for leading and working in diverse teams.



How to lead and work in diverse teams

Diversity enhances innovation

Diversity means a wider range of views, backgrounds and experiences which contribute to innovative problem solving.

Why an inclusive culture?

An inclusive leadership style means creating an open and fair culture where all employees feel respected, safe and empowered to contribute. Together with an inclusive leadership style, diversity of thought can contribute to innovative problem solving.

The inclusion of diversity is key to CSIRO's strategy of Breakthrough Innovation

Organisations with diverse and inclusive workplaces may be more likely to:

- meet or exceed financial targets
- be high-performing
- be innovative and agile
- achieve better business outcomes overall

Common pitfalls for diverse teams

Sometimes the benefits of diversity are not realised. Some common reasons for this are:

- Team conflict that doesn't resolve
- Difficulty making decisions
- Deadlines not reached or pushed out
- Biased language and communication style
- Exclusion of certain team members
- Lack of empathy and understanding
- Closed thinking

Language and diverse teams

How we verbally communicate is integral to inclusion. Whether you are a leader or team member, do your best to use language that is clear and non-biased. For example:

- Avoid greetings or addressing groups by gender e.g. "Hey guys..."
Try "Hi team / everyone"
- Avoid stereotypical phrases or terms e.g. "Will your girlfriend attend?"
Try "Will your partner attend?"
- Avoid assuming gender by using gendered language or terms of reference e.g. "I'm sure he thought of that in his hypothesis"
Try "I'm sure they thought of that in their hypothesis"
- Avoid language associated with age that may be perceived as negative or condescending e.g. "I hired the new kid"
Try "I hired the new graduate" or "I hired the new person"

Mitigation strategies

- Leaders being mindful that that diverse teams might take longer to arrive at an outcome and consider this when setting deadlines, project milestones etc.
- Leaders and teams practising and rewarding patience and understanding.
- Respectfully calling out non-inclusive behaviour.
- Openness to raising ideas and having them built on or potentially discarded.
- Careful management to reap benefits of diversity.

As a member of a team...

- **Actively** contribute your ideas and perspectives. Each Viewpoint is Valuable.
- **Listen** to each member of the team in a respectful way.
- **Collaborate** with all team members. Make an effort to reach out to connect with all team members and not just those in a similar role or from a similar background.
- **Remember** the team is working towards a common goal.
- **Avoid** the 'blame game'. We are a learning organisation.
- **Understand** that conscious and unconscious bias exists. Be curious about these and challenge yourself and your norms.

As a leader...

- **Decide** what kind of leader you want to be. Successful leaders empower and enable team members to reach their full potential and model the constructive behaviours they want to see.
- **Understand** what diversity is. Diversity is not only in gender, age, ethnicity, education and cultural background, but also diversity in thought.
- **Listen** deeply to each member of the team. The more diverse the team, the more important listening to each other becomes.
- **Ensure** everyone has opportunities to raise their profiles within and outside of the team.
- **Set SMART goals** that are fair across the team and are, where possible, discussed in consultation with the team.
- **Respectfully call-out** non-inclusive behaviour by taking it offline and dealing with it appropriately. Ask for help if you are unsure how to do this.
- **Set** deadlines keeping in mind the diversity in working hours, commitments and balance.
- **Build** trust within your team. Ensure it is a safe place for everyone.
- **Delegate** work equitably and thoughtfully — give everyone the chance to shine.
- **Role-model** inclusive behaviour, including initiatives like 'Balance'.

TEAM CSIRO STRATEGIC PILLAR: Thriving people and teams

UNLOCKING A BETTER FUTURE FOR EVERYONE

SAGE | 1900062

Organisational Culture

Inclusion and Belonging is a clearly articulated business strategy for CSIRO, it is included as an enabling capability in our Strategic Plan and is seen as an essential requirement to achieve our mission of creating a better future for Australia. This inclusive culture is supported by the following:

- The CEO Blog and other internal communications regularly focus on inclusion and its importance in being able to deliver for the Australian people. The proportion of CEO Blogs that mentioned inclusion and belonging grew from 35% in 2017 to 75% in 2023 (as of September 2023).
- The Leading@CSIRO Framework (2022) describes what is expected of all CSIRO leaders along with core capability areas and behaviours (Figure 5). One of the four overarching expectations is that leaders champion diversity, inclusion and wellbeing of our people. The associated Leading@CSIRO Toolkit (accessed over 800 times) asks leaders to reflect on how often they are demonstrating these expectations and to put in place actions and feedback mechanisms as required.
- A series of Annual Performance Agreement objectives and performance indicators related to Diversity and Inclusion have been provided for leaders, team members and relevant committee members to incorporate/adopt (established in 2019 and updated in 2023).
- Inclusion is built into our leadership programs, including the Spark Leader Labs which is our organisational leadership development experience (commenced 2021). The program is designed to foster and support our leaders in building high-performing dynamic teams, tap into collective strengths, thrive through disruption and complexity and to continue to role model our Values (Figure 6). The program also models inclusion through the diversity of participation and how it is delivered.
- We annually promote and celebrate the following Diversity Days organisation wide:
 - International Women's Day
 - IDAHOBIT
 - International Day of Tolerance
 - International day of people with disability
 - National Reconciliation Week
 - NAIDOC Week
- We also provide resources to sites and business units to support holding events and promoting these and other days of significance via a Resource Kit (2021) which includes guidelines and sample email invites, posters and presentations etc that has been accessed 326 times.
- For the last 2 years, we have held Diversity Month, where we focus on celebrating and exploring all forms of diversity. Last year's theme was "All of us – because everyone belongs at CSIRO and we want all of us to think about everyday things that we can do to foster diversity, inclusion and belonging". There were over 3,500 attendances over the two years, and more than 25,000 yammer (viva engage) post reads. In response to evaluations of individual sessions, 47% of respondents said the session had prompted them to do things differently, with a further 33% likely to do things differently.
- The CSIRO Awards is an annual event to celebrate our people, their outstanding achievements and our amazing work. The Awards include the following categories:
 - The CSIRO People Award recognises significant contribution and excellence from individuals and teams in the areas of workplace safety, wellbeing, diversity, inclusion and leadership.
 - The Delia Muller Aboriginal and Torres Strait Islander Award provides opportunities for Aboriginal and/or Torres Strait Islander people to extend their professional development by gaining further career related training and experience.
 - The Aboriginal and Torres Strait Islander Engagement Impact Excellence Medal recognises achievements of our people in relation to Aboriginal and Torres Strait Islander engagement, participation, service delivery and research services.
- All internal and external communications go through a diversity and inclusion checkpoint before being approved. With diversity and inclusion often being the focus of articles.

Figure 5. CSIRO's Leadership Capability Framework.

Leading@CSIRO framework

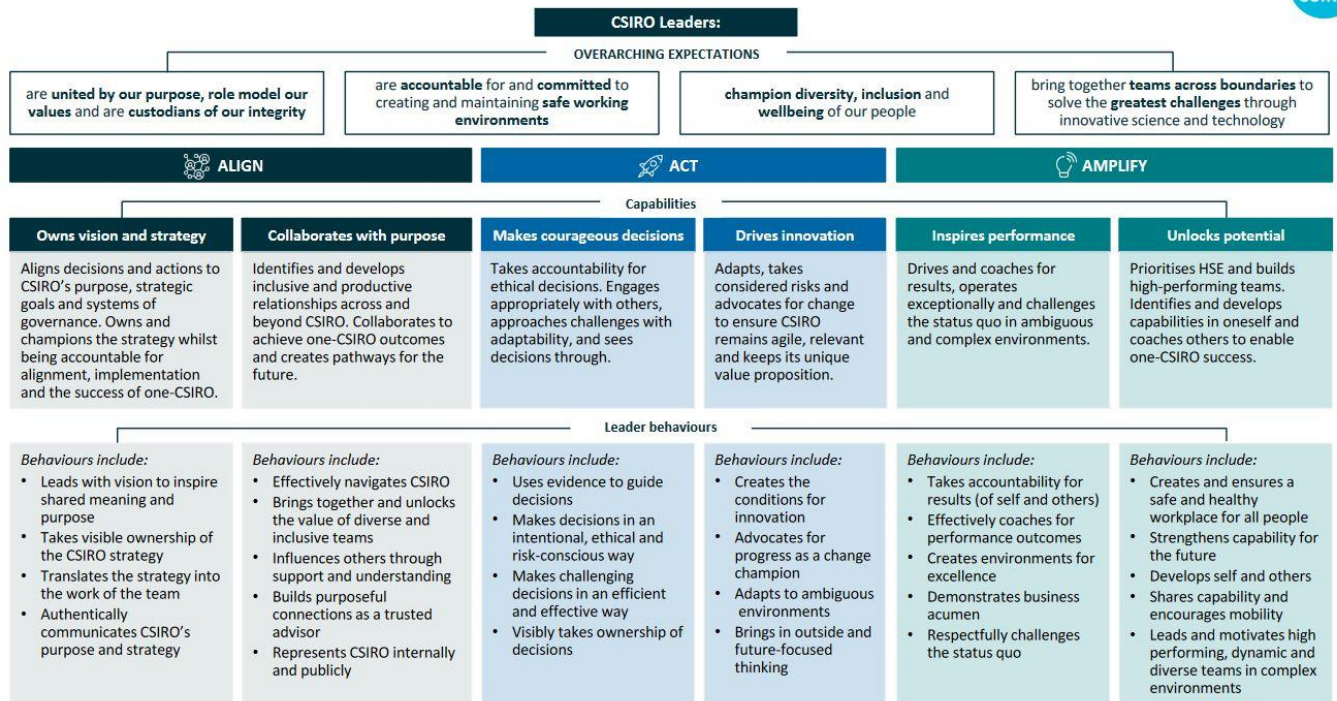
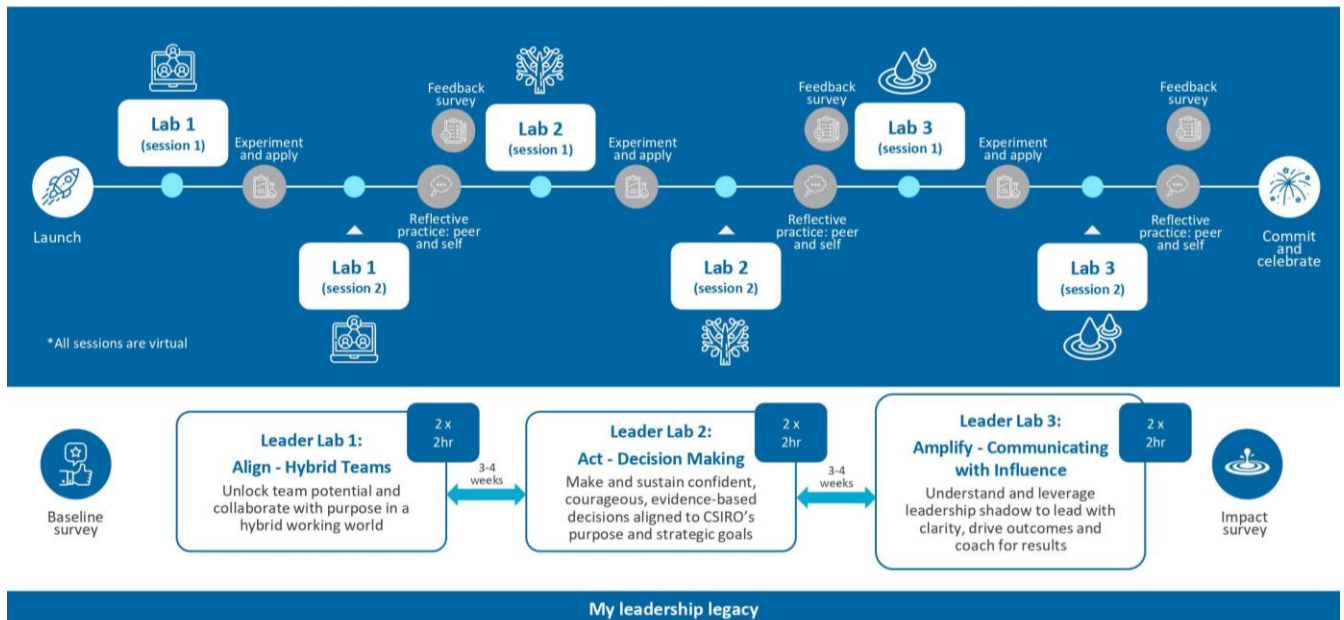


Figure 6. Spark Leader Labs Program Overview.



Spark Leader Labs Overview



▶ Throughout Spark, leaders will work on and iterate their leadership legacy. Leaders will have the opportunity to continue building on and iterating their Leadership Legacy.

▶ Learning nudges throughout using articles, videos and short communication reminders

Systems

In 2023 we released a refreshed Diversity, Inclusion and Belonging Strategy 2023-2026. This builds on previous strategies and is:

- Diversity led: Ensuring people with lived experience are involved in decision-making bodies.
- Outcomes focused: Encouraging business units and enterprise services to use action plans to develop a customised approach to achieving diversity, inclusion and belonging outcomes.
- Evidence based: Making sure that diversity, inclusion and belonging activities are driven by data and assessed against national and international benchmarks.
- One CSIRO: We set clear expectations about our diversity, inclusion and belonging aspirations. We grow and mature together. And we all have a shared responsibility in achieving success.

While the focus is on intersectionality, we continue to address equity imbalances for specific communities and diverse groups with targeted action plans to make accelerated change through tailored initiatives. The following outlines the mechanisms for informing and driving this work.

Aboriginal and Torres Strait Islander Peoples – existing mechanisms managed by Office of Indigenous Engagement

- Reconciliation Action Plan 2021-2023 (First Plan developed 2016)
- Aboriginal and Torres Strait Islander Employment Strategy 2022-2024

Gender Equity – updated working group

- SAGE Bronze Action Plan 2019-2022
- The Gender Equity working group has been re-established to represent all genders (2023)

Disability and Neurodiversity – existing working group

- Shine network established 2020 to support our people with a disability or carers of a person with disability.
- Disability Inclusion and Access Action Plan 2023-2026 released
- Neurodiversity employee network established 2023
- Implementation Plan to be developed

LGBTIQ+ - existing working group

- Pride Network and Werkgroup Established 2016
- Pride Strategic Networking Plan 2022

Faith and Culture - new working group being established (as a result of consultation)

- A working group is being established (2023) with an action plan to be developed in 2024

To support Business Units in developing and achieving their Action Plans, a Diversity, Inclusion & Belonging (DIB) Community of Practice exists to:

Share the work being undertaken at the local level

Learn from each other, amplify efforts & collaborate

Exchange ideas

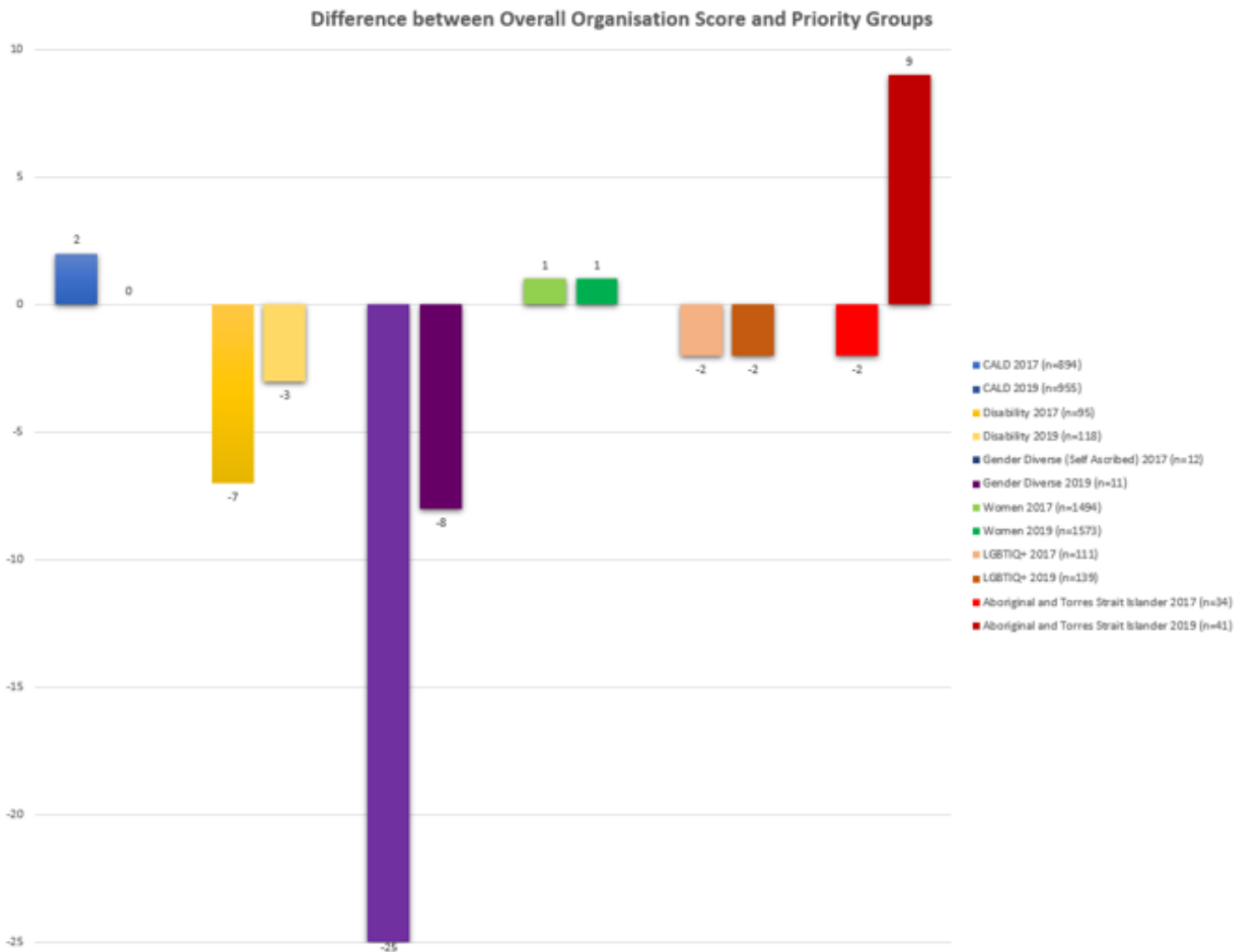
Develop collective capability, knowledge and allyship

OUTCOMES

In 2019 the CSIRO Staff Survey was completed again (n= 3,840 73% response rate). While we remain below the Australia National Norm for the two questions outlined at the beginning of this report, we have shown improvement since the last survey and have moved towards our target of 79% and 80% by 2022. In addition, the difference between the organisation score and priority groups for Diversity and Inclusion has shown improvement (with the aim being zero or positive difference).

- The extent to which senior leaders championed diversity and inclusion (75% favourable response; increase of 7% from 2017 survey; 7% lower than the 2019 Australian norm benchmark)
- The extent to which immediate managers included people who were not like them (75% favourable response; increase of 2% from 2017 survey; 8% lower than the 2019 Australian norm benchmark)

Figure 7. Difference between Overall Organisation Scores and Priority Groups for staff survey questions in 2017 and 2019.

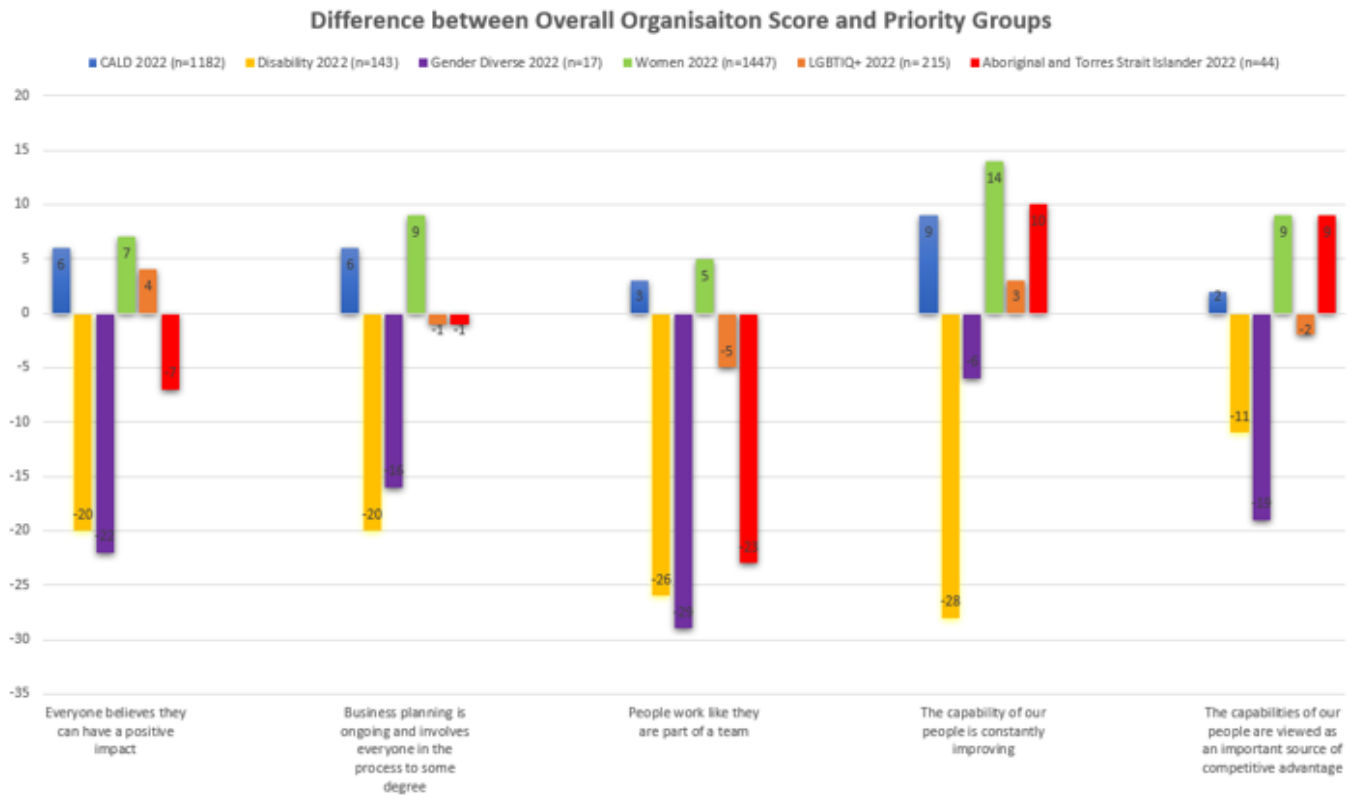


In 2021/22 we transitioned to the Denison Culture Survey. This survey was mapped against our DIB Strategy. By doing this we can consider and address disparity between the overall organisation results and key priority groups.

The following survey questions are relevant to inclusion at CSIRO (The overall organisation score, in brackets, is a percentile score compared to Denison's Global Normative Database):

- Everyone believes they can have a positive impact (50th percentile)
- Business planning is ongoing and involves everyone in the process to some degree (38th percentile)
- People work like they are part of a team (65th percentile)
- The capability of our people is constantly improving (58th percentile)
- The capabilities of our people are viewed as an important source of competitive advantage (65th percentile)

Figure 8. CSIRO 2022 Culture Survey Results for Inclusion related questions with “gap” for Key Priority Groups.



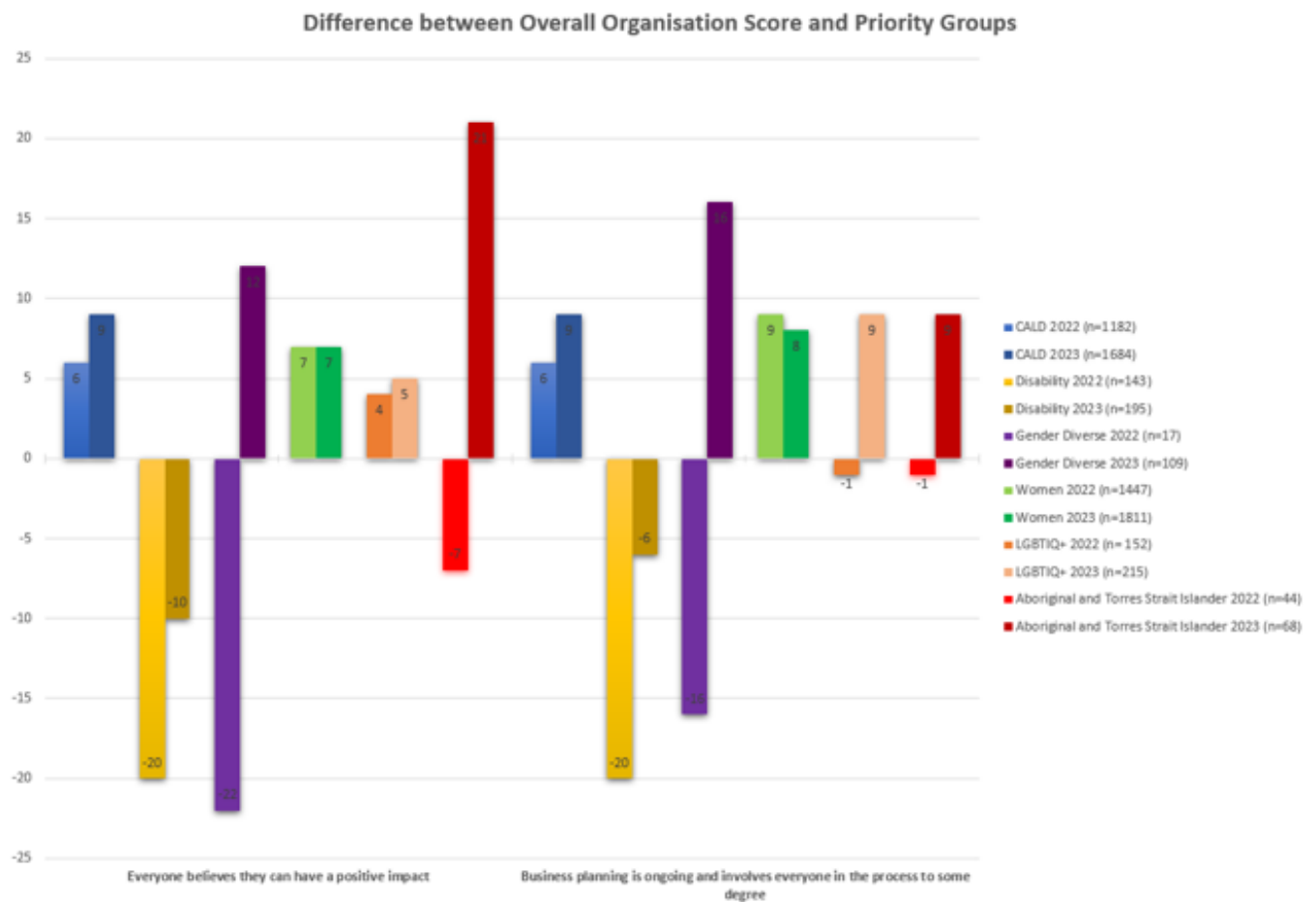
These results (Figure 8) highlighted the following differences when comparing key groups to the overall organisation results (n=3,590; 59% participation). Noting that, scores lower than the overall organisation represent a less consistent and positive experience of CSIRO’s culture compared to CSIRO overall.

- People with disability and people who are gender diverse scored the organisation the lowest and there was the greatest gap between the organisation score across all of the mapped questions.
- People from the LGBTIQ+ community scored the organisation greater in believing in a positive impact and improvements in our people’s capability, but less on everyone being involved in decision making.
- Aboriginal and Torres Strait Islander people had mixed scores for the organisation, scoring higher for capability and lowest in people work like they are part of a team.
- Culturally and Linguistically Diverse (CALD) people and Women scored the organisation higher across all questions.

These results suggest that our priority groups experience CSIRO’s culture in different ways and they provide insights into where we can focus our efforts to increase the consistency of positive experiences. The goal is for there to be no difference or a positive difference by 2026 (end of DIB Strategy 2023-2026).

In 2023 we undertook a pulse survey to monitor progress, with a subset of questions. Focus was given to areas of culture that were low across the organisation in the previous survey, to check progress against action plans (n=4,357; 66.4% participation).

Figure 9. Comparison between 2022 and 2023 Culture Survey Results for Inclusion related questions with “gap” for Key Priority Groups.



The 2023 survey indicates the following changes when comparing key groups to the overall organisation results for the two relevant inclusion questions in the Pulse Survey:

- People who are gender diverse and Aboriginal and Torres Strait Islander people are no longer scoring the organisation lower.
- The LGBTIQ+ community now scores the organisation higher.
- CALD people and Women continue to score the organisation higher.
- People with disability are still scoring the organisation lower, however the gap has significantly closed.

We look forward to revisiting the full set of questions in the future, especially “People work like they are part of a team” as this question had the greatest difference for key priority groups.

IMPACT

In the 2022 Culture Survey, our people were asked “What is one aspect you would like to preserve about the culture at CSIRO”. Diversity and Inclusion was ranked in the top 5 themes of responses to this question with 7% of responses. The themes above Diversity and Inclusion also indicate a supportive, inclusive work environment.

What is one aspect you would like to preserve about the culture at CSIRO?			
Theme	Count	%	Description
Teamwork	416	16%	Comments about teamwork, collaborating, cooperating, and helping one another.
Employee attitudes and relationships	403	15%	Comments about employees caring for each other, close working relationships, a sense of belonging, friendship, family-like atmosphere, and community.
Flexibility and adaptability	329	12%	Comments about speed, flexibility, and adaptability.
Cross-organizational collaboration	246	9%	Comments about cross-organizational work, coordination, cooperation, collaboration, interaction, and teamwork.
Diversity and Inclusion	183	7%	Comments about diversity, inclusiveness, acceptance, ethnicity, race, nationality, religion, background, and sexual orientation.
Flexible work arrangements	171	6%	Comments about work schedules, work location, and work-life balance.
Entrepreneurship and innovation	141	5%	Comments about creativity, innovation, entrepreneurship, and risk-taking.
Continuous learning and improvement	103	4%	Comments about ongoing learning, improvement and learning from mistakes, failure and experience.
Employee engagement	100	4%	Comments about employee engagement, energy, motivation, passion, and work-ethic.
Transparency and openness	90	3%	Comments about transparency, openness, and open communication.

Comments included:

- CSIRO as a whole embraces diversity and walks the talk. This makes me feel very supported and energizes me.
- CSIRO provides a very inclusive and diverse work environment, which I feel is the most important to preserve.
- CSIRO's focus on diversity is genuine, heartfelt, awesome and rare in Government. It's really valuable for CSIRO's purpose to have people with a wide variety of outlooks, so it is functional as well as commendable. I'm delighted to work for an organisation that takes diversity in all its forms so seriously.
- Being part of CSIRO inspires me on a daily basis, and the people I work with energise me. I am not quite sure what the secret sauce is here - I think it is partially the incredible communication done by our corporate affairs teams to tell us about the amazing things my colleagues across the country (and world!) are doing, and that the organisation has such a great reputation in the community, it attracts a high-calibre of personnel.
- I haven't been with CSIRO for long but I am struck by the collaborative, diverse and inclusive culture that seems to exist across the different sites and levels across the organisation. It isn't just leaders but everyone who speaks at webinars, meetings, receives an award - the team and the importance of the collective is always genuinely acknowledged and celebrated. I've never encountered this before and it is very, very powerful and motivational.

When we looked at responses from our priority groups we compared the proportion of responses that were positive about diversity and inclusion, compared to the responses that suggested more work was needed, with a relevant response to “What is one aspect you would like to change about the culture at

CSIRO". While the positive responses outweighed the responses that reflected more work to be done across the organisation, People with Disability and Aboriginal and Torres Strait Islander People responded with more comments expressing change was required such as:

- The recent focus on ideological imperatives such as "diversity and inclusion" that while on the surface level appear to be positives, but through enacted policy result in actions taken that are contrary to their stated goal, thus resulting in a negative outcome for the organisation.
- Strengthen Diversity and Inclusion. More work is needed in this area. Increase understanding among staff on what Inclusion means. This is VERY important.

CONCLUSION

Overall we have shown progress in achieving an inclusive workplace. Our structure and systems will support continued development across the organisation. As we move through the D&I Maturity Model, change will be embedded into everything we do, maintaining and increasing impact over time.

The following is a portion of an article published internally and through social media. While this story does not reflect the experience for everyone, it shows the impact on individuals when we are inclusive.

Meet Chloe Mackallah: Embracing her identity and breaking ground in climate science

Inspired by the legacy of Penny Whetton, Chloe champions visibility and inclusivity.

It was 2018 and Chloe Mackallah was preparing for a job interview at CSIRO. She was scared stiff.

The last year or so had been chaotic. She had completed her PhD and begun to transition. She had come out to her closest family and friends. However, at the time she applied for the job, she hadn't yet been out in public as a woman.

"I had bought women's clothes, for the first time. I wore makeup for the first time in a professional setting. And I was just terrified," Chloe says.

"My biggest fear was just sitting down in the interview room and seeing everyone who was interviewing me being visibly uncomfortable in my presence and how awful that would be."

Her fears proved unfounded. The interview went spectacularly.

"I was blown away by how it was a complete non-issue."

Then her first day came around, and she was again nervous. How would her colleagues respond to her? Again, no one did a double take.

Though she was new in the role, her managers even provided four weeks of extra leave for her transition. They ensured all her official documents were changed to her new name. All this before there was any policy requiring they do so. (CSIRO now has gender affirmation leave, thanks in part to the work of the Pride@CSIRO network.)



In her role as Data Steward, Chloe helps interpret complex climate data.

Full story available: [Meet Chloe Mackallah: Breaking ground in climate science - CSIRO](#)

FUTURE ACTION

The future actions are focussed on continuing to increase consistency across the organisation and working with particular groups regarding their experience. We will also continue to monitor and evaluate the strategies undertaken in preparation for the Silver Application.

Ref.	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end)	Person/Group responsible for implementing action	Senior Leader accountable for action delivery	Desired Outcomes/ Targets/ Success Indicator
1	The current DIB training provision has been in place for 4 years, refreshing the provision is an opportunity to create renewed interest and align closer to the DIB Strategy.	Review and evaluate full range of DIB training provision, make recommendations for future provision and promotion aligned with DIB Strategy	2024	Life Team	ED: People	Increase % of feedback demonstrating an increase in knowledge/potential behaviour change from 50% to 60%
2	The gap in results to the culture survey question “People work like they are part of a team” indicates that for Priority Groups team dynamics are experienced differently.	Inclusive leadership practices are incorporated into the Leadership Roadmap and address the different experiences of team members/priority groups.	2024	Life Team	ED: People	The gap for priority groups in culture survey results for “People work like they are part of a team” reduces to zero or +ve.
3	The culture survey responses from people with disability had a negative gap for all questions.	The Disability Action Plan Working Group to develop an Implementation Plan to be actioned across the organisation.	2024	Disability Action Plan Working Group	ED: People	The difference between responses to Inclusion questions from the Culture Survey for people with disability compared to the organisation is reduced to zero or +ve by end of current Action Plan.
6	The Culture Survey results provide great insights to the organisation about differing experiences. Further Intersectional analysis would support inclusion for all.	Analysis of Culture Survey Results from a greater intersectional lens to inform Action Plan Working Groups in developing actions.	2024	Life Team	ED: People	Greater reflection of Intersectionality is reflected in DIB Action Plans.

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