



# Transcript-Webinar-March-2021

A transcript of the All Staff Webinar held on 15 March 2021 with speakers: Larry Marshall, Judi Zielke, Katherine Paroz and Kirsten Rose.

**Chris Krishna-Pillay:** Hello everyone, welcome to this all staff webcast. Thank you very much for joining us at this time on the 15th of March, which means that the Ides of March has indeed come. But as both Shakespeare and Plutarch noted, it has not yet gone, but I'm sure we'll be fine. Everything will be fine. We're in very safe hands, and we're all in it together. If of course you're watching this on a webcast recording then obviously you're welcome as well, and I hope you are somewhere very comfortable with plenty of headspace to enjoy what is coming your way. Before we do anything and go anywhere down what is coming your way, let me first acknowledge the traditional owners of the land from which I am broadcasting today, the people of the Kulin Nation. I pay my respects to their elders past, present and emerging. And I extend that respect to the traditional owners of lands right across this country where we have CSIRO locations, and indeed where we have CSIRO staff.

Now, we have an army of four ready for you today, and my advice to you today is do what you can to get the best out of them. We have four members of our executive team on the line. They'll make some presentations, then there's a chance to throw some questions at them. In fact, don't wait until they've presented, throw the questions whenever you like. The best place to do that is in the Q&A function on the right hand side of the screen you're looking at now. It's a little question mark thing. You pop in there, any questions to go to them will come into the great big barrel of questions. We do tend to try and put them, collate them a bit to get them all together, because often you might have ten questions that are actually the same question. So there's a bit of a process, and we'll try and get as many of those concepts and topics covered as we can, as we're going through this process. If you just want to have a chat about stuff that's going on, there's a chat function for that as well.

Things that are in the chat function don't actually go into the Q&A though. It's there for your use, but it's not going to be something that gets presented to the panel as such. If you are in the chat function, be nice to each other. One of the great things about working in CSIRO is that we have a great standard of operation, and a great standard of interaction, so let's maintain that if we can. So by all means, raise things, ask questions, respond to each other. Look after each other though. Don't let it become a situation where you aren't comfortable being there. That would be defeating the purpose in many ways.

Alright, as I said, we have four members of our executive team to speak to you. To kick things off, I'm very happy to hand you now into the very capable hands of our Chief Executive, Larry Marshall.

**Larry Marshall:** Thanks, Chris and hello everyone. Can I just begin by mentioning two new members of our leadership team, Lyn Murphy, our new Director of Governance, and Lyn joins us from Prime Minister and Cabinet. And Dr Alexander Cook, who is our new GM of Missions. He was Australia's Science Councillor in Europe, in Brussels. I think they'll both be wonderful additions to team CSIRO and I'm very glad that they've joined us.

So probably just kick off quickly on the outcome of APaIRs, and some of the announcements that we made earlier this month. APaIRs was a bit different this year for obvious reasons, but two in particular. Obviously we're planning against a backdrop of massive global disruption because of COVID, and the consequences of COVID. But secondly

because we got this amazing windfall from the federal government to support us for the next four years, and that meant we could shift our investments perhaps a little bit more than we would normally be able to do.

And that's important because we had to shift in anticipation of some of the amazing changes that are happening all across the world now, in response to the pandemic. And I just wanted to reflect for a minute on why we were blessed with this windfall, and it really is very directly as a result of the incredible work that the organisation has done over years, but in particular how we were right on the front foot to deal with bushfires and equally on the front foot to deal with COVID. And it's really important, because it's really flagged, I think, to everyone outside the organisation, how vital a role CSIRO has, particularly in a future that's uncertain where there is a lot of disruption and things like exponential technologies that are very hard to predict, unless you have a national science agency to help you do the prediction.

And let's face it, with these exponential technologies, the world's changing faster than a human can. For us as an organisation of five and a half thousand, or even eight and a half thousand, depending on how you count us, extraordinary human, we can do better if we focus probably on fewer but far bigger and far more meaningful things, to help us keep pace. And so that was the thought in the back of our minds as we went through this year's APaIRs. And that's shifted our forward four year budget quite a bit, and I might just quickly to over some numbers with you, and apologise to you in advance if I sound a little bit like a politician as I do this, but I'm not trying to.

But basically, we committed 82 million into sustainable growth opportunities for the organisation. And the idea there was to bring together more teams from across CSIRO, no matter where they are in CSIRO, to collaborate in more meaningful ways with industry particularly where we can get large cohorts of partners together to really expand projects in areas that we think are really critical. And we've seen through COVID, for example, that digital healthcare was incredibly critical. Equally we've seen things like AI as an exponential technology are really critical. But we wanted to invest in a way that drove cross BU collaboration, across CSIRO collaboration, and also in a more financially sustainable way so that when we come out of this four year budget safety net, we can really run hard and sustainably.

One of the other things about the rate of change in the world, it has made innovation much harder. And in the old days, you could innovate in a BU or in a silo, in a single discipline of science, but it's too hard to do that now. We know innovation is happening at the intersection of these disciplines and the intersection of different perspectives, so we wanted to drive even harder on CSIRO's unique attribute, this amazing ability we have to collaborate within ourselves, and within a very complex system. So we've directed another \$125 million to national missions to really drive across the new collaboration for very specific, literally mission critical outcomes for Australia.

But in addition to that we also wanted to strongly support the growth of agile manufacturing. So equally in a mission like way, very cross BU oriented, we dedicated another \$60 million to the modern manufacturing strategy and agile manufacturing. And the learning there really came from the work we did over the last couple of years around digital, plus domain. It really is something I think we've done better than most large enterprises. But we need to do more of it, because agile manufacturing can drive a real CSIRO wide shift in how we use our capability and how we think about that capability, so that moving from bespoke type capability to do one thing, we go to a more agile capability to do many things with the one thing.

Now, the other thing that we really worried about in APaIRs was how do we stay really on the cutting edge of scientific research, because all of these strategic shifts, all of these things that are going on in the world, have to be driven by breakthrough science and so we're bringing our total investment in future science platforms to \$168 million.

And finally again because of the lessons we got from digital plus domain, it really convinced, I think, all of us that you get the absolute best out of digital science and digital technology when you co-create it with the people that

you have. When you value the insight of your own people in their various domains, whether it's agriculture or healthcare or animal, water, oceans and atmosphere. Wherever that domain experience is. When you co-create digital breakthrough science, leveraging domain, you get extraordinary outcomes. So COVID has accelerated that digital journey for us. We want to continue the acceleration, continue the pace, so we're investing another \$135 million into further digital transformation across the entire CSIRO enterprise.

And again, apologies if I sound a little bit like a politician, but that's our direction, that's how we're trying to really put the funding behind the strategy. But that's about the next four years, how we deliver and implement the strategy. The other question we asked ourselves is what about ten years from now, and maybe even longer? And you might remember, I think I sent you an email or a blog in November around this notion of the agency of the future. And it was a conversation we've had over the last year or so with our board at different times in different ways. But it was really, at its heart, asking, if all the strategy keeps working, what does CSIRO become? What do we look like, say ten years from now or more? And you may remember a few different crowd sourcings we did over last year and also more recently, I think in November. Thank you for, almost 2,000 people who participated in that. Thank you for that. But if you didn't get a chance to participate, don't worry because we're doing another one in the next couple of weeks. But basically we took the ideas that came from the crowd platform to the board and we teased out three key themes about the future CSIRO. And you'll hear about those, exactly what those are shortly. But in the next crowd sourcing effort, the one we're doing in the next couple of weeks, we really want you to help gather around those themes and help us really build out the vision of what CSIRO could become, if we're able to continue this journey, which I think we will.

Ultimately, what CSIRO becomes is up to all of us, and it's driven largely by our behaviours, and of course by our values, and we really want to ensure that CSIRO truly does continue to evolve to become a values based culture, where we put our people first. Now, you'll have seen the email that I sent you about the enforceable undertaking that I just signed with Comcare recently. And that was in response to a serious incident a few years ago in which one of our people, our people that we need to out first, one of our people was frankly lucky to come out alive from that incident. Now, it's awful when any of our people is hurt. It's terrible for the person hurt, it's terrible for their family, but it's actually terrible for each and every one of us in Team CSIRO, because they're like our family, our extended family. Each and every one of us has an obligation to protect each and every one of our people. No matter where they are in the organisation and no matter where you are in the organisation, each and every one of us has an obligation to keep them safe. Now, that's hard, but every single one of us has to own that, no matter how hard it is, just like we own our culture.

And in fact, the key to safety is our culture. Because all of us together is what gives CSIRO its culture. So we have to look out for each other, we have to make safety personal. We have to feel like we're taking care of our extended family in this organisation. So please, if you ever have questions about anything that you're doing, or anything that anyone else in the organisation is doing, that give you concerns about their safety or wellbeing, or yours, don't be shy. We're an organisation that loves to talk to each other. So please, share that with your colleagues, share it with your supervisor. Share it with whoever you need to share it with if there's a problem, because it's so much easier to flag something and it to turn out to be not a problem, than it is to wish you'd flagged it months later when someone has been hurt.

So please, speak up, because the more we speak up the more we can take care of each other, and the more we'll truly become that one CSIRO that's one of the key visions we have for the CSIRO of the future. It really is just another step in continuing to live our values and ensuring that we really take care of our most important asset in this organisation, which is not our intellectual property, not our amazing science, not our incredible relationships with government, not our trust which is up there in the highest in the country, but it's in our people. Because it's our people that make all of those other things possible. Chris, thank you and back to you.

**Chris Krishna-Pillay:** Thank you very much, Larry. Let us now turn our attention, in fact let us channel our cyber

attention down to the one place. That one place is Judi Zielke, our Chief Operating Officer. Over to you, Judi.

**Judi Zielke:** Thanks Chris, and hi everyone. Look, I've got a couple of things I just want to share with you today and I'm going to start with the modern manufacturing strategy. As you know, the modern manufacturing strategy, or MMS, has established six priority areas of focus to drive growth in manufacturing firms and broader economic benefit for Australia. Since I last chatted with you, the minister has launched a number of the road maps for each of those priority areas, and we've got a few still to come out. And she's also launched a number of programs to support the implementation of those as well. And it's been great for CSIRO to be able to play such a significant role in the development of the road map. So we've had a person on each of those task forces. Which has been fabulous. And we've also been assisting with the design of the two programs that have been launched so far. I'd really like to take the opportunity to thank our people that have been on those road map task forces, as well as those that have helped with the design work, as well. It's contributed significantly to that work, and been recognised by the minister and by the department as well as those others on the task force. So thank you very much for that.

So in relation to the two programs that have been launched, the translation and the integration programs, in case you're not aware, they're aimed at technology readiness level 5 and above. So they're not aimed at R&D. Eligible activities are more at the commercialisation stage. So about translating research and delivering products to the market. Ultimately they're trying to create jobs and economic benefit as quickly as possible. So they're at the pointy end in relation to what we're doing and trying to help the country with post COVID recovery.

So we've had, and been very fortunate to have a large number of our scientists on standby to assist with the technical assessments for the manufacturing modernisation fund as well, round 2 of that fund. And I'd also like to thank that team. A subset of that are currently undertaking the assessment work, but we've had people contributing from every BU and it's been a great support to us as well.

There's another program of the strategy that's not yet been released, and it relates to the large collaboration fund that was announced under the MMS. And as you'll note from the title, it's focused on collaborations and consortia from across industry and research. And for that reason, we think that we might be a participant in the program. So we haven't been involved in the design of it as yet. However the guidelines haven't been released, so we don't really know what role we might play in that, as yet.

Just wanted to share though that we're making sure that we're ready with keeping an eye on how that program comes out, and ensuring that we've got some collaborations ready to go, so we can engage with the program, if that's possible. And looking forward to hearing when the minister actually launches that program for us. So I'll come out straight away with any advice in relation to that. Obviously it's not just about us, if it's collaborations and consortia, it's similar things to our mission approach. It will be about groups of organisations working together. So that should be really interesting though and I'm eager to find out more.

Just as a reminder, if you do get enquiries about the manufacturing strategy, don't forget to refer them, pass them onto the enquiries line or make sure that you've recorded their details in the CRM. It's really important that we're able to inform the minister in relation to the engagement that we're having in that program. And also, if you have any queries in relation to how things are going, don't forget that Mary Mulcahey is coordinating for all of CSIRO in relation to the MMS. I'm sure she'd just love to hear from you.

Now, in relation to the next item I was going to chat about, the property strategy. You might recall, I provided an update in an all staff email in October last year, to talk about the strategy that had been approved by the board, and the strategy is a ten year strategy from 2019 to 2029. And it has an implementation plan that lists the various actions relating to each of our sites. The strategy aims to ensure that we're able to deliver the best possible science, serve our customers from the right locations with the right facilities ultimately that are safe, secure, vibrant and sustainable. Which is of course, no small task. Obviously though I should note that COVID has had an impact on us

being able to achieve our implementation so far and I expect it will continue to. You might recall that the strategy and the implementation plan is available on My CSIRO, so if you want to take a look at it, then please go ahead. The other things that we're trying to keep in mind of course in the implementation of the strategy are new ways of working, labs of the future, which is really exciting work in relation to what we'll look like in the future, agency of the future that Larry just reminded us of, and of course constantly looking at APaIR outcomes, and what our needs are going forward. So it's an ever evolving strategy and action plan in that regard.

I did want to share with you though that since it was approved in 2019, the teams have made some really significant inroads on that, and we've already managed a number of upgrades and investments. And some of those earlier than we were anticipating. So we've seen the disposal of Kensington, Uni of New South Wales, Alice Springs and Brisbane QUT, so far. And of course we're still continuing to work on Jinenderra, Belmont and North Ryde. And that will enable us ultimately to ensure that more resources are available for our science. We're working to ultimately in the end of a four year process, be able to contribute another \$20 million to our science each year. That's what we're focused on doing, noting our aim to achieve that safe, secure, vibrant, sustainable sites for everyone. And ultimately we're expecting that we'll move from about 55 sites down to about 44. And I'm sure a number of you have been involved in consultation in relation to those changes as well.

I mentioned My CSIRO, we'll continue to keep that document updated on the intranet. We've got a board meeting coming up next week, and you might see some changes to it again after that. Nothing huge, but as things move around a bit, you'll continue to see those changes actually occurring. Can't help but say, the last year has educated us a lot in relation to how to adapt and evolve in the changing environment. I don't doubt it will continue to be an interesting space for all of us, and just one that we need to be paying attention to constantly in that regard as well.

And the last thing I was going to chat with you today about is the sustainability strategy, which is very relevant to the property plan as well. I'm pleased to share that the board has approved our new sustainability strategy and I expect you'll hear more about that over the coming weeks. We'll do a public launch of the document as well, and share that across the organisation. And the strategy builds on the great work we've already achieved over the last year or two, and in particular I wanted to give you a couple of examples. So we've had, in terms of electricity and gas emissions, we've already reduced our emissions by 15%, based on 2000 levels. Our take up of solar has been amazing, and we've installed 5 megawatts of capacity, so that's the equivalent of about 900 homes, the use by 900 homes or 7,000 megawatt hours per year. We've got Tidbinbilla about to install another megawatt of capacity as well, and with the power purchase agreement that was concluded last year, we're offsetting the equivalent of 50% of our emissions as well as using renewable energy for those activities as well. And another thing I'd just quickly mention is what we've managed to do with our waste. We're making significant reductions in our waste by managing it better, paying a lot of attention now to circular economy, and it's also an areas that we're going to see a lot of improvement in, in relation to the strategy.

So it's a really ambitious vision for us. We're aiming to lead by example in relation to showing other agencies about what can be done, particularly government agencies. And doing that in such a way that we're consistent with our science focus and our leadership as well. And the strategy takes a much broader view of sustainability than we ever have before. It includes social, economic and environmental aspects of sustainability. And it also provides the framework for us to build upon our great initiatives in health and wellbeing, diversity and inclusion as well as the property strategy and our carbon strategy to really strengthen our future operations and outcomes.

One of the best elements that excites me in particular is that through the strategy we're encouraging the use of our science and technical expertise to be applied to our operational challenges. So for example, we're working to apply our research expertise towards net zero and ending plastic waste, to our actual operations here in the organisation. So not just leaving it, we're actually walking the walk, not just talking the talk in that regard as well. And in particular, we're seeking to establish some CSIRO sites that are actually exemplars of sustainable practice. They're still under development at the moment, but hopefully you'll start hearing more about those soon. So

whether you're talking safety, health, wellbeing, generating economic activity or reducing waste and emissions, there are things that we can do every day to improve our sustainability, and the strategy will help outline that and give us an action plan to work with. And as I say, that should be out with you in a matter of weeks. So I hope that provides an update on those three items, and back over to you, Chris.

**Chris Krishna-Pillay:** Thank you very much, that is exciting Judi. I think when it comes to science, technology, sustainability and seeing those things played out practically, I think it just stands to reason that national science agency should be leading the ecosystem. That's very good to hear. OK cool, now as Larry noted earlier, our greatest asset is our people, so it's very pleasing and just convenient as well, that we have with us our Executive Director of People. I'm pleased to introduce you now to Katherine Paroz.

**Katherine Paroz:** Oh, thank you, Chris. So a couple of quick things from me. We last week issued the next Pulse survey, engagement survey. That was on Thursday last week, and of course as always, the purpose of this survey is to check in on each of you and how you're feeling, wellbeing, how engaged you're feeling. And that just helps us to understand where we're at, collectively. And we can shape the next steps in terms of how we continue to support you hopefully now. Last year of course that was a lot about COVID and the support we provided, and we really valued your feedback as we did that. Hopefully that's less so the case this year, but we really need your feedback. The survey closes on the 24th of March. I encourage all of you, if you haven't done so yet, to jump online and complete the survey. Of course, it is confidential and it is voluntary, but it really helps us, not just in a people team, but for all the leaders in the organisation.

Second thing from me, Interchange Program. So opportunities for people to register in Round 2 of Interchange Program has now closed. We've had over 100 opportunities, projects, and more than 300 individual registrations, which is a great reflection actually on the interest and the demand for this type of program. And we've found that opening the assignments up in this way to more people has provided more opportunities for people to contribute their ideas and to contribute to problem solving, having experiences that are outside just their direct area of work. And of course, we really value the diversity of thought and the cross pollination of ideas across all of our BUs, and having people contribute in different ways. So we think Interchange is here to stay as a concept, and rather than doing rounds in the future, the idea is that it will be more dynamic in terms of as assignments come up, we'd be posting them, rather than doing rounds, as we have done up until now. And more to come on that.

So for this round though, individuals will be notified of their outcome by the end of this month. Larry mentioned values and so just a couple of quick things from me around values. Thank you to all of you that are embracing our refreshed values, and who have been participating in discussions with your team around those. That's really how we bring those values to life in our organisation, and talk about what kind of behaviour is associated with really leading and behaving in a way that's really based and anchored in our values. In the Pulse survey that I've just mentioned, there's opportunity for further feedback around the values and discussions you've been having, and how that's playing out in teams. This year, we really, as we focus on embedding the values in the organisation, we're really encouraging more and more conversations about how we can move our day to day behaviour in relation to, and closer to what the values are. And in so doing, have greater impact in our work.

In the people function as, an example, we've incorporated our values behaviours into CSIRO's reward and merit promotions procedures. So you now see in that procedure that the values show up there as part of that process. And we'll seek, over the coming weeks and months to embed those values into all of our people processes right across the organisation. So in particular, about reward and promotions, more information can be found on My CSIRO or speaking to your In Business HR person.

I'm now going to... oh no, I meant to mention, sorry, nearly forgot. Meant to mention quickly about work from home. So our work from home package, which has been incredibly successful, loads of people taking the opportunity to have that support, that IT kit provided at home, it will be wrapping up in June. So I encourage you, if

you are looking for work from home support, reminding you that's desks and monitors and things that you need to set yourself up at home, then please action that quickly, as we will be wrapping up the corporate level program in June. So thank you, and with that now Chris, I'll hand back to you.

**Chris Krishna-Pillay:** Thank you very much, Katherine. Now, I'm glad, that's two people that have mentioned values today, and I particularly noted Katherine's comment there about embedding them in our day to day and making that as normal as possible. The thing is, that's already happening. But don't take it from me, because I'm nobody. Take it from somebody who knows stuff. I'm very pleased now to introduce you to your final presenter for today's webcast, Kirsten Rose, who is going to give us a bit of a sense of what our values look like, and more importantly, what they do for us, and what the benefits are. So over to you, Kirsten.

**Kirsten Rose:** Thanks Chris, very much and hello everybody from sunny Wadjuk Nungar country, which is beautiful today over here in Perth. So yeah, thanks Chris and Katherine for your remarks on values. I am going to pick up a little bit on that theme, and build on what Katherine said and talk about values in action, in one of our science business units. I'll start by saying, I really like our values. I know you'd expect me to say that, but it's really true. And what strikes me is that our values reflect what CSIRO is already so very good at. And they remind us to be even better by detailing those behaviours that demonstrate each value. And I really hope you believe, as I do, that holding ourselves and each other to those values will ensure that we really do have a great working environment and deliver more impact to the nation.

I'll share just one example of how a values based approach to our work has amplified our impact, although there are countless examples of this, I'll just focus on one. About two weeks ago, I took my first trip since I've been with the organisation to Canberra, where I met lots of my colleagues for the first time, which was absolutely fantastic. And I got to spend some really great time with many of our science teams, particularly from agriculture and food. And all of those conversations demonstrated values in action, as I heard fantastic examples of entrepreneurialism, courage, curiosity and lots more. But one real highlight for me was learning the story behind the role that our science played in the recent record breaking canola crop, can't say canola crop, in Australia.

You might have seen some of the news over the last few weeks. John Kirkegaard, who's our Chief Research Scientist in our Farming Systems Group shared the story with me, which was actually more than a decade in the making. John led a team that worked in really close partnership with a farmer in New South Wales to develop a dual purpose canola cropping system. So in this work, the farmer sowed canola, a crop not originally common in the region, several months earlier than normally would have happened. This allowed lambs to graze early in the growing cycle, which is where the dual purpose concept comes from in the term. So this provided early, secure income for the farmer from the crop, and provided the option to produce a seed crop if there is sufficient water, or to have the crop grazed to the ground if drought hit. And because we had plenty of rain this year, the farmer achieved significant grazing opportunity and that record breaking yield, which is amazing. The system, this dual purpose system, provides farmers with new options for farming system resilience and maximising that farm profitability across those unpredictable cycles of drought. The farm owner, Peter Brooks, credited the honour to CSIRO, describing it as a culmination of 15 years of working with CSIRO to improve our systems.

So as John and the team shared with me, these gains are really transforming farm incomes, and delivering fantastic sustainability outcomes, and have been achieved through that pioneering science with CSIRO in deep collaboration with industry. And to me, that's really a powerful example of further, together. Our team, and it really struck me when I spoke to them, our team were humble enough not to burst in thinking that we had all the answers. They built that strong and trusted relationship over years through cooperation and partnership. And in thinking about our making it real value, John shared some great examples with me about how we adapted our approach as the farmers and consultants continued to push our thinking and really challenge us. And as John said, an event like this is a mixture of bold science meeting excellent agronomy and brave farming, to push the envelope.

So in my mind, those are really CSIRO values in action. And as I said at the beginning, there are just countless examples, similar examples within CSIRO, and as Katherine said, the values aren't new to CSIRO, but they really can, and should be, a guiding star for us in terms of how we work with one another and with our customers.

So I'm just going to take one more minute and shift a little bit to talk about how we work in CSIRO, particularly in the context of what we're trying to achieve over this coming year. As Larry shared, we really do have a once in a generation opportunity to make some shifts and invest in new growth areas to deliver new growth impact for Australia. And in my mind, and hopefully in yours, there's no way we can deliver the change we need without demonstrating courage and respect and inclusion. And all of those are behaviours under our values. The how we work is going to be absolutely critical. So I've been here for about eight months, and I've had many conversations with people at all levels in the organisation who have asked me what to do when behaviours of individuals don't align with our values.

A few people have asked, is it enough to lead by example? Or do we call it out? And as a leader, my view is that we absolutely must lead by example but that's not always enough. I think we have to find respectful and caring ways to call out behaviour that's not aligned to our values. And I really do recognise that's not easy to do. And frankly, it's probably a lot easier for me as an executive, or for anyone on the executive team to do. But I know that to be our very, very best, we need to make it easier, and a couple of people have already described this. It needs to really become a normal part of what we do, to respectfully hold each other to those behaviours and demonstrate how we live our values.

So if I can leave you with a request, and I promise Katherine and I didn't actually share notes before this, but I'm going to ask exactly the same thing she did, which is if I can ask you to do something, it's to use the values to have a conversation about this. Whether it's with your friends, your team, your leader, and talk about both what leading by example does look like in science or any other area, and how to start addressing it if you see behaviour that's not aligned. And to me, that really is further together. So I'll leave it there, Chris. Thanks very much.

**Chris Krishna-Pillay:** No, thank you very much indeed. And I think it's great that finishing on further together comes immediately after a note that you hadn't collaborated on your presentations, but that's totally OK, it seems seamless. Now, we have got questions, which of course is what normally happens and I think everybody very much for throwing them through. I'm going to grab them and throw them at people and see how we go. Firstly Larry, to you. Digital transformation means different things to different BUs, is the note in this question. What do you mean when you say digital transformation?

**Larry Marshall:** You're right, it depends very much on the science and the industry and the market, and the people in the culture that we address it in. But to me, digital transformation is about two things. One, leveraging digital technology to make things easier for us to do. But in some ways, that's pretty normal in all enterprises today. The thing that's not so normal is creating new digital science, and to me, that's the really big opportunity for us. We created a digital BU, Data61, so that we'd have the ability to invent and create whole new frontiers of digital science. And I'm imagining things like machine learning and digital analytics and AI being used to predict droughts and being able to predict bushfire behaviours, and being able to predict instabilities in the grid so we can get more renewables there, and not lose the energy security. So there's that frontier of what can our brilliant domain experts in all the other BUs do together with Data61 and their own digital people, to create breakthrough science to solve some of the really big challenges that we're here to solve.

**Chris Krishna-Pillay:** I'm going to toss this to Larry first. You can handball it to anyone you like, as fast as you like, because I feel like there's quite a lot in this, potentially. And I'll do my best to get it out. You referred to giving breathing room to people. And I guess headspace is how I might read that. But how do you make sure, the question asks, that program leaders actually use the breathing room? So the incentives are still there to bring in money for projects that don't necessarily help us address digital problems the way we would like to, and few



people when push comes to shove are going to say no to a source of revenue. I'm going to suggest Larry, and or Judi might want to jump in there first. But how do we actually get people to embrace the opportunity that we keep telling them is out there?

**Larry Marshall:** It's really hard for all of us, and you've hit on one of my biggest worries for the next couple of years, and certainly the biggest worry of COVID from a financial perspective. So it took us, as an ET, quite a while to get our heads around the idea that actually we want to say no to some revenue. Because that is the only way we free up people and resources, is by saying no. And it's scary, because we've had, as an organisation, 30 or 40 years of saying yes, because we need to make sure everyone's allocated, and make sure the revenue comes in so we can keep our teams together. But this safety net is an opportunity to do exactly that. It's something we dreamed of doing in the beginning of Strategy 2020, because we knew if we could find a way to fund it, we could go through what's called a J-Curve. That's where the revenue goes down, but you keep the people together and you shift them to work on more strategic things. And it goes through this J, and it comes up. And when it comes out the other side, it's actually higher and more meaningful, more efficient than what it was when it went in. And a real time example of that is minerals. So we took minerals through a very deliberate J curve over the last four years. And Jonathan, as a BU is a great person, and his team are great people to talk to about how we were able to support them through that. But we never had the resources to do all nine business units simultaneously, and now we do. So it's how do we get all the way through the organisation, people comfortable with changing behaviour that frankly the organisation has taught them to behave in a certain way for decades. How do we get them comfortable to say no, I'm actually going to behave differently, because I see an opportunity to come out. It's mixed across the BUs, but they're all shifting at different rates.

**Chris Krishna-Pillay:** OK, any thoughts anybody else? You don't have to. Nobody's got any more thoughts, fine. Katherine, question for you. We, so right throughout last year obviously we kept talking about the fact that we didn't know what the future was going to look like and there would be some sort of new normal etcetera, and now we're getting the sense that things are a little more traditional, if you like, historical perhaps, but they're not quite there. So from the point of view of what it's like to work in CSIRO, here we're in March, OK, so we're not a quarter of this new year, this arbitrarily March point in time, we're a quarter through that process. What do you think this new normal looks like in CSIRO in the next let's say quarter or two? What are we likely to see? What's going to be most important for us?

**Katherine Paroz:** Thanks, Chris. I think, and this wonderful group of people here at CSIRO, I think we're only too aware of the vaccination program and obviously we've made enormous contribution to that. We do need the vaccination program to mature over the coming months. And so we'll continue to take, as far as the organisation goes, a pretty conservative stance I think, particularly with respect to travel, and density in sites, and all of those things. It is beginning to feel a little bit more normal. But let's get through the winter months and then we can see where we are when we have vaccinations completed as well. So I think good to be conservative from an organisational perspective. We have some flexibility now though that we didn't have before. So I think I've said before on this, this last year we've just been so impressed with the ability of our people to pivot in the way that you all did last year, and begin to work in different ways. We're never going back to what it was before. This will be a version of the new normal. I think we're not quite clear what that is now, but hopefully it's a benefit for all of us to be able to choose how we might work differently. And you can see even on this call, there's a mix of at home, and in the office. And I think that's what life is going to be like. And I think for myself, I'll be doing four days in the office and one at home. And last one week of the kids was sick and so I was at home most of the week. So I think it offers these benefits, and hopefully we're experiencing that. And then of course we have our teams who have to be at work a lot of the time because of the very physical nature of the work we do. The C-bus teams, so it will mean different things for different people. But I think we'll see from probably September, September/October and as we head into the spring and summer months it will feel a bit more like it used to, but we'll never be going entirely back there.

**Chris Krishna-Pillay:** OK, Judi I'm going to hurl this one at you first. Because I can. And I quote, "Great we are leading by example and reducing our sites. When we leave a site, do we ensure that it is cleaned up and made good, and therefore does not have any environmental or social impact on the local community?"

**Judi:** Very good question. Leading by example in relation to sustainability rather than the focus on reducing sites there.

**Chris Krishna-Pillay:** Sure, sure.

**Judi:** Look, we do. And I think the work that we do on remediation is absolutely amazing in relation to it. There are two options that you can take. You can either choose to divest of a site and purposefully leave it to the purchaser to remediate, or we can undertake that activity ourselves. And to date, we have undertaken that activity ourselves. Obviously most of our sites are quite old, or a number of them are quite old. And therefore they bear the remnants of science of the years, and also what the site was used for often before that. Most of the regulatory requirements are far more modern in relation to those activities. It's not just about divestment, it's also about our existing sites. We've got a new storage facility going here at Black Mountain, and the builders have found the most amazing things, as you go through. It's almost like a time capsule under some of our areas. So no, we do do that. We take that very seriously, obviously as a government agency, that's where we need to lead by example in relation to remediating and making sure that we are doing everything we can to hand it over in a very good state. That often means though, that that comes at a substantial cost, and we need to bare that, but make sure that we manage that as appropriately as a government agency. I hope that helps.

**Chris Krishna-Pillay:** Well it helped me, but it wasn't my question. I think that was very good, very good, thank you. Listen, we are technically over time, but before I release anybody back to the world, just a quick thing to note. About now I really hope there is a small poll appearing, or at least available to you, again, it's the right hand side of the screen you're looking at now. It looks like a little graphy thing. You click on that, I think there's three questions in there if memory serves correctly. So you'll be seeing one of them when you click on the little icon, and then you need to scroll through to the next one and the next one. They're very, very simple but it's a nice source of simple information for us so that we can get a sense of how we're landing with stuff, with you guys. So if you can take a moment to do that, that would be much appreciated. We'll leave it open for a few minutes after we stop broadcasting, just so you've got time to do that, but it will not take you long at all, it's real quick. Now listen, thank you everybody, as I said at the start for joining us today. Apologies for a bit of a technical hiccup at the beginning that delayed our beginning, but thank you for hanging in there with us. The recording of this will be available in the next day or so, and there is a whole bunch of questions in here which we will get answered offline and will be posted on My CSIRO as soon as we can in the next week or so with written, complete answers. So don't forget to go there and check that out. Because if you asked a question now on the spur of the moment, it's probably a really good question and it's worth going to find the answer when it actually is available for you. So thank you very much for joining us, we'll get the recording up as soon as we can. Have a fantastic rest of day and we'll see you around somewhere soon. Bye for now.

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