CSIRO Overall Insights

Our voice, **our culture**

Culture Pulse Survey 06 – 20 May 2025

my.csiro.au/culture

Thank you – A word from our Executive Team

Thank you for taking the time to share your feedback. Your insights help us understand how we are tracking and where we need to focus.

We want to acknowledge we have heard both the strengths and the areas that need greater attention. Your voice through this survey is part of how we listen and learn, and we are committed to acting on what you have shared.

Our culture plays a critical role in our success and enables us to deliver on our strategic priorities.

We will continue to engage with you as we refine our actions and work together to create an environment that we all want to be part of. Take a look at our existing Enterprise Culture Action Plan which we'll be updating in light of your feedback.

Doug, on behalf of the Executive Team

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Overview

- What is culture?
- What reinforces culture?
- How and when are we measuring it?

What is Organisational Culture?

Culture is the shared values, norms and assumptions that govern the way people approach their work and interact with each other.

"Culture operates at many levels and certainly how we do things around here is the surface level. I like to think of culture to be like the lily pond. On the surface you've got leaves and flowers and things that are very visible; a visitor would see them. That's the 'how we do things around here;' but the explanation of why we do things in that way forces you to look at the root system, what's feeding it and the history of the pond, who planted what. If you don't dig down into the reasons for why we do things this way you've only looked at the culture at a very superficial level and you haven't really understood it."

Dr Edgar Schein,
Professor Emeritus with MIT Sloan School of Management

The Surface level - Lily Pads:

The most visible elements of culture. Includes observable aspects like structures, processes, and behaviours.

Changing artifacts may not lead to significant cultural change.

The Stem of the Water Lily:

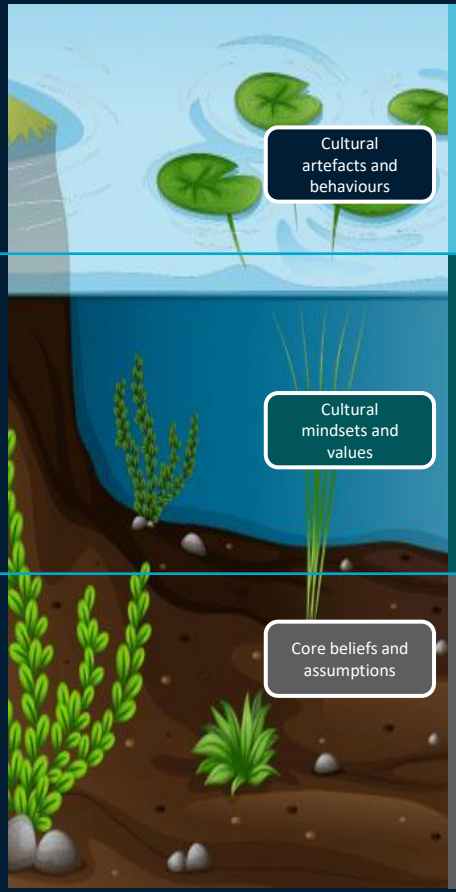
The stems give stability to the whole and **deeper than artifacts**. Offers more insight into culture and includes values communicated through purpose statements, organisational values and explicit cultural aspirations.

Can be altered to influence culture.

The Root system of the Water Lily:

The **deepest and often invisible cultural elements**. Encompass unwritten rules, core assumptions, personal values mindsets about work, success and failure.

Profoundly impacts culture and difficult to change.



What we see
"How we do things around here"

- Regular site-based social gatherings (e.g., morning teas, BBQs etc)
- Office layout and décor
- Symbols and logos

What we say and hear
"What we say is important"

- Mission and purpose statement
- Values and behaviours
- Team charters
- Work agreements

What we believe
"Why we do things the way we do"

- Subconscious belief about decision-making
- Assumptions about collaboration and teamwork
- Ingrained attitudes towards risk and innovation

Culture influences every aspect of an organisation

External Environment
(Government, Policy, Economic, Societal etc.)

- Owns Vision
- Collaborates with Purpose
- Makes Courageous Decisions
- Drives Innovation
- Inspires Performance
- Unlocks Potential

Leaders providing clear vision and direction

Values & behaviours reinforced by consistent, aligned practices

- Clear expectations
- Competencies
- Integrity and ethics

- Skills & Capabilities
- Motivations
- Individual Needs

People are motivated and capable to achieve vision

Practices aligned to support vision and direction

- Strategy & Goal Setting
- Budgeting
- Decision-Making
- Communication Channels
- Development & Performance
- Rewards & Promotions

- Accountability
- Role clarity
- Approval levels
- Functions of work

Structures provide clarity and support autonomy & empowerment

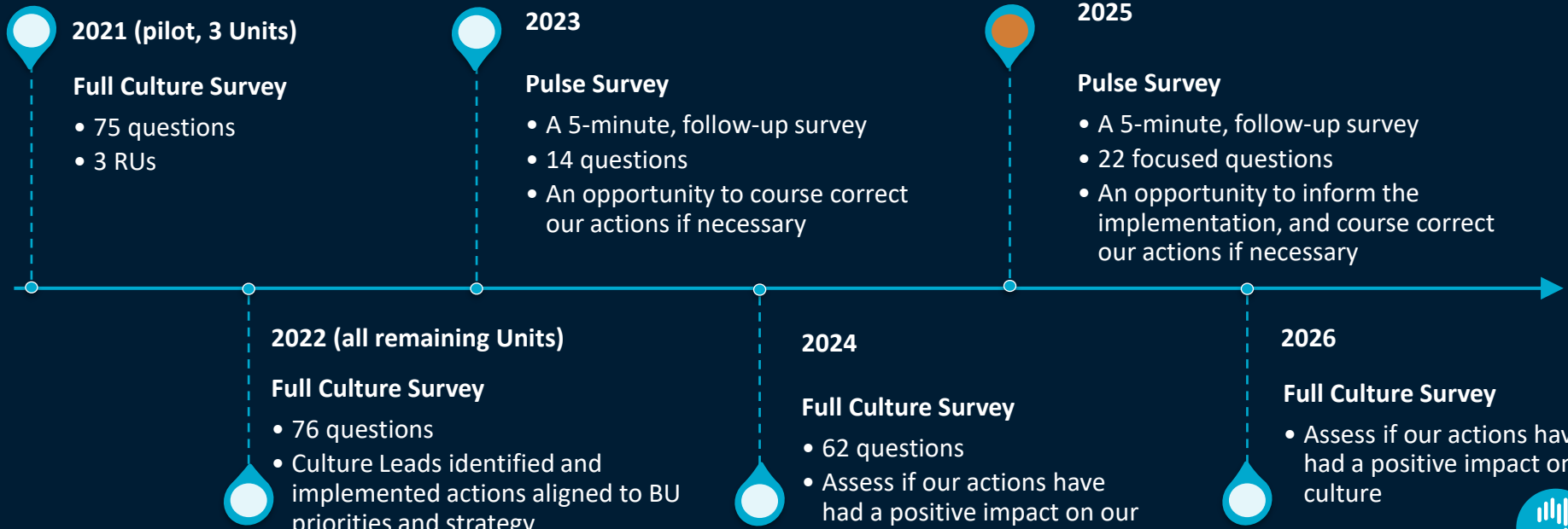
Systems and processes designed to support behaviours

- Fit-For-Purpose
- Efficiency & Simplicity
- Transparency & Accountability
- Quality

External Environment
(Government, Policy, Economic, Societal etc.)

CSIRO Culture Measurement Rhythm

Focusing on our performance and culture relationship is a critical element of creating a culture that enables CSIRO to sustain high performance and be an employer of choice. To achieve this, we regularly check-in on our progress.



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Key Insights Summary

- Where have we focused our actions from the previous survey?
- What did we learn from the 2025 Culture Pulse survey?
- What can we do now?

In response to our 2024 full culture survey, actions were taken at an organisational and local level.

The enterprise-wide culture action plan focused on four key areas:

Direction

Our long-term vision and progress

ET Sponsor: Kirsten Rose

Example Deliverables:

- ✓ First version of CSIRO book developed and published.
- ✓ Corporate Plan published

Practices

Our way of delivering services

ET Sponsors: Marcia Gough & Elanor Huntington

Example Deliverables:

- ✓ Finalising the ES reform process to provide clarity and ensure financial sustainability
- ✓ Revised culture and engagement measurement approach

Capability

Our way of empowering people

ET Sponsor: Marcia Gough

Example Deliverables:

- ✓ New Leadership development programs delivered
- ✓ Support to enable effective capability development conversations

Values

Our ethical code and behaviours

ET Sponsor: Doug Hilton

Example Deliverables:

- ✓ Call it for Culture program
- ✓ Embedding values-related comments into Senior Leader speaking notes

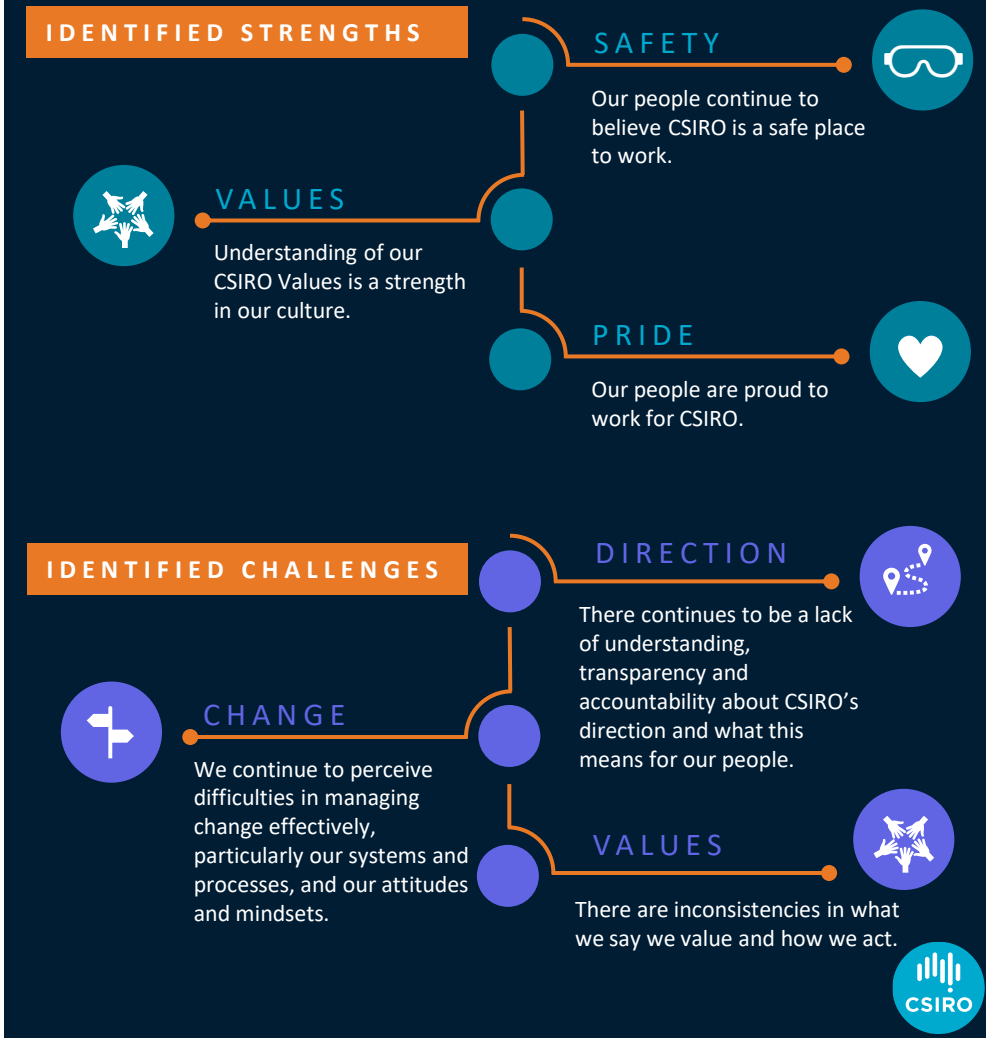
2025 Survey Insights

CSIRO has seen significant changes over the past year with the ongoing implementation of three organisational priorities that influence how we work:

- Research Portfolio – providing a clear overview of all the research we do and how we are performing to ensure that our projects align to our long-term aspirations.
- Enterprise Services Reform – Streamlining our corporate services to support our priorities.
- Research Infrastructure – ensuring our research infrastructure is sustainable, safe, and fit for purpose for the long term.

Overall, the 2025 Culture Pulse Survey revealed:

- ☑ Our people continue to see CSIRO as a safe place to work
- ☑ Our people understand our CSIRO Values.
- ☑ Our people are proud to work for CSIRO.
- ☒ There is still uncertainty and a lack of clarity about CSIRO's strategic direction and priorities and how these will be implemented to achieve our long-term vision.
- ☒ A disconnect continues to exist between what we say we value and how we act.



What can we do now?

INDIVIDUALS

REVIEW

- CSIRO Results (this pack) and understand the findings
- Your Unit results when shared (check-in with your Culture Lead with any questions)

REFLECT

- How are your actions (or inactions) shaping the culture around you?
- What's one thing you could do more consistently to role-model our values?

ACT

- Participate in discussions and actively support actions across your Unit and CSIRO
- Speak up when actions don't align with our values, and acknowledge when they do

LEADERS

ALIGN

- Encourage your people to participate in organisational and Unit conversations about how we work
- Connect messages about organisational and Unit initiatives with the day-to-day work of your team members

ACT

- Invest in your yourself and your people (e.g., Leadership Development)
- Share how feedback informs or reaffirms your decisions and actions
- Lead specific initiatives, set expectations and guide your team in making progress visible

AMPLIFY

- Have conversations in your teams about how you work together (e.g., with the Values toolkit)
- Acknowledge someone for demonstrating our values and behaviours

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2025 Survey Overview

- Broadening the measurement approach
- How to interpret results
- Survey design and participation

Key points for interpretation

The survey factors closely align to past surveys with some new additions

- **New:** Engagement (reintroduced), Psychological Safety, Leadership across three levels (local, Unit, senior leaders)
- **Continued:** Strategic Direction, Values, Collaboration, Change, Safety
- **Broader demographic insights** including faith, neurodivergence and, trans and gender diverse

Scores can be compared to external benchmarks where available

- All Industries, Global
- Technology, Science & Research
- Higher Education, APAC
- Government, Australia

2025 Interpretation notes – Overview

2025 is a transition year as we have shifted to Culture Amp as our survey provider. This has resulted in changes to how we interpret the 2025 results and compare to previous survey results.

Results represent a 'percent favourable' score

- A 5-point Likert favourability scale was used for the survey items ranging from Strongly Agree to Strongly Disagree
- The agree scores are combined to form a Favourable score, and the disagree scores are combined to form an Unfavourable score.
- The results represent the percent of people who scored favourably or unfavourably.
- A difference of +/- 5% is considered meaningful and something to pay attention to whilst differences smaller than +/- 5% are considered to on par or 'in the same ballpark'

e.g. 1 = strongly disagree 2 = disagree 3 = Neither agree or disagree 4 = agree 5 = agree

Factors are the concepts measured in the survey (e.g., Employee Engagement, Safety, Values etc)

- Factors are comprised of one or more items/questions.
- Factor scores are the average percentage favourable score for the items.
- Factor scores can be compared to external benchmarks where there are no custom items; if CSIRO has added custom items, a factor comparison won't be available

e.g. Employee Engagement (factor) 3 items 69% favourable score -8% from Global benchmark +2% from Tech, Science & Research benchmark

Items are the questions asked in the survey

- Item scores are presented as percentage favourable
- Some item scores can be compared to external benchmarks (non-custom items)

e.g. Employee Engagement – I am proud to work for CSIRO

Survey results from 2021-2024 are measured as percentiles against a different benchmark group so a like-for-like quantitative analysis and comparison is not feasible.

- Comparisons to past surveys look at whether the concept or item was a strength or challenge then, and if it's also a strength or challenge now

e.g. Strategic Direction was a challenge in 2025, and it remains a challenge for CSIRO in 2025

Survey Design & Participation

SURVEY DESIGN

8 FACTORS	22 survey Items
Strategic Direction	2
CSIRO Values	3
Our Leaders	4
Collaboration	2
Change	2
Safety	1
Psychological Safety – *New*	2
Employee Engagement – *Reintroduced*	3

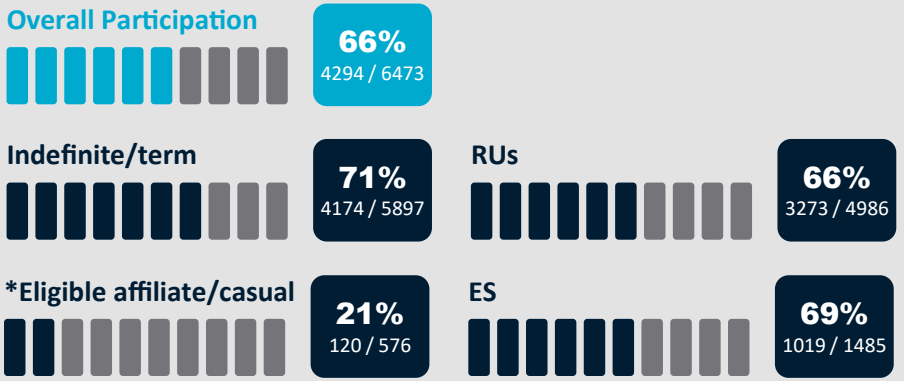
New - Option to provide comments on each item

OPEN TEXT QUESTIONS	3 survey Items
Preserve about CSIRO's culture	1
Change about CSIROs culture	1
Any other comments – *New*	1

DEMOGRAPHICS	22 survey Items
Organisational	13
Personal	9

PARTICIPATION

Since the last survey, the response rate remained stable with good representation across all Units and most demographics (in 2024 we had a participation rate of 65%).



All Units had over **55%** participation (see Unit rates on MyCSIRO)

**Eligible affiliates include Affiliate postdocs, Contractors, Joint Venture, Honorary and Post-Retirement Fellows (576 invited to respond)*

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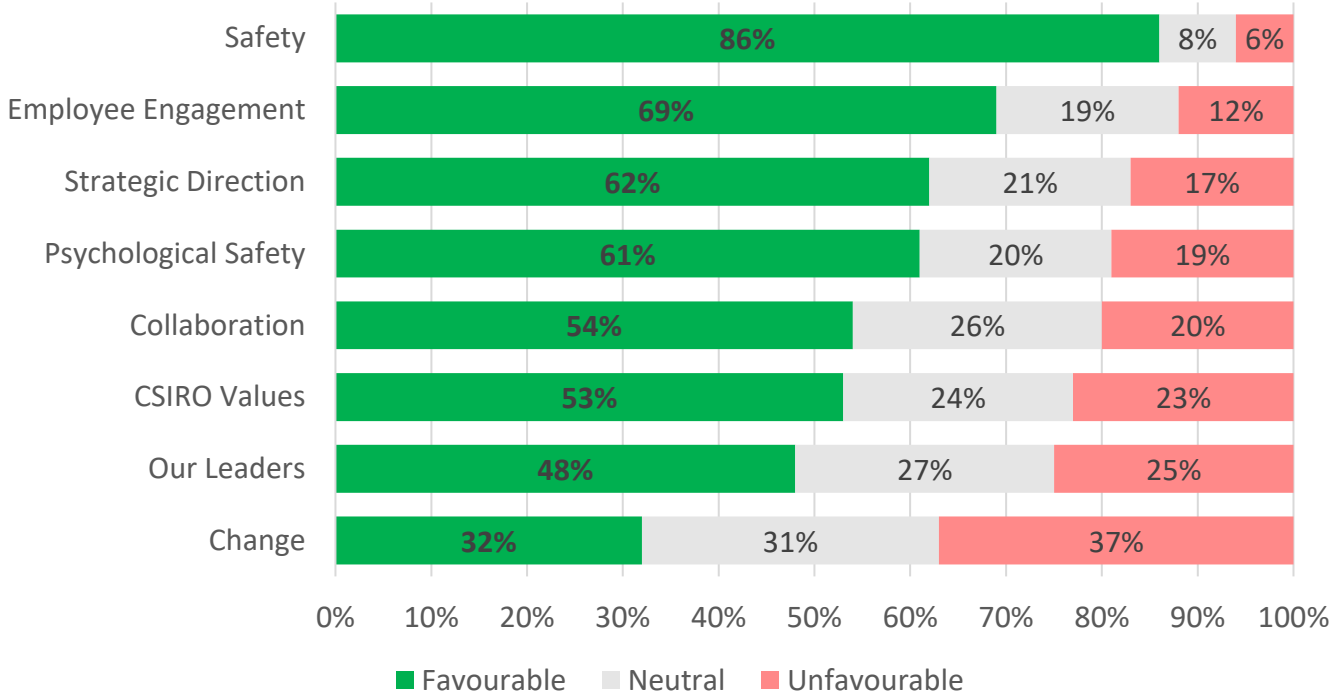
CSIRO Results

- CSIRO Overall – Factor scores (slide 21)
- Employee Engagement – a key performance indicator (slide 22)
- Open-text comments (slide 23)
- Open-text questions – AI summaries (slide 24)

CSIRO Overall – Factor Scores



Insights:

Overall, our people responded most favourably to the safety factor, indicating that our people regard CSIRO as a safe place to work.

Our people were least favourable on their perceptions of how we are managing change.

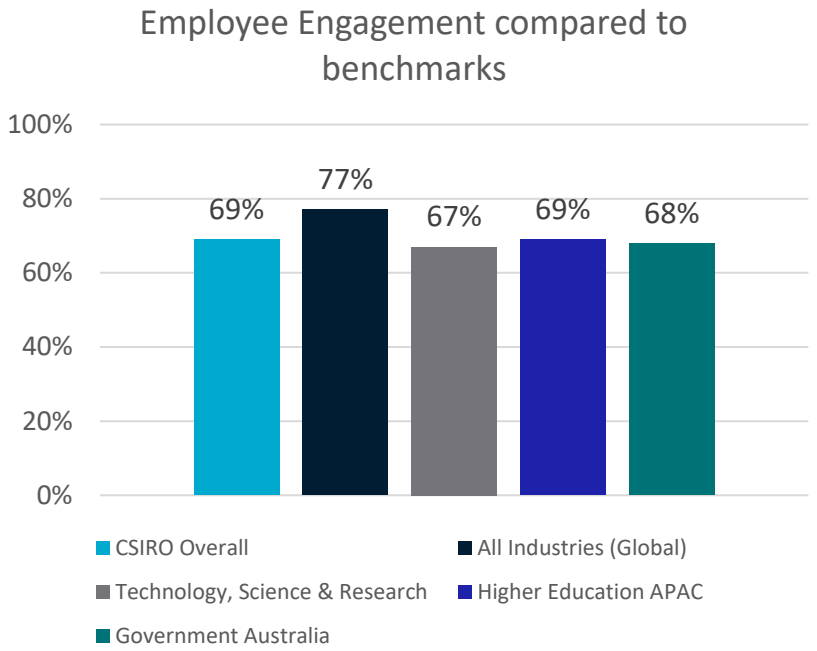
Neutral scores suggest there may be mixed experiences.

Employee Engagement – a key performance indicator

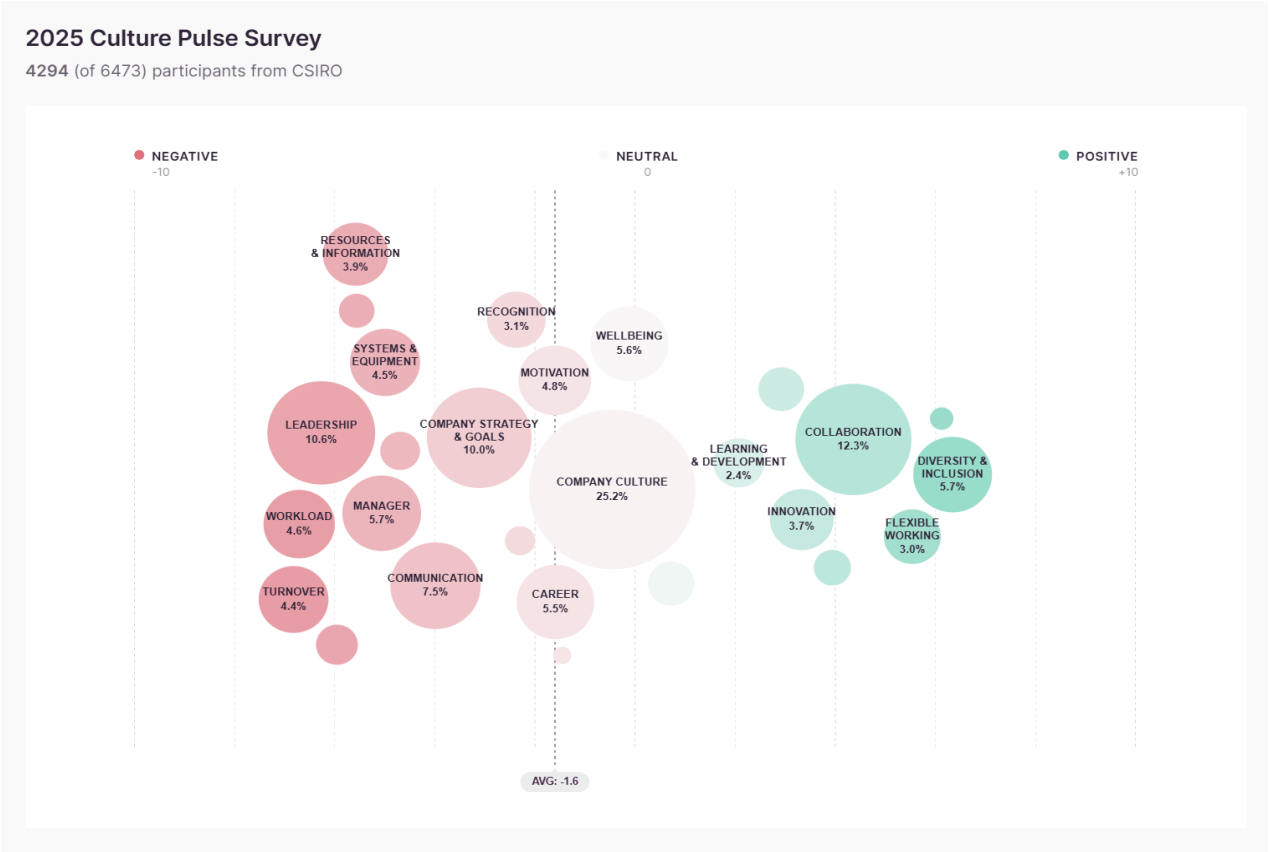
Employee Engagement is a measure of people's connection and commitment to their organisation and its goals. By lifting it, we can impact performance, innovation, retention and attraction of talent.

We pay particular attention to Employee Engagement as it shows how connected and committed our people feel to CSIRO.

This is also reported on in our Annual Report.



Open-text comments



- 12,590 comments
- Comments from 75% of respondents
- Median comments – 3 per respondent
- Commenters' Employee Engagement Score – 68% favourable
- 130 redactions to remove identifying information (e.g., name, specific years of tenure)

**categories identified by Culture Amp*

Open-text Question – AI Summaries

Powered by Culture Amp

What aspects of CSIRO's culture would you preserve?

2,842 comments; 66% of participants commented

Employee comments show a mixed perception of workplace culture, with some highlighting positive aspects such as collaboration, inclusivity, and flexible work arrangements, while others express concerns about recent organisational changes, leadership, and a decline in morale. Many comments emphasise the importance of maintaining a people-first approach and a strong focus on scientific excellence and impact. There is a significant range of opinions expressed.

What aspects of CSIRO's culture would you change?

2,766 comments; 64% of participants commented

Employee comments show concerns regarding leadership accountability, a perceived lack of transparency in decision-making processes, and the negative impact of recent restructuring initiatives on staff morale and job security. Many comments highlight excessive workloads, bureaucratic processes, and a perceived lack of support for collaboration across teams and units. Recurring themes include concerns about inconsistent application of policies, inadequate performance management, and a desire for improved communication.

Are there any other thoughts or reflections that you'd like to share?

2,170 comments; 51% of participants commented

Employee comments show concerns regarding the negative impacts of recent organisational changes, particularly the Enterprise Services Reform, on workplace culture, morale, and job security. Many employees express frustration with communication, leadership, and resource allocation, citing a perceived lack of transparency and accountability. Significant issues were raised regarding workload, career progression, and the overall working environment.

Note: AI summaries generated from Culture Amp analysis

CSIRO

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Factor and Item Results

- Strategic Direction (slide 27)
- CSIRO Values (slide 28)
- Our Leaders (slide 29)
- Collaboration (slide 30)
- Change (slide 31)
- Safety (side 32)
- Psychological Safety – *New in 2025* (slide 33)
- Employee Engagement – *Reintroduced in 2025* (slide 34)

A comparison between similar factors previously assessed in 2024 and 2025 is provided where possible

Strategic Direction

Powered by Culture Amp

2021 - 2024 Strategic Direction trends

2024 results indicated major decreases from 2023 in Strategic Direction indicating greater inconsistency and a lack of clarity of CSIRO's long-term direction and strategy.

A major decrease from 2023 was also identified for our vision (shared vision of the future and leader's long-term viewpoint)

2025 Strategic Direction results

Strategic Direction (n = 4282)	CSIRO Overall	Government Australia January 2025	Technology, Science, Research (1000-5000), January 2025
	62%	n/a	n/a
I understand our strategic priorities	53%	87%	n/a
I know how my work contributes to the goals of CSIRO	72%	n/a	85%

Insights

2025 results indicate that 72% of our people responded favourably that they understand how their work contributes to CSIRO's broader goals, however only 53% feel clear about CSIRO's strategic priorities.

Comments on these items indicate that some respondents are seeking clarity on the vision and strategic priorities for CSIRO, and report misalignment between stated priorities and actions. Respondents also shared that there is confusion and a perceived lack of transparency on the decision-making process for strategic decisions. Respondents expressed a desire for improved communication and more concrete connections between high-level strategies and daily work tasks.

CSIRO Values

Powered by Culture Amp

2021 - 2024 Values trends

Between 2022 and 2024, we saw improvements in how we address behaviours not aligned to our values. However, as the results were below the average, it was identified as a focus area to address within the 2024 Enterprise Culture Action plan.

2025 Values Results

CSIRO Values (n = 4268)	CSIRO Overall	Government Australia, January 2025	Technology, Science, Research (1000-5000), January 2025
	53%	n/a	n/a
I think I have a good understanding of what our CSIRO Values mean	84%	n/a	n/a
I believe our company values match how we actually work	50%	n/a	n/a
When people ignore our CSIRO Values, they are held accountable	26%	n/a	n/a

Insights

2025 results indicate that the majority of our people (84%) believe that they understand our CSIRO Values with commentary confirming that the CSIRO Values continue to resonate and are important to our people.

The results indicate that there's inconsistencies between understanding our CSIRO Values and how they are demonstrated in how we actually work, with 50% favourable. Commentary provides further context that this has been observed in both actions and decision-making processes. This signals a continuing need to close the gap between what we say we value and what we reinforce through our actions and accountability.

Our Leaders

Powered by Culture Amp

2021 - 2024 Leadership trends

Compared to 2022, 2024 results found there had been a significant decline in clarity about CSIRO's direction and longer-term vision. People were seeking greater clarity from their Leaders about where we were heading and what we were looking to achieve in the longer-term.

This focus area prompted specific actions and deliverables in the 2024 Enterprise Culture Actions plan.

In 2025 the leadership survey items were refined to delineate the Leadership roles at different levels reflecting core responsibilities and accountabilities.

2025 Leadership Results

Our Leaders (n = 4271)	CSIRO Overall	Government Australia, January 2025	Government Australia, January 2025	Technology, Science, Research (1000-5000), January 2025
	48%	n/a	n/a	n/a
The Senior leaders (Exec Team and Unit Directors) at CSIRO have communicated a vision that motivates me	36%	52%	52%	58%
Our Senior Leaders (Exec Team and Unit Directors) consistently deliver on their accountabilities for CSIRO's performance and long-term impact	33%	n/a	n/a	n/a
Leaders in my Unit translate strategic objectives into local area actions and empower our teams to achieve them	52%	n/a	n/a	n/a
My direct line manager actively manages my performance and capability development	70%	n/a	n/a	n/a

Insights

2025 results indicate continued uncertainty about CSIRO's direction and vision. Respondents were less favourable regarding the role of Senior Leaders in communicating a vision that they are motivated by (36%) and consistently delivering on their accountabilities (33%).

At more local levels of leadership, 52% of respondents responded favourably that their Unit Leaders were able to translate strategic objectives into local actions and empower teams to achieve them. The majority of respondents (70%) responded favourably that their direct line manager is active in managing their performance and development.

The results indicate a need to strengthen collective leadership by actively working across boundaries to align on direction, share ownership and consistently follow through on commitments.

Collaboration

Powered by Culture Amp

2021 - 2024 Collaboration trends

In 2024, a sense of team and valuing each other's skills and capabilities was identified as a comparative strength in how we work, however empowering people to make decisions, involving people in planning, and enabling people to act on their own remained key challenges.

Comparison of 2024 and 2022 results indicated a consistent challenge in co-ordinating work across CSIRO and a decrease in encouragement to cooperate across different parts of CSIRO.

2025 Collaboration Results

Collaboration (n = 4277)	CSIRO Overall	Government Australia, January 2025	Technology, Science, Research (1000-5000), January 2025
	54%	n/a	n/a
I am recognised for efforts to work across boundaries with other unit and programs at CSIRO	50%	n/a	n/a
Different parts of CSIRO often collaborate to achieve outcomes	58%	n/a	64%

Insights

Results in 2025 reveal varying levels of Collaboration with 50% of participants responding favourably that they are recognised for efforts to work across boundaries, and 58% responding favourably that collaboration occurs often to achieve outcomes. Employee comments reveal that while some report successful collaborations, others cite challenges related to resource constraints, differing priorities, and a lack of enabling mechanisms and systemic issues that hinder teamwork and create competition for resources. This indicates a continuity of the challenges identified in the 2024 and 2022 surveys.

Results indicate that addressing systemic barriers and disincentives to collaborate is warranted. It also points to an opportunity to celebrate and showcase cross-unit collaboration to recognise individual efforts and uplift how we work together as a whole organisation.

Change

Powered by Culture Amp

2021 - 2024 Change trends

Between 2022 and 2024, meaningful declines were seen in our ability to respond well to change and adopting improvements in how we work was identified as particularly challenging areas for CSIRO.

In 2024 it was also identified that there were inconsistencies in how well we cooperated across boundaries to create change.

2025 Change results

Change (n = 4288)	CSIRO Overall	Government Australia, January 2025	Technology, Science, Research (1000-5000), January 2025
	32%	n/a	n/a
We have the systems and processes to effectively manage changes	29%	n/a	n/a
We have the culture and mindsets to effectively adapt to changes	36%	n/a	n/a

Insights

2025 results indicate that managing change continues to be a challenge for CSIRO.

Results indicate low favourability (29%) in the systems and processes we have to manage change. Commentary indicates that this relates to both availability and implementation of these processes and systems. Results also indicate low favourability (36%) that we have the mindsets and culture to effectively adapt to change, with comments revealing differences in how individuals respond to changes.

Effectively managing change is a focus area to address.

Safety

Powered by Culture Amp

2024 Safety results

Safety items were introduced in the 2024 survey. Results indicated that our people viewed CSIRO as a very safe place to work.

2025 Safety results

Safety (n = 4290)	CSIRO Overall	Government Australia, January 2025	Technology, Science, Research (1000-5000), January 2025
	86%	n/a	n/a
Considering everything, CSIRO is a safe place to work	86%	n/a	n/a

Insights

2025 results indicate that most of our people consider CSIRO to be a safe place to work (86% favourable) which is consistent with the 2024 survey results. This reflects a strong foundation of safety that we can continue to build on as we strengthen other areas of our culture.

Psychological Safety – *new in 2025*

Powered by Culture Amp

2021 - 2024 Psychological Safety trends

Not asked in previous surveys

2025 Psychological Safety results

Psychological Safety (n = 4288)	CSIRO Overall	Government Australia January 2025	Technology, Science, Research (1000-5000), January 2025
	61%	n/a	n/a
I can voice a contrary opinion without fear of negative consequences.	56%	n/a	n/a
I feel like I belong at CSIRO	66%	n/a	n/a

Insights

Results indicated that 56% of our people favourably responded that they could voice a contrary opinion without fear of negative consequences. Commentary revealed that opinions on voicing contrary opinions varied widely, depending on the organizational level and individual managers. While some reported feeling comfortable sharing dissenting views within their immediate teams, others expressed concerns about potential negative consequences or a lack of receptiveness from senior leadership. Several comments highlighted the importance of trust and psychological safety in shaping employees' willingness to speak up.

Belonging is regarded as an outcome or indicator of psychological safety. Results show that 66% of our people felt that they belong at CSIRO. Commentary reflected that feelings of belonging varied, with some feeling a sense of belonging within their immediate teams and projects, while others reported feeling less connected to the broader organisation. Some employees noted that their sense of belonging was influenced by factors such as contract type, leadership styles, and the visibility of their contributions.

These results suggest a continuing need to foster more open dialogue, create space for respectful challenge, and support a culture where speaking up feels safe and valued.

Employee Engagement – *reintroduced in 2025*

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2021 - 2024 trends unavailable

Similar engagement items were asked in employee surveys from 2016 – 2022. Results from this time indicated strong levels of engagement with CSIRO.

2025 Employee Engagement results

Employee Engagement (n = 4284)	CSIRO Overall	Government Australia January 2025	Technology, Science, Research (1000-5000), January 2025
	69%	68%	67%
I would recommend CSIRO as a great place to work (n = 4291)	71%	75%	70%
CSIRO motivates me to go beyond what I would in a similar role elsewhere (n = 4291)	52%	53%	59%
I am proud to work for CSIRO (n = 4286)	82%	78%	72%

Insights

These Employee Engagement items provide insights into employee pride, extrinsic motivation and whether employees would recommend CSIRO as a place to work.

The majority of respondents (82%) shared that they agreed with the statement that they are proud to work for CSIRO. Commentary revealed that this reflected a belief in CSIRO's purpose and importance. There is an opportunity to better reconnect our people's work with CSIRO's strategic direction and purpose, so they feel inspired and aligned with what CSIRO represents.

Results indicate that 71% of our people responded favourably that they would recommend CSIRO as a great place to work, while 52% of respondents favourably agreed that CSIRO motivates them to go beyond what they would in a similar role in another organisation.

Commentary highlighted a positive view of CSIRO's reputation and achievements, as well as opportunities to do meaningful work with great people. A decline in pride, willingness to recommend, and motivation were noted due to frustrations with internal ways of working and the significant changes over the past year.

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Sector and Unit Results

- Sector results (slide 37)
- Research Unit results (slide 38)
- Enterprise Unit results (slide 39)

2025 Sector

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	Overall CSIRO	Future Industries	Environment Energy & Resources	Digital Nat Facilities & Collections	Operations	Strategy & Engagement	People
N (no. of responses)	4294	1382	993	898	657	198	163
Factors							
Strategic Direction	62%	62%	64%	62%	63%	56%	58%
CSIRO Values	53%	54%	54%	56%	51%	46%	50%
Our Leaders	48%	47%	50%	49%	46%	44%	42%
Collaboration	54%	53%	53%	53%	58%	56%	50%
Change	32%	33%	32%	36%	34%	21%	24%
Safety	86%	86%	87%	89%	85%	80%	76%
Psychological Safety	61%	60%	62%	62%	61%	61%	52%
Employee Engagement	69%	69%	71%	69%	67%	65%	61%

Insights:
In 2025, there are similar favourability scores across all items (i.e. within 5 or less percentage points) between the Research Sectors (Future Industries, Environment, Energy & Resources, Digital, National Facilities & Collections), and Operations. Similar favourability scores (i.e. within 5 percentage points) are seen between the Enterprise sectors of Strategy & Engagement, and People with the exception of Psychological Safety (9 percentage points less for People sector). For all sectors, safety was the highest scoring factor while change was the lowest scoring factor.

In 2024 the general pattern of results were similar across Research and Enterprise Units.

2025 Research Units

Powered by Culture Amp

	Baseline All Results	A&F	AAHL	D61	Digital Office	Energy	Environment	H&B	Manufacturing	Mineral Resources	NCMI	Science Connect	Space & Astronomy
N (no. of responses)	4294	478	149	320	46	220	492	302	268	278	214	179	316
Factors													
Strategic Direction	62%	61%	64%	61%	77%	78%	53%	67%	57%	74%	64%	65%	59%
CSIRO Values	53%	51%	52%	59%	64%	55%	50%	58%	50%	60%	54%	61%	53%
Our Leaders	48%	44%	49%	47%	63%	59%	42%	55%	38%	57%	52%	56%	48%
Collaboration	54%	54%	51%	60%	61%	51%	53%	58%	49%	54%	56%	52%	43%
Change	32%	32%	30%	35%	37%	35%	26%	41%	27%	38%	39%	31%	35%
Safety	86%	84%	85%	87%	96%	87%	83%	90%	85%	93%	88%	88%	89%
Psychological Safety	61%	57%	56%	62%	74%	65%	55%	66%	53%	73%	67%	71%	57%
Employee Engagement	69%	67%	71%	70%	82%	72%	66%	73%	62%	79%	77%	75%	61%

Insights:
In 2025 all Research Units responded most favourably to the Safety item, and least favourably to the Change factor.

There are meaningful differences (greater than 10% points) in favourability between the Research Units for each factor. The greatest difference in favourability scores is seen in the Strategic Direction factor (25% points difference in scores), followed by the Leadership factor (24% points difference), suggesting that perceptions of leadership vary across the organisation.

The smallest difference is favourability scores is seen for safety (12% points difference).

2025 Enterprise Services Units

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	Baseline: All Results	CBIS	Communication	Executive Office	Finance	Gov Engagement	IM&T	Integrity	Legal	Partnerships & BD	Strategy	People	Indigenous Science & Engagement
N (no. of responses)	4294	137	70	21	122	15	277	44	75	66	31	163	12
Factors													
Strategic Direction	62%	57%	54%	81%	75%	73%	58%	78%	66%	51%	48%	58%	88%
CSIRO Values	53%	42%	53%	60%	60%	47%	49%	61%	50%	43%	30%	50%	61%
Our Leaders	48%	39%	45%	70%	58%	58%	39%	67%	52%	33%	36%	42%	88%
Collaboration	54%	53%	56%	71%	62%	73%	56%	67%	65%	51%	50%	50%	75%
Change	32%	26%	29%	40%	46%	27%	30%	44%	33%	17%	3%	24%	46%
Safety	86%	81%	87%	95%	92%	73%	83%	80%	89%	79%	65%	76%	92%
Psychological Safety	61%	55%	66%	86%	67%	60%	56%	68%	76%	56%	48%	52%	88%
Employee Engagement	69%	64%	76%	79%	76%	69%	59%	78%	78%	59%	39%	61%	92%

Insights:
In 2025 all Enterprise Units responded most favourably to the Safety item, and least favourably to the Change factor.

There are meaningful differences (greater than 25% points or more) in favourability between the Enterprise Units for each factor indicating meaningful differences in employee experiences across the Units. The greatest difference in favourability scores is seen in the Leadership factor (54% points difference in scores), followed by the Employee Engagement factor (53% points difference). The smallest difference is favourability scores is seen for Collaboration (25% points difference).

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Insights

- Insights reflect meaningful differences (5 or more percentage point differences)
- Self-reported demographic questions were optional to complete

2025 CERC Fellows

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	Overall CSIRO	CERC Fellows	Non-CERC Fellows
N (no. of responses)	4294	242	4052
Factors			
Strategic Direction	62%	70%	62%
CSIRO Values	53%	62%	53%
Our Leaders	48%	59%	47%
Collaboration	54%	63%	53%
Change	32%	49%	31%
Safety	86%	89%	86%
Psychological Safety	61%	62%	61%
Employee Engagement	69%	74%	68%

Insights:
Compared to the broader CSIRO population who responded, CERC Fellows responded more favourably on most factors with the exception of Safety and Psychological Safety. CERC Fellows responded most favourably to the Safety factor (89%) and responded least favourably on how change is managed (49%).

In 2024, compared to 2022 data, CERC Fellows experienced greater consistency in how CSIRO operated compared to non-CERC Fellows.

2025 CSOF Level

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	Overall CSIRO	CSOF1	CSOF2	CSOF3	CSOF4	CSOF5	CSOF6	CSOF7	CSOF8+	CSOF CL11
N (no. of responses)	4294	3	48	478	917	933	864	533	165	205
Factors										
Strategic Direction	62%	n/a	67%	63%	64%	60%	60%	66%	62%	71%
CSIRO Values	53%	n/a	62%	56%	54%	53%	51%	53%	51%	61%
Our Leaders	48%	n/a	60%	51%	51%	49%	43%	42%	41%	58%
Collaboration	54%	n/a	51%	58%	54%	54%	53%	51%	55%	63%
Change	32%	n/a	59%	42%	36%	33%	28%	26%	25%	29%
Safety	86%	n/a	90%	85%	86%	86%	84%	85%	88%	92%
Psychological Safety	61%	n/a	61%	61%	61%	60%	60%	60%	61%	76%
Employee Engagement	69%	n/a	74%	71%	70%	69%	68%	68%	71%	76%

Insights:
Both CSOF2 and CSOF CL11 employees responded more favourably than other CSOF levels to items related to CSIRO Values, Our Leaders, Psychological Safety, and Employee Engagement. With the exception of CSOF CL11 roles, the favourability of Strategic Direction items was similar across CSOF levels.

Notably, except for employees on CSOF CL11 roles, all other employees rated Psychological Safety similarly. For Leadership items, with the exception of CSOF CL11 employees, the higher the CSOF level, the less favourable respondents were on leadership items.

Less senior CSOF levels (i.e. CSOF 2 and CSOF 3) responded more favourably to how we manage Change.

2025 Employee / Manager

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	Overall CSIRO	Employee	Manager
N (no. of responses)	4294	3190	1104
Factors			
Strategic Direction	62%	61%	66%
CSIRO Values	53%	53%	54%
Our Leaders	48%	47%	49%
Collaboration	54%	53%	56%
Change	32%	34%	27%
Safety	86%	86%	87%
Psychological Safety	61%	59%	66%
Employee Engagement	69%	68%	70%

Insights:
People with and without line management responsibilities had similar levels of favourability for most factors and items (less than 5% difference), however those with line management responsibilities were less favourable on perceptions of managing Change, and more favourable on perceptions of Psychological Safety.

CSIRO

Employment Type

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	Overall CSIRO	Affiliate	Casual	Indefinite	Term
N (no. of responses)	4294	89	31	3194	980
Factors					
Strategic Direction	62%	72%	66%	61%	66%
CSIRO Values	53%	57%	55%	52%	58%
Our Leaders	48%	56%	65%	45%	55%
Collaboration	54%	64%	53%	52%	59%
Change	32%	42%	45%	30%	40%
Safety	86%	93%	90%	85%	89%
Psychological Safety	61%	65%	73%	60%	65%
Employee Engagement	69%	73%	80%	67%	74%

Insights:
Indefinite staff were less favourable in their ratings across all factors compared to term, casual and affiliate employees. This pattern of results is consistent with past surveys.

Term and affiliate staff had similar favourability ratings across all factors.

Employment Type – Staff | Full time & Part time

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	Overall CSIRO	Indefinite Full Time	Indefinite Part Time	Term Full Time	Term Part Time
N (no. of responses)	4294	2889	305	906	74
Factors					
Strategic Direction	62%	61%	58%	66%	58%
CSIRO Values	53%	52%	49%	58%	59%
Our Leaders	48%	45%	44%	56%	47%
Collaboration	54%	53%	47%	59%	54%
Change	32%	30%	31%	40%	34%
Safety	86%	85%	84%	89%	93%
Psychological Safety	61%	60%	58%	65%	64%
Employee Engagement	69%	67%	67%	74%	70%

Insights:
For all staff employment types, respondents responded more favourably on the Safety factor and least favourable on the Change factor. Overall, indefinite staff were less favourable in their responses compared to Term staff.

Similar favourability responses (within 5% points) are noted for indefinite full time staff and indefinite part time staff on most factors with the exception of Collaboration where indefinite full time staff were 6% points more favourable.

Term full time staff responded more favourably across all items compared to term part time staff. Meaningful differences above 5% between Term groups was found for the factors of Strategic Direction (8% points difference), Leadership (11% point difference), and Change (6% point difference)

Field role (self-reported)

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Question: Is it a requirement for your role to work away from a CSIRO site (This refers to active work in an additional location such as fieldwork, not working from home e.g., in the 'field', on the RV Investigator)?

	Overall CSIRO	Yes	No	Unsure
N (no. of responses)	4294	823	3180	146
Factors				
Strategic Direction	62%	62%	63%	56%
CSIRO Values	53%	52%	55%	45%
Our Leaders	48%	47%	49%	44%
Collaboration	54%	53%	55%	47%
Change	32%	31%	33%	31%
Safety	86%	86%	87%	72%
Psychological Safety	61%	61%	62%	47%
Employee Engagement	69%	70%	70%	58%

Insights:
Those that are and are not in field roles had similar favourability ratings across all factors (within 5% points difference). Those that were unsure of their role had consistently lower favourability scores than those that responded as yes or no to working in a field role.

The highest scoring area for all groups was Safety, indicating that CSIRO was favourably viewed as a safe place to work.

The lowest scoring area for all groups was Change, indicating that the way we manage change, both through our processes and systems, and behaviours and mindsets is a common challenge.

Functional Area

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	Overall CSIRO	Admin Services	Comms & Info	Gen. Management	Gen. Services	Res. Consulting	Res. Management	Res. Projects	Res. Sci/Eng	Sen. Specialist	Tech. Services
N (no. of responses)	4294	881	175	119	9	47	238	1010	1289	9	517
Factors											
Strategic Direction	62%	63%	60%	75%	78%	52%	69%	61%	64%	61%	56%
CSIRO Values	53%	53%	55%	54%	85%	45%	60%	53%	55%	44%	47%
Our Leaders	48%	49%	50%	59%	83%	38%	52%	48%	47%	53%	41%
Collaboration	54%	58%	50%	59%	100%	41%	67%	53%	51%	67%	50%
Change	32%	30%	28%	27%	89%	19%	27%	33%	36%	6%	33%
Safety	86%	84%	87%	86%	100%	81%	89%	86%	87%	89%	84%
Psychological Safety	61%	62%	65%	71%	67%	55%	74%	61%	59%	78%	55%
Employee Engagement	69%	68%	72%	77%	96%	60%	76%	69%	70%	74%	60%

Insights:
In 2025, similar favourability ratings exist for the largest functional areas of Admin Services, Research Projects, Research Science / Engineering. In 2024, fairly similar scores were also seen between Research Projects and Research Science / Engineering.

All functional area groups rated Safety most favourably. Compared to other functional areas, General Services responded more favourably on all almost all factors with the exception being Psychological Safety.

With the exception of General Services, all other groups rated the Change items least favourably, indicating that this is a common challenge across functional areas.

Role (self-reported)

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	Overall CSIRO	CLT	Science / Deputy Director	Research Director / Executive Manager	Group Leader / Manager	Team Leader / Supervisor	Team Member
N (no. of responses)	4294	53	20	120	299	707	2921
Factors							
Strategic Direction	62%	80%	80%	68%	63%	65%	62%
CSIRO Values	53%	71%	73%	58%	52%	53%	54%
Our Leaders	48%	73%	75%	58%	45%	46%	48%
Collaboration	54%	73%	85%	66%	58%	54%	53%
Change	32%	44%	38%	25%	27%	29%	35%
Safety	86%	92%	100%	88%	85%	86%	86%
Psychological Safety	61%	75%	85%	74%	66%	65%	60%
Employee Engagement	69%	77%	83%	80%	69%	69%	69%

Insights:
Senior Leaders (CLT and Science / Deputy Directors) responded more favourably (+10% or more points) to all almost all factors with the exception of Employee Engagement compared to people in other roles.

Group Leaders/Managers, Team Leaders/Supervisors, and Team members had similar favourability ratings (within 5% points) with the exception of Change (8% points difference between GLs and Team members) and Psychological Safety (6% points difference).

Across all roles, the most favourable scores was for Safety indicating a consistent high favourability rating that CSIRO is a safe place to work. The least favourable scores for all roles was the Change factor indicating a shared perception that the way we manage change (processes and systems, and behaviours and mindsets) is a common challenge.

Tenure

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	Overall CSIRO	Less than 2yrs	2 - less than 5yrs	5 - less than 10yrs	10 - less than 20yrs	20yrs +
N (no. of responses)	4294	879	1077	713	969	656
Factors						
Strategic Direction	62%	70%	63%	59%	57%	62%
CSIRO Values	53%	60%	55%	50%	49%	52%
Our Leaders	48%	60%	52%	44%	39%	42%
Collaboration	54%	61%	54%	52%	50%	53%
Change	32%	43%	35%	29%	26%	27%
Safety	86%	91%	87%	84%	81%	87%
Psychological Safety	61%	68%	63%	60%	55%	58%
Employee Engagement	69%	76%	70%	67%	63%	68%

Insights:

Respondents who have been at CSIRO for less than 2 years are more favourable across all factors compared to other tenure groups. There is a decline in favourability scores after 2 years with the lowest favourability scores generally in the 10 to less than 20 years tenure group. In the 20+ years tenure group there is a slight increase in favourability scores within 6% points across all factors.

This pattern of results is consistent with previous survey results.

State

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	Overall CSIRO	ACT	NSW	NT	QLD	SA	TAS	VIC	WA
N (no. of responses)	4294	775	620	19	760	212	276	1152	472
Factors									
Strategic Direction	62%	59%	67%	55%	62%	57%	57%	62%	70%
CSIRO Values	53%	51%	54%	46%	55%	48%	46%	54%	57%
Our Leaders	48%	44%	51%	54%	49%	44%	43%	47%	54%
Collaboration	54%	53%	52%	45%	58%	51%	56%	53%	55%
Change	32%	33%	33%	32%	34%	27%	26%	31%	38%
Safety	86%	84%	87%	68%	87%	83%	83%	87%	91%
Psychological Safety	61%	56%	63%	47%	63%	57%	59%	61%	66%
Employee Engagement	69%	64%	70%	47%	71%	66%	69%	69%	73%

Insights:
Meaningful differences (greater than 10% points) are seen across the different states for each factor. All states responded most favourably on the Safety item with the Change factor being least favourable, indicating that these are common perceptions within each state.

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Insights

- Insights reflect meaningful differences (5 or more percentage point differences)
- Self-reported demographic questions were optional to complete

Aboriginal and/or Torres Strait Islander peoples

Self-Reported.
Question: Do you identify as Aboriginal and/or Torres Strait Islander?

Custom Report

	Baseline: All Results	Aboriginal and/or Torres Strait Islander Peoples	Non-Aboriginal and Torres Strait Islander Peoples
N (no. of responses)	4294	89	4124
Factors			
Strategic Direction	62%	65%	63%
CSIRO Values	53%	55%	54%
Our Leaders	48%	53%	48%
Collaboration	54%	63%	54%
Change	32%	43%	33%
Safety	86%	76%	86%
Psychological Safety	61%	55%	62%
Employee Engagement	69%	69%	69%

Aboriginal and/or Torres Strait Islander peoples are participants who identified as an Aboriginal and/or Torres Strait Islander person

Insights:
Similar ratings of favourability were held by both Aboriginal and/or Torres Strait Islander participants and Non-Aboriginal and/or Torres Strait Islander participants for the factors of Strategic Direction, CSIRO Values, and Employee Engagement (less than 5% point difference).

Aboriginal and/or Torres Strait Islander participants were more favourable in their ratings for the Leadership items (+ 5% points difference), Change (+10% points difference) and Collaboration (+9% points difference).

Aboriginal and/or Torres Strait Islander participants were less favourable in their ratings for the Safety (-10% points difference), and Psychological Safety (-7% points) factors.

Age categories (self-reported)

	Overall CSIRO	Less than 25 years	25-34 years	35-44 years	45-54 years	55 years or older
N (no. of responses)	4294	115	638	1239	1293	818
Factors						
Strategic Direction	62%	65%	63%	63%	62%	65%
CSIRO Values	53%	56%	54%	56%	52%	54%
Our Leaders	48%	52%	53%	51%	45%	46%
Collaboration	54%	55%	56%	56%	53%	54%
Change	32%	40%	40%	34%	28%	33%
Safety	86%	90%	88%	88%	83%	88%
Psychological Safety	61%	63%	67%	64%	58%	61%
Employee Engagement	69%	74%	72%	72%	66%	70%

Insights:
Across age groups there are similar favourability ratings (within 5% points difference) for the factors of Strategic Direction, CSIRO Values, and Collaboration, indicating a similar employee experience within these areas.

Meaningful differences are seen between age groups for Change, with younger people responding more favourably (+12 % points difference) than the least favourable group, 45 – 54 years on this same factor.

Regardless of age, all staff responded more favourably on the Safety factor and least favourably on how change is managed.

Carer responsibilities (self-reported)

Powered by Culture Amp

Question: "Significant carer responsibilities includes caring for below school aged or school aged children, caring for a family member with a disability or who has health problems, or other significant carer responsibilities." Based on this definition, do you have significant carer responsibilities? (Please choose the response that most closely reflects your circumstances)

	Overall CSIRO	I care for below school aged children	I care for school aged children	I care for below school aged AND school aged children	I care for relatives who are elderly, ill, or have a disability	I care for children AND relatives who are elderly, ill, or have a disability	I do not have any significant carer responsibilities
N (no. of responses)	4294	311	1063	191	343	318	1897
Factors							
Strategic Direction	62%	63%	65%	61%	60%	62%	63%
CSIRO Values	53%	58%	55%	54%	51%	51%	53%
Our Leaders	48%	52%	48%	49%	45%	45%	49%
Collaboration	54%	54%	56%	48%	52%	53%	55%
Change	32%	36%	32%	38%	32%	28%	33%
Safety	86%	87%	88%	84%	81%	83%	87%
Psychological Safety	61%	64%	64%	60%	54%	59%	62%
Employee Engagement	69%	72%	70%	71%	64%	70%	69%

Insights:
Across all carer responsibility groups, there are similar favourability ratings for Strategic Direction, and more variability in ratings for change and psychological safety (10% points difference). Generally, those that have caring responsibilities for children responded more favourably than those caring for relatives that are elderly, ill or have a disability (exception of Collaboration where those that cared for below school aged children and school aged children were slightly less favourable -4 % points difference).

Psychological safety and employee engagement are lower (-5% points at least) for those looking after relatives who are elderly, ill or have a disability compared to the other caring groups and those without caring responsibilities.

CSIRO

Culturally and Linguistically Diverse (self-reported)

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Question: Do you identify as being from a culturally and/or linguistically diverse background?

	Overall CSIRO	Culturally Diverse Background Only	Linguistically Diverse Background Only	Culturally and Linguistically Diverse Background	No Diverse Background
N (no. of responses)	4294	347	144	1172	2455
Factors					
Strategic Direction	62%	64%	63%	71%	59%
CSIRO Values	53%	57%	53%	61%	50%
Our Leaders	48%	50%	46%	55%	45%
Collaboration	54%	57%	51%	59%	52%
Change	32%	37%	31%	42%	28%
Safety	86%	83%	86%	88%	86%
Psychological Safety	61%	62%	63%	63%	61%
Employee Engagement	69%	71%	66%	74%	67%

Insights:
Culturally and linguistically diverse participants generally responded more favourably on all factors compared to those that identified as having a culturally, or linguistically diverse background, or no diverse background.

Disability (self-reported)

Powered by Culture Amp

Question: A person with disability is defined as someone with a physical or mental impairment that has a substantial and long term impact on their ability to carry out day-to-day activities. It could be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible. Based on this definition, do you consider yourself to have a disability?

	Overall CSIRO	Yes	No	Prefer not to say
N (no. of responses)	4294	222	3573	344
Factors				
Strategic Direction	62%	54%	65%	50%
CSIRO Values	53%	45%	55%	42%
Our Leaders	48%	42%	50%	37%
Collaboration	54%	50%	56%	43%
Change	32%	23%	35%	21%
Safety	86%	74%	88%	71%
Psychological Safety	61%	51%	64%	42%
Employee Engagement	69%	63%	71%	52%

Insights:
People with disability responded less favourably on all factors compared to those that reported they were not a person with disability. Those who preferred not to say were the least favourable across all factors.

Faith Community (self-reported) – new in 2025

Powered by Culture Amp

Question: Do you identify as belonging to a faith community?

	Overall CSIRO	Yes	No	Prefer not to say
N (no. of responses)	4294	761	2819	561
Factors				
Strategic Direction	62%	71%	62%	55%
CSIRO Values	53%	59%	54%	47%
Our Leaders	48%	55%	48%	39%
Collaboration	54%	60%	54%	46%
Change	32%	41%	32%	25%
Safety	86%	90%	87%	75%
Psychological Safety	61%	65%	64%	46%
Employee Engagement	69%	74%	70%	58%

Insights:
Respondents who self-identified as belonging to a faith community responded favourably on all factors, while those that self-reported that they didn't belong to a faith community scored on par with Overall CSIRO. Those who preferred not to say were less favourable on all factors.

This demographic item was introduced in this year's survey to align with CSIRO's DIB Strategy and provide a baseline for the Faith and Culture Action Plan Working Group to continue to build on.

Gender Identity (self-reported)

Powered by Culture Amp

Question: Please choose the option that best describes your gender identity.

	Overall CSIRO	Woman	Man	Non-binary	Prefer not to say
N (no. of responses)	4294	1677	2020	29	423
Factors					
Strategic Direction	62%	65%	64%	53%	50%
CSIRO Values	53%	56%	55%	44%	42%
Our Leaders	48%	51%	49%	37%	33%
Collaboration	54%	58%	55%	43%	41%
Change	32%	33%	36%	24%	18%
Safety	86%	87%	89%	69%	73%
Psychological Safety	61%	65%	64%	55%	38%
Employee Engagement	69%	73%	71%	62%	51%

Insights:
There were no meaningful (greater than 5% point differences) in the favourability scores of men and women across any of the factors. People who self-reported that they were non-binary were less favourable (by at least -9% points) than both men and women on all factors. Consistent with previous surveys, those who preferred not to say had the lowest scores, with the exception of safety.

CSIRO

Neurodivergence (self-reported) – new in 2025

Powered by Culture Amp

Question: Do you consider yourself to be neurodivergent? (either medically or self-diagnosed)

	Overall CSIRO	Yes	No	Prefer not to say
N (no. of responses)	4294	530	3194	410
Factors				
Strategic Direction	62%	59%	65%	51%
CSIRO Values	53%	50%	56%	42%
Our Leaders	48%	44%	51%	36%
Collaboration	54%	50%	57%	38%
Change	32%	28%	35%	21%
Safety	86%	80%	89%	74%
Psychological Safety	61%	58%	65%	40%
Employee Engagement	69%	66%	72%	52%

Insights:
Neurodivergent respondents reported lower favourability across all factors than those who did not identify as neurodivergent. The largest gaps were in Leadership (-7%), Psychological Safety (-7%), and Employee Engagement (-6%).

This demographic item was introduced in this year's survey to align with CSIRO's DIB Strategy and provide a baseline for the Disability Action Plan Working Group and the Neurodivergent Employee Network to continue to build on.

Sexual Orientation (self-selected)

Powered by Culture Amp

Question: Are you a person of diverse sexual orientation? E.g., gay, lesbian, bisexual, pansexual, asexual, queer

	Overall CSIRO	Yes	No	Prefer not to say
N (no. of responses)	4294	241	3395	497
Factors				
Strategic Direction	62%	57%	65%	52%
CSIRO Values	53%	52%	55%	43%
Our Leaders	48%	46%	50%	38%
Collaboration	54%	56%	56%	45%
Change	32%	28%	35%	22%
Safety	86%	82%	89%	72%
Psychological Safety	61%	65%	64%	43%
Employee Engagement	69%	69%	71%	55%

Insights:
Respondents who self-reported that they were a person of diverse sexual orientation had similar favourability responses to those that did not identify as being a person of diverse sexual orientation on the factors of CSIRO Values, Leadership, Collaboration, Psychological Safety and Employee Engagement. Consistent with previous surveys, those who preferred not to say had the lowest scores.

Trans or gender diverse (self-reported) – *new in 2025*

Question: Are you trans or gender diverse? Gender diverse includes those who choose to identify as trans, those who identify with any other diverse gender including but not limited to bi-gender, agender, gender fluid, genderqueer, non-binary.

Note that this question was added in response to feedback on day 2 of the survey when 20% of total participants had responded.

	Overall CSIRO	Yes	No	Prefer not to say
N (no. of responses)	4294	38	2522	288
Factors				
Strategic Direction	62%	59%	66%	49%
CSIRO Values	53%	48%	56%	39%
Our Leaders	48%	41%	52%	33%
Collaboration	54%	43%	57%	40%
Change	32%	22%	36%	20%
Safety	86%	68%	89%	67%
Psychological Safety	61%	53%	66%	38%
Employee Engagement	69%	64%	72%	50%

Insights:

People who identified as trans or gender diverse were less favourable across all factors by at least -6% points compared to those that did not identify as trans or gender diverse.

All respondents to this question rated safety more highly than the other factors, and rated change least favourably.