

# CSIRO Diversity and Inclusion Plan 2012–15

August 2012

HR Strategy & Organisational Development

[www.csiro.au](http://www.csiro.au)



# Our Diversity and Inclusion Vision for 2015

**Our growing diversity and inclusive culture is understood by all to support the excellence of our science, our impact for the nation and our future vibrancy.**

# Our definition of workplace Diversity and Inclusion

**Diversity means difference.** It can be visible (gender, culture, age...) or invisible (training, background, life experiences...) – regardless, **it adds value** to our problem solving, decision making and creativity.

**Inclusion means everyone feeling valued, respected and comfortable** - no matter what their difference.

# Our Position on Diversity and Inclusion

## Why our focus on Diversity and Inclusion?

Diversity adds value to our problem solving, decision making and creativity.

In our staff survey our people told us they strongly believe it is an enabler of innovation.

Diversity alone is insufficient. Realising value also requires:

- **breadth** (all types of diversity);
- **depth** (across all role types especially leaders); and
- a culture of **inclusion**.

CSIRO will be a vibrant, better place to work if we are visibly accepting of difference, develop an inclusive attitude, and support each other to reach our full potential while proudly contributing to CSIRO's success.

In addition to this, we believe a focus on diversity and inclusion will:

- improve our access to the widest pool of talent;
- support our aspiration to be a world-leading science organisation; and
- enhance our reputation and brand.

Paying attention to realising value from our workplace diversity makes good sense for our people, our organisation and our business.

## Our Diversity and Inclusion Performance

How are we currently performing in workplace diversity and inclusion? What are our indicators?

**CSIRO's 2010–11 Science Health Report tells us:** we have world-leading scientific diversity (domain knowledge and capability) for an applied research organisation.

**Longitudinal demographic data** reveals a wealth of diversity with increasing numbers of scientists who are:

- female;
- under 35 years of age; and
- culturally and linguistically diverse.

Analysis of the distribution of these groups however, shows lower representation at higher CSOF levels (6 and above) and in management roles.

### The 2012 staff survey shows that:

- Our organisational culture strongly supports the work life balance needs of a diverse workforce.
- Our performance in this area is best in class (against other global R&D and significant Australian organisations).

### However our people tell us:

- We must ensure CSIRO provides an environment that is accepting of **all** differences.
- There are opportunities for improvement in actively seeking and respecting diverse opinions.
- We should make our diversity agenda more visible, with active participation of our leaders.

## 2012–15 Diversity and Inclusion Plan – Summary

Our 2012–15 Diversity and Inclusion Plan builds on past plans, including the current Indigenous Engagement Strategy. We will focus our efforts on those areas we believe will produce a step change in performance. These are:

- Establishing a Steering Committee, chaired by the CEO, to oversee the implementation of our Plan.
- EMC actively and visibly championing our diversity agenda, including setting aspirational diversity targets that align with Enterprise priorities (retention of under 35s; more gender, cultural and linguistic diversity in middle and senior leadership roles; increased engagement of Indigenous Australians).
- From 2012–13, defining clear roles and KPIs for all leaders in promoting and being accountable for diversity and inclusion.
- Measuring our diversity progress and performance through a dashboard of metrics.
- Developing a toolkit of best practice, targeted programs, guidelines and resources to support leaders and priority diversity groups.
- Implementing targeted role-based, learning programs in valuing difference, being inclusive and providing a supportive workplace.
- Reviewing and monitoring the application and uptake of our diversity policies and programs, and addressing barriers to adoption, with a focus on supporting career progression for people who take extended periods of leave, and recruitment, rewards and advancement processes.

# Our shared commitment to Diversity

CSIRO expects	Our People expect	Our Stakeholders expect
<p><b>Every individual in CSIRO to:</b></p> <ul style="list-style-type: none"> <li>• act consistently with our values and Code of Conduct;</li> <li>• contribute actively and positively towards a diverse and inclusive environment;</li> <li>• recognise, respect and value differences;</li> <li>• ensure a workplace free of discrimination, harassment, bullying and intimidation; and</li> <li>• take action when they see discriminatory behaviours occurring.</li> </ul>	<p><b>Our leaders to:</b></p> <ul style="list-style-type: none"> <li>• promote an inclusive culture and working environment where all individuals feel valued, encouraged and provided with opportunities to develop their full potential;</li> <li>• support individuals to balance their work and personal lives; and</li> <li>• embrace equity and diversity principles in all recruitment and advancement processes and decisions.</li> </ul> <p><b>Their colleagues to:</b></p> <ul style="list-style-type: none"> <li>• possess the awareness and skills to understand their diversity responsibilities.</li> </ul>	<p><b>CSIRO to:</b></p> <ul style="list-style-type: none"> <li>• comply with all relevant legislation;</li> <li>• meet community expectations of a diverse workforce;</li> <li>• leverage diversity as an innovation enabler;</li> <li>• be recognised as a leader in promoting and achieving workplace diversity and inclusion; and</li> <li>• transparently report its diversity performance.</li> </ul>

# Diversity and Inclusion Plan 2012–2015

## Valuing and Embracing Difference: Objectives, Outcomes and Initiatives

Our diversity plan is founded on the knowledge that organisations that fully embrace diversity outperform those that don't.

### The principles and beliefs that underpin our plan are:

1. Excellence remains our primary basis for recruitment, reward and advancement
2. Diversity is good for business and is the right moral choice
3. Equity sometimes requires treating people differently
4. We define diversity in its broadest sense
5. We interpret and develop our policies to support diversity

### We will be successful when:

1. All our people feel valued and empowered to achieve their full potential
2. Our values guide our actions to enhance diversity
3. Our leaders accept accountability for our diversity performance
4. We all share responsibility for an inclusive working environment
5. We are visible and transparent in reporting our progress



Pillars	1. Empowered people and accountable leaders		2. Diversity into practice		3. Plan, Measure, Improve	
<b>Objectives</b>	Build and support our people's commitment to our diversity and inclusion principles and plans.		Facilitate access to new and existing targeted programs that support CSIRO's diversity and inclusion focus.		Enable monitoring and reporting of our progress towards diversity maturity.	
<b>Outcomes</b>	1.1 Accountable leaders champion diversity across CSIRO.	1.2 Training and development programs that support aware, motivated, accountable leaders and staff.	2.1 All our people are supported to reach and demonstrate their full potential .	3.1 A planning, performance and reporting framework for diversity integrated with our overall operational cycle.		
<b>Initiatives</b>	1.1 A Establish a high-level Steering Committee with secretariat to support the CE with Diversity and Inclusion Plan execution.	1.2 A Undertake role-based training needs analysis and implement learning programs.	2.1 A Develop a toolkit of best practice, targeted programs, guidelines and resources to support priority diversity groups and achievement of diversity targets for operating units*	3.1 A Develop Enterprise-aligned Diversity and Inclusion Plans for operating units*, which include aspirational targets and action and change management plans.		
	1.1 B Define clear roles and KPIs for all leaders in promoting diversity and inclusion; drive accountability through the APA cycle, governance structures and operational planning.	1.2 B Deliver intensified training and development support in areas of lower than CSIRO norm diversity maturity.	2.1 B Review and monitor the application and uptake of CSIRO's diversity policies and programs, and address barriers to mainstream adoption.	3.1 B Develop a Diversity Dashboard that tracks enterprise performance, progress of Groups and operating units* towards targets, and surveyed maturity level.		
	1.1 C Develop and implement a Change Management plan (including internal and external communication).				* "operating units" refers to Divisions, Portfolios and Enterprise Functions	
<b>Current state (2012)</b>	<ul style="list-style-type: none"> <li>Some leaders assuming Diversity Champion roles</li> <li>All leaders responsible for fair and equitable implementation of CSIRO policies</li> </ul>	<ul style="list-style-type: none"> <li>Training:                             <ul style="list-style-type: none"> <li>o Custodians of Culture (leaders &amp; staff)</li> <li>o Bullying and Harassment (everyone)</li> <li>o Code of Conduct (everyone)</li> <li>o Seeing through Both Eyes (everyone)</li> <li>• Some Divisions running programs to address diversity issues</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>English language training for CALD scientists</li> <li>Payne Scott extended to Post-docs</li> <li>Indigenous Traineeships and Cadetships</li> <li>Equity and Diversity Officers network</li> <li>Enterprise Agreement supports 08–11 Diversity Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Some Divisions have Diversity Plans</li> <li>CE Reviews report Group demographics</li> <li>Diversity included in 'Working in CSIRO Survey'</li> </ul>		
<b>CSIRO in 2015</b>	Our diversity and inclusion principles are widely understood and accepted by our people.		We are recognised as an emerging leader in diversity and inclusion practice.		Progress in our diversity maturity is reflected in our enhanced organisational performance.	

# Pillar 1: Empowered people and accountable leaders

## Objective: Build and support our people's commitment to our diversity and inclusion principles and plans

Skilled and accountable leaders and staff are critical for creating a working environment in which a truly diverse and inclusive workforce can boost CSIRO's impact and science excellence. CSIRO will build on its existing learning and development framework to develop programs to provide targeted diversity knowledge and skills for staff and leaders according to their role in the organisation, as well as enhanced support for target diversity groups. Leaders will articulate through the APA process a clear understanding of, and accountability for, their role in CSIRO's diversity performance. CSIRO will ensure implementation of the Diversity and Inclusion Plan through a high level Steering Committee with accountability for delivery and a managed change and communications process for the organisation.

### Case Study: Custodians of Culture

CSIRO's learning and development framework provides high quality, tailored programs to build CSIRO capability now and for the future. To help leaders develop some of the skills needed to create and sustain a diverse and inclusive workplace, CSIRO implemented the 'Custodians of Culture' program. This program assists managers and supervisors to understand their responsibility in supporting CSIRO staff, particularly in relation to CSIRO's Preventing Workplace Discrimination and Bullying Procedure. Leaders completing the training indicate that they have a greater understanding of the organisation's approach to discrimination and anti-bullying, and how to lead their teams in ways that prevent and manage any issues.

## Success in 2015

- Wide understanding and acceptance of diversity and inclusion principles by staff
- Increased visibility of diversity within and outside the organisation
- Committed leaders with clear measurable objectives and visible accountability for delivery of these
- Increased awareness and development of critical diversity and inclusion skills by leaders and staff
- A visible, active Steering Committee with accountability for delivery of the Diversity and Inclusion Plan
- Programs and networks to support target diversity groups
- CSIRO recognised as an emerging leader in diversity practice



# Pillar 2: Diversity into practice

**Objective: Facilitate access to new and existing targeted programs which support CSIRO's diversity focus**

CSIRO has reached an important stage where our policies and programs are non-discriminatory and provide flexible work options. The next phase is to review and monitor the application of the policies and programs and develop approaches to encourage broader uptake of these options. In particular, CSIRO will review the utilisation of flexible work options and the rewards and advancement mechanisms to design improvements to these processes. To support leaders and staff, CSIRO will also develop and promote a set of tools in areas such as flexibility, hiring, rewards and advancement, as well as resources to support Divisions and Functions to take action to achieve their diversity aspirations.

## Success in 2015

- Employment programs and practices made accessible to all
- Improved staff perceptions and utilisation of diversity programs
- Reward mechanisms fair, and seen to be fair, leading to improved retention and promotion of target diversity groups
- Reduced staff concerns around inflexibility of employment approaches
- Internal resources and toolkits developed, particularly for supporting:
  - leaders in the areas of flexibility, hiring, rewards and advancement
  - Divisions and Functions in their diversity aspirations

### Case Study: Policy into practice

The goal of CSIRO's Indigenous Engagement Strategy is to increase indigenous employment to 2.7% by 2015. Following two years of building the foundations for increasing indigenous employment levels remained low at 0.3%. Early in 2012, a more deliberate and assertive approach was used to increase participation by Divisions and Functions in cadet and trainee programs. This included the building of Division/Function targets, a whole of CSIRO advertising program for trainees and cadets and working with a specialist indigenous search firm to find candidates. By the end of 2012 this approach will increase the number of trainees to 10 and the number of cadets from 4 to 25 and shows how focussed effort can turn policy into reality.





# Pillar 3: Plan, measure, improve

## Objective: Enable monitoring and reporting of our progress towards diversity maturity

CSIRO must understand our current diversity profile and gaps to effectively drive improvements throughout the organisation. This requires easily accessible current data – provided by surveying and a ‘Diversity Dashboard’ – for tracking progress towards diversity improvements. Transparent reporting to staff, the Executive Team and the Board on CSIRO’s progress, including implementation of the Diversity and Inclusion Plan, will become an integral part of our operational planning cycle. Building on accurate knowledge of the current situation, Divisions and Functions will develop Diversity and Inclusion Plans that include aspirational targets for 2015 plus action and change management plans to allow them to reach these targets.

## Success in 2015

- Diversity and Inclusion Plans for each Division and Function developed and implemented
- Visible and measurable year by year improvements in diversity profiles of Divisions and Functions, including achieving aspirational 2015 targets
- Diversity Dashboard developed, approved and utilised through the organisational performance cycle
- Improved ability to track and report on the diversity performance and maturity of the Enterprise, Groups, Divisions and Functions
- Diversity Dashboard used to guide ongoing diversity planning

### Case Study: Plan, Measure, Improve

In 2011, the ICT Centre gave staff a chance to voice their opinions about how the ICT Centre was performing, to help the leadership team recognise strengths and identify areas for development. A gap analysis of the staff responses, combined with a demographic analysis, revealed several high priority areas that enabled the ICT leaders to establish action plans targeted to the areas of greatest need.

The specific focus areas for the ICT Centre Diversity Council based on the data are:

- Women in science leadership roles
- Women in science within the ICT Centre
- People with Aboriginal and Torres Strait Islander backgrounds in ICT



# Appendices

1. Implementation Plan
2. High-level Communication and Engagement overview
3. Demographic Data
4. Diversity Survey Data

# Appendix 1

## Implementation Plan for CSIRO Diversity & Inclusion Plan 2012-15

New initiatives	Period of peak activity
Build on existing initiatives	Ongoing implementation

Success Pillar: 1. Empowered people and accountable leaders						
Strategic Objective: Build and support our people's commitment to our diversity and inclusion principles and plans						
Strategic Initiatives	Actions	Intensity of activity required			Responsibility and Resourcing	Success in 2015
		2012/13	2013/14	2014/15		
1.1A Establish a high level Steering Committee with secretariat to support the CE with diversity & inclusion strategy execution	1. Develop Steering Committee charter, establish secretariat arrangements and convene committee				<i>Responsibility:</i> Chief Executive, GM HR Strategy and Organisational Development <i>Resourcing:</i> Minimal	<ul style="list-style-type: none"> <li>Visible, active Steering Committee, chaired by the Chief Executive and meeting frequently to oversight progress of Diversity and Inclusion Plan including implementation</li> </ul>
1.1B Define clear roles and KPIs for all leaders in promoting diversity and inclusion; drive accountability through the APA cycle, governance structures and operational planning	2. Develop and promote inclusion of diversity and inclusion goals and KPIs in leader APAs through use of sample statements and HR support				<i>Responsibility:</i> GM HR Workplace Relations and Policy <i>Resourcing:</i> Minimal	<ul style="list-style-type: none"> <li>Committed leaders with clear measurable diversity &amp; inclusion objectives and visible accountability for delivery of these</li> </ul>
	3. Update EMC leader role statements to include accountability for diversity & inclusion					
1.1C Develop and implement a change management plan (including internal and external communication)	4. Develop a change management plan for the enterprise to roll out and successfully implement the CSIRO Diversity and Inclusion Plan				<i>Responsibility:</i> GM HR Strategy and Organisational Development, GM Communications <i>Resourcing:</i> Existing	<ul style="list-style-type: none"> <li>Wide understanding and acceptance of diversity and inclusion principles by staff, as measured through participation in diversity programs and surveying</li> <li>Increased visibility of diversity, particularly initiatives and successes, both within and outside the organisation</li> <li>CSIRO recognised as an emerging leader in diversity practice</li> </ul>
	5. Develop a comprehensive suite of internal and external communication activities to promote diversity & inclusion within CSIRO					
1.2.A Undertake role based training needs analysis and implement learning programs	6. Review current learning initiatives to ensure alignment to diversity aspirations				<i>Responsibility:</i> GM HR Strategy and Organisational Development <i>Resourcing:</i> Existing	<ul style="list-style-type: none"> <li>Increased awareness and development of critical diversity and inclusion capabilities by leaders and employees</li> </ul>
	7. Update the new starter and hiring managers programs to enhance diversity outcomes					
	8. Scope, develop and deliver a suite of role based, blended learning diversity & inclusion training programs					
1.2.B Deliver intensified training and development support in areas of lower than CSIRO norm diversity maturity	9. Design and deliver targeted development programs to groups identified using survey and demographic data				<i>Responsibility:</i> GM HR Strategy and Organisational Development, GM HR Workplace Relations and Policy <i>Resourcing:</i> Existing, supported by secondments	<ul style="list-style-type: none"> <li>Development programs designed and implemented for target diversity groups</li> <li>Robust structures and networks exist to support target diversity groups</li> </ul>
	10. Encourage and support the creation of professional networks for target diversity groups					

# Appendix 1 – Implementation Plan (continued)

Success Pillar 2. Diversity into practice						
Strategic Objective: Facilitate access to new and existing targeted programs which support CSIRO's diversity & inclusion focus						
Strategic Initiatives	Actions	Intensity			Responsibility and Resourcing	Success in 2015
		2012/13	2013/14	2014/15		
2.1A Develop a tool-kit of best practice, targeted programs, guidelines and resources to support priority diversity groups and achievement of diversity targets for operating units*	11. Identify and develop targeted practical guides for line managers to support flexible working approaches and arrangements, particularly in relation to part time employment or career breaks				<i>Responsibility:</i> GM HR Workplace Relations and Policy, GM HR Strategy and Organisational Development, GM HR In-Business  <i>Resourcing:</i> Existing, through partnerships across HR	<ul style="list-style-type: none"> <li>Internal resources and tool-kits developed, enabling leaders to support, promote and manage diversity more effectively, particularly in the areas of flexibility, hiring, rewards and advancement</li> <li>Reduced staff concerns around inflexibility of programs, as measured through pulse surveys and focus groups</li> </ul>
	12. Develop practical guides for managers involved in hiring, rewards and advancement to enhance diversity outcomes					
	13. Develop and promote a set of tools (templates, instructions, change management tools) to enable operating units* to take action in key areas identified by the Diversity Dashboard and survey results					
2.1B Review and monitor the application and uptake of CSIRO's diversity policies and programs, and address barriers to mainstream adoption	14. Review and update enterprise policies, guidelines and procedures to ensure alignment with our diversity & inclusion aspirations, including accessibility to staff in different diversity groups				<i>Responsibility:</i> GM HR Workplace Relations and Policy, GM HR Strategy and Organisational Development  <i>Resourcing:</i> Existing	<ul style="list-style-type: none"> <li>Employment programs and practices made accessible to all</li> <li>Analysis of take up of diversity practices and programs shows increased utilisation, and is used to inform focus areas for future Diversity and Inclusion Plans</li> <li>Enterprise survey and exit data indicate positive staff perceptions of coverage of and access to diversity programs and procedures</li> <li>Reward mechanisms fair, and seen to be fair, leading to improved retention and promotion of target diversity groups</li> </ul>
	15. Develop methods to monitor and analyse the utilisation of diversity practices and programs					
	16. Review rewards and advancement mechanisms and data to identify any trends in relation to diversity demographics, and design improvements to these mechanisms					

\* "operating units" refers to Divisions, Portfolios and Enterprise Functions

# Appendix 1 – Implementation Plan (continued)

## Success Pillar 3. Plan, Measure, Improve

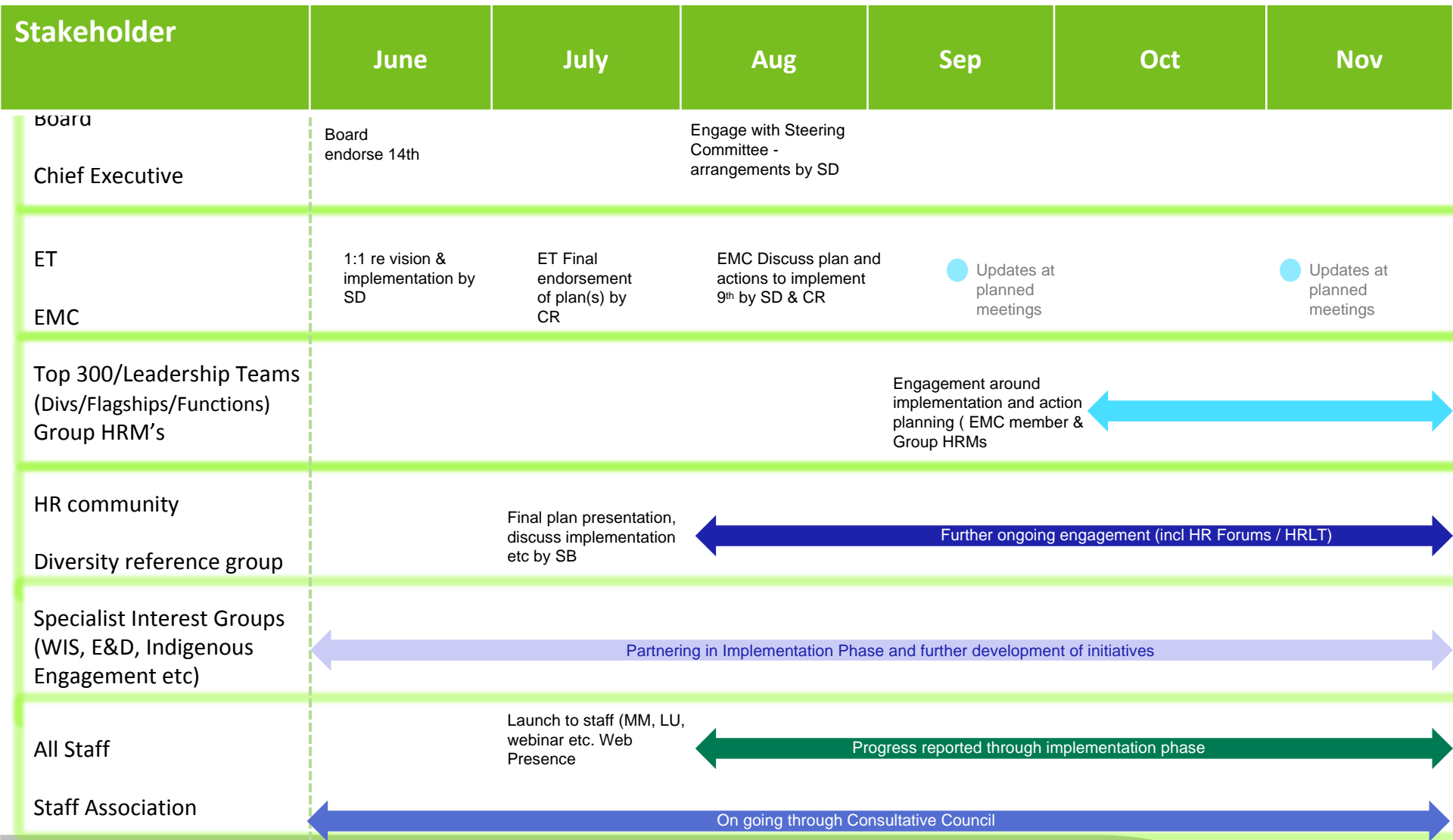
### Strategic Objective: Enable monitoring and reporting of our progress towards diversity maturity

Strategic Initiatives	Actions	Intensity			Responsibility and Resourcing	Success in 2015
		2012/13	2013/14	2014/15		
3.1A Develop Enterprise aligned Diversity & Inclusion Plans for operating units*, which include aspirational targets and action and change management plans	17. Develop a framework for all operating units* to use to establish Diversity and Inclusion Plans, integrated with workforce planning				<i>Responsibility:</i> Executive Team, GM HR Strategy and Organisational Development, GM HR In-Business  <i>Resourcing:</i> Existing, supported by secondments and HR partnerships	<ul style="list-style-type: none"> <li>Diversity and Inclusion Plans for Divisions, Flagships and Functions developed and implemented</li> <li>Visible and measurable year by year improvements in diversity profiles of Divisions, Flagships and Functions achieved, including reaching aspirational 2015 targets</li> <li>High level (90% plus) compliance with diversity reporting expectations and use of Diversity Dashboard to guide ongoing diversity planning by Groups, Divisions, Flagships and Functions</li> </ul>
	18. Establish aspirational targets for diversity demographics for each operating unit*, and develop, with HR support, plans to achieve these targets by 2015					
	19. Up-skill the HR community to provide support to the operating units* in developing their Diversity and Inclusion Plans and achieving their diversity aspirations					
	20. Report on progress against the operating unit* Diversity and Inclusion Plans, annually at Group level, to the ET, Board and staff, integrated with the organisational performance cycle					
3.1B Develop a Diversity Dashboard which tracks enterprise performance, progress of Groups and operating units* towards targets, and surveyed maturity level	21. Establish a draft Diversity Dashboard of metrics for use by Groups and operating units*				<i>Responsibility:</i> GM HR Strategy and Organisational Development, GM Planning Performance and Evaluation  <i>Resourcing:</i> Existing	<ul style="list-style-type: none"> <li>Diversity Dashboard developed, approved and utilised though the organisational performance cycle</li> <li>Improved ability to track and report on the diversity performance and maturity of the enterprise, Groups, Divisions, Flagships and Functions, integrated into organisational planning and review processes</li> </ul>
	22. Finalise and operationalise the Dashboard through consultation with Chiefs, General Managers and Group Executives					

\* "operating units" refers to Divisions, Portfolios and Enterprise Functions

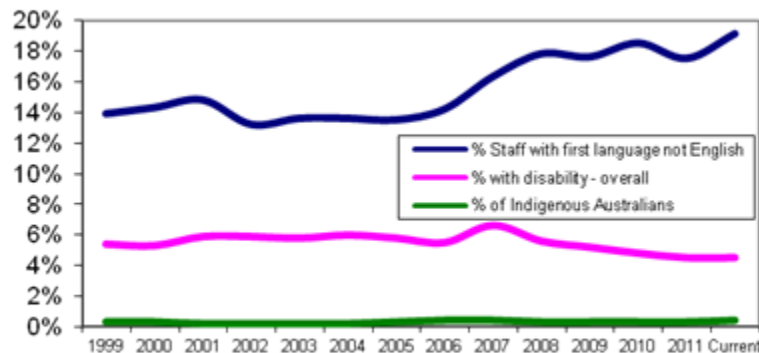
# Appendix 2: High-level Communication & Engagement overview

## June – November 2012



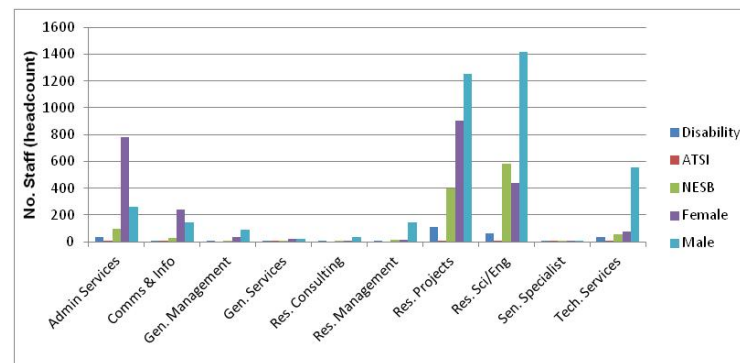
# Appendix 3 – Demographic Data

## 1. Time Series - NESB, Disability and Indigenous Australians as a percentage of total Staff



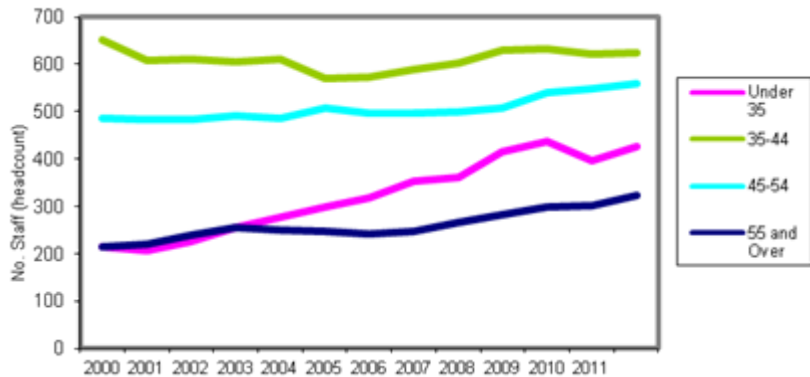
This graph shows a time series over the period 1999 to current of the % of staff who are from the diverse areas of NESB, staff with a disability and Indigenous Australians. It confirms that negligible improvements have been made in the overall number of Indigenous Australians in CSIRO over the past ten years. The number of staff with a disability has remained stable over that period whereas the number of staff for whom English is not their first language has increased by 6% and is continuing to trend upwards.

## 2. Diversity Group by Principal Functional Area (PFA)



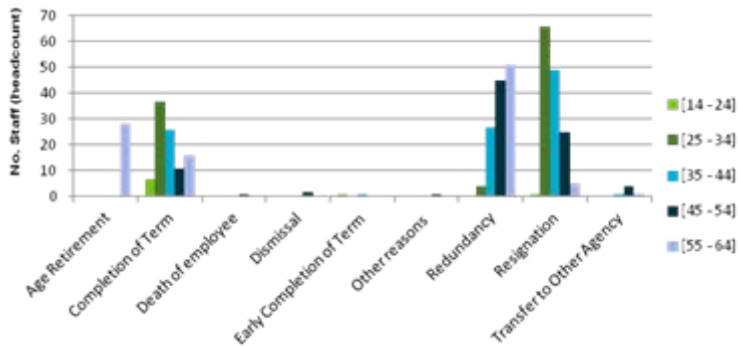
This graph shows the number of staff in defined diversity categories across the principal functional areas. It indicates the relatively high percentages of female staff in supporting roles, mainly Administrative Services and Research Projects, with relatively low numbers comparatively in General and Research Management and the Research Science/Engineer functional areas. Staff from Non English speaking backgrounds are predominantly in the Research Areas with negligible numbers elsewhere including management roles. Staff with disabilities are represented in all functional area, albeit in low numbers.

### 3. Time Series - Age Profiles as a headcount and % in the Research Scientist PFA



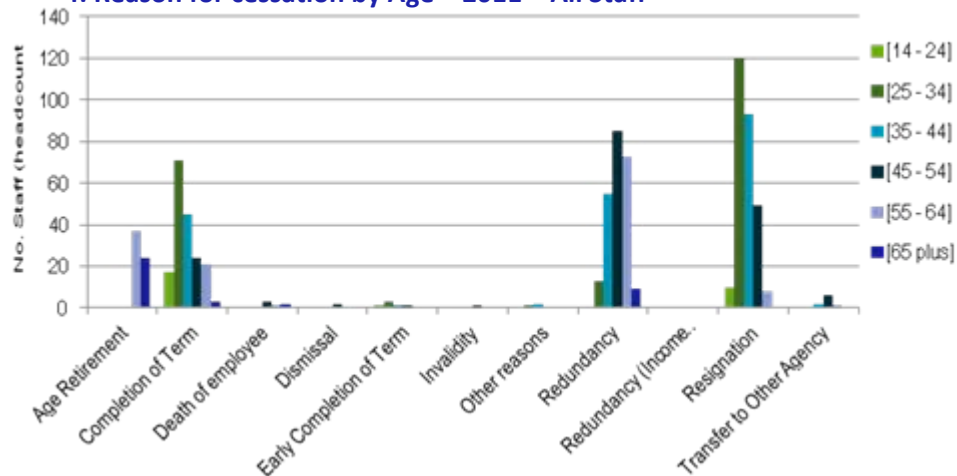
This time series graph shows the number of staff in the Research functional areas in different age categories. The representation of Research staff under the age of 35 has doubled over the past 10 years in line with the increase in overall numbers of research staff. Interestingly if we look at the total CSIRO population; the numbers of staff under 35 in support areas has decreased over the same period in both actual numbers and as a percentage of staff.

### 5. Reason for cessation by Age – 2011 - Men



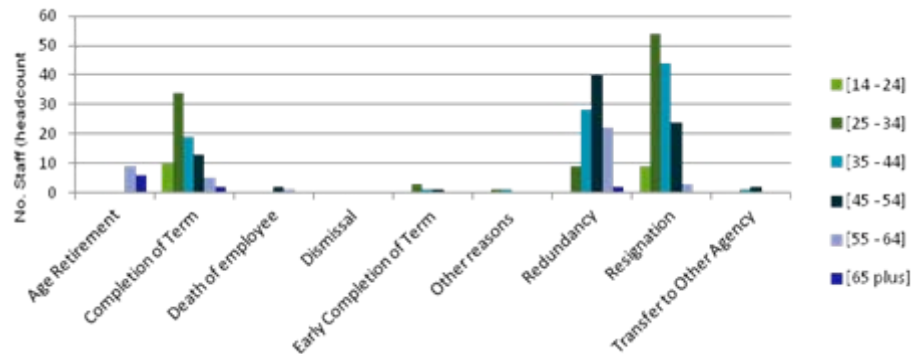
These two graphs show the same data in Graph 4 separately for both men and women. What is clear is that the predominant number of staff exiting the organisation through retirement are men. The only other significant differences are: the higher proportion of women resigning in the 14-24 bracket and the higher number of men leaving CSIRO through redundancy in the 55 – 64 age bracket.

### 4. Reason for cessation by Age – 2011 – All Staff



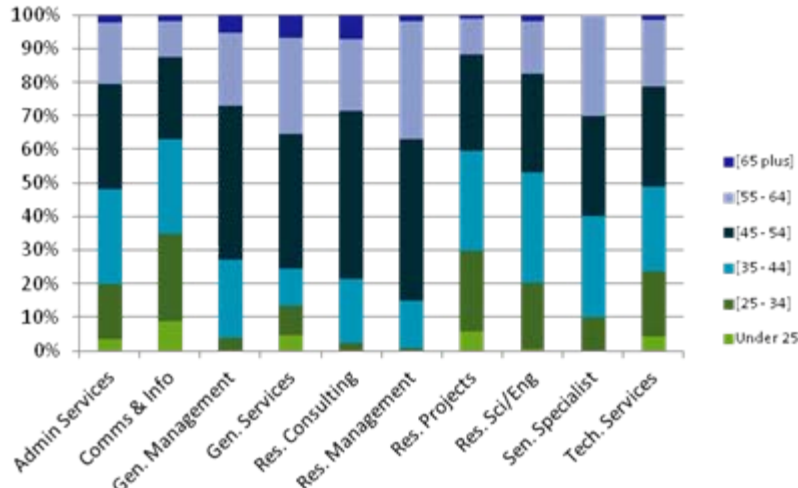
This graph shows cessations across the 2011 calendar year by reason for cessation and age range. If we look at the level of resignation across the organisation during 2011, two thirds are from staff under 45. In fact, the under 35's which make up 23% of the population are the largest group exiting the organisation through both completion of term (management initiated) and resignation (employee initiated). In the last 12 months 200 staff in this group have ceased employment. We do not have benchmark data sources to make comparative assessments.

### 6. Reason for cessation by Age – 2011 - Women



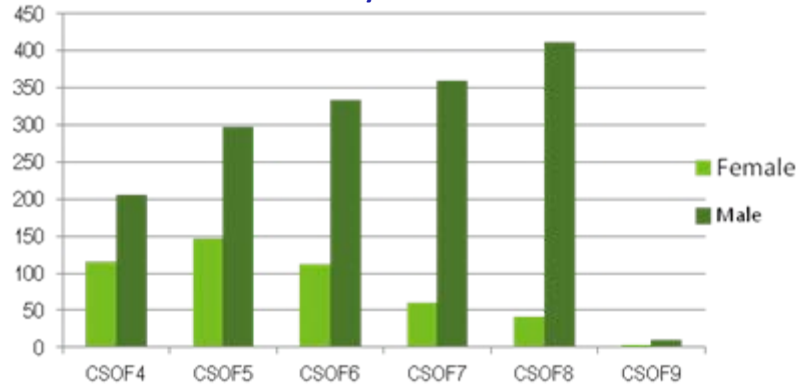


## 7. Age by Principal Functional Area



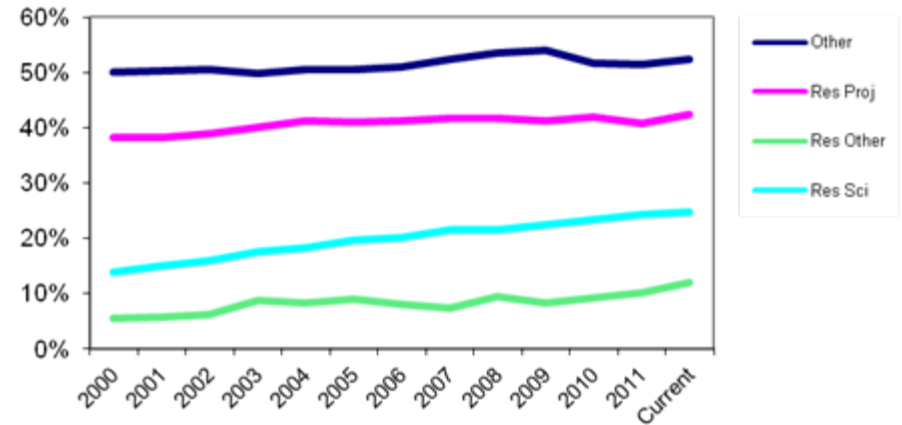
This graph shows the breakdown of each principal functional area by the age range. 85% of staff in the Research Management functional areas are over 45 years of age. In General Management it is 72%. Most functional areas indicate the age distribution you would expect given type of work and the classification structure. For example you would not expect to see Research Scientists in the under 25 age bracket given the education requirements for this type of role. This graph is also provided as context for later graphs.

## 9. Gender in Research Areas by classification Level



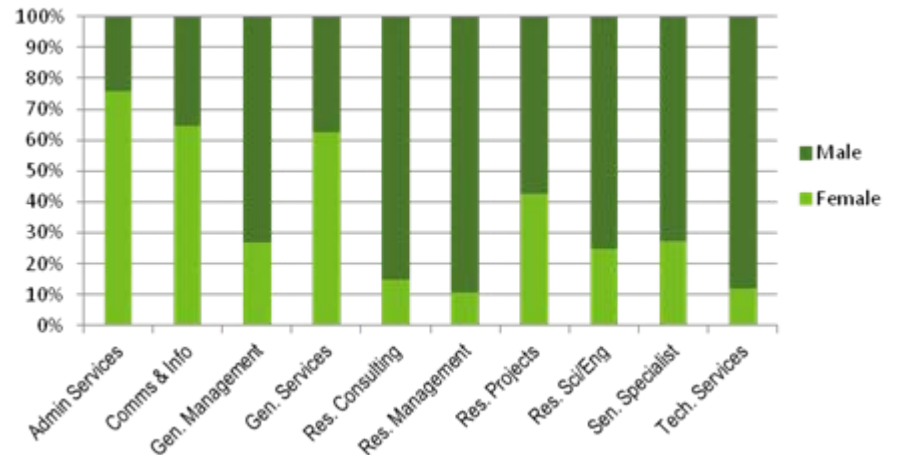
The graph indicates the gender differences by classification level in our research functional areas. The differences are quite stark and this profile has not changed over a number of years. Women continue to have low representation at more senior classification levels.

## 8. Time Series – Women in Research functional areas



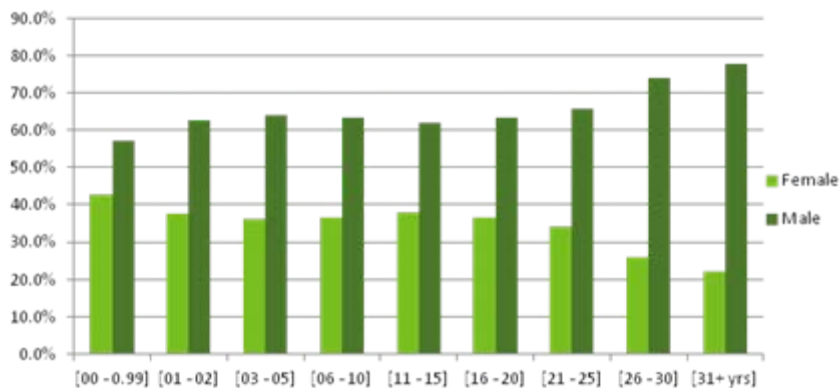
This graph shows a time series of women in the defined functional groupings as a percentage to men in those same groupings. What can be taken from this graph is that the overall representation by women has increased from 36% in 2000 to 40% in 11/12. This growth is consistent across all functional areas in CSIRO. Research other includes research consulting and research management. Other includes Admin Support, Comms and Info, General Management, General Services, Senior Specialist and Technical Services.

## 10. Staff by gender and functional area as a percentage



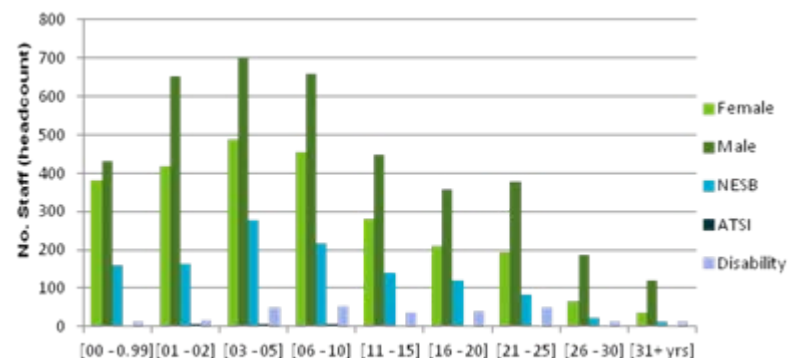
The graphs show gender by principal functional area. As indicated there continues to be clear under-representation in the "Management" functional areas (General Management, Research Management) including in support areas where up to a certain classification level women comprise the majority of the staff.

## 11. Length of Service by Gender



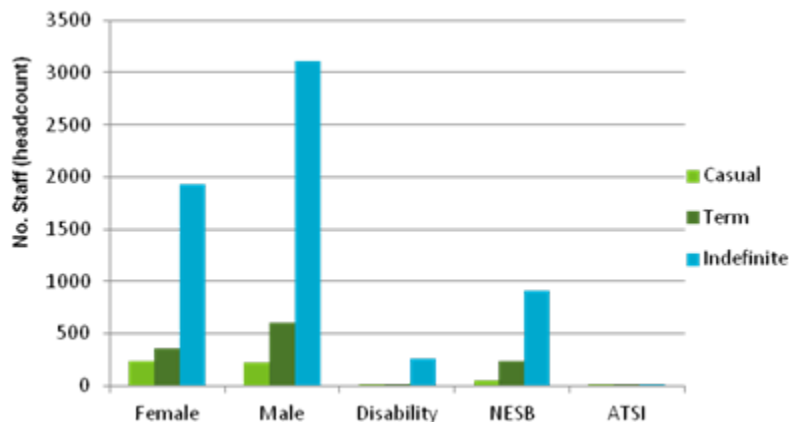
This graph shows length of service by gender as a proportion of the total population. It indicates that the percentage of females to males decreases by 5% in the first year, remains reasonably steady over the next 20 years and then decreases markedly after 25 years. This information contradicts the commonly held view that a significantly larger percentage of women cease employment with CSIRO in the period 5 – 10 years after commencement.

## 12. Diversity Group by LENGTH OF SERVICE



This graph shows length of service by Diversity Group. It clearly shows the low overall number of staff with a disability and the declining years of service for staff from non English speaking backgrounds. The number of women does drop over 10 years but it is proportional to the drop in males at that same time period.

## 13. Diversity Group by EMPLOYMENT STATUS



The graph opposite shows Diversity group by employment status. There are no significant differences in employment category due to Diversity groupings. This suggests that CSIRO is unbiased in its engagement of staff.

### Summary

It is clear from the above demographic information that CSIRO faces challenges in the following areas

1. Engagement of staff from Indigenous backgrounds
2. Retention and advancement of staff from Non English Speaking backgrounds into management roles.
3. An aging workforce and the need to continue to engage and retain staff in the up to 35 age bracket across all functional areas
4. The advancement and retention of women particularly in middle and senior leadership role.

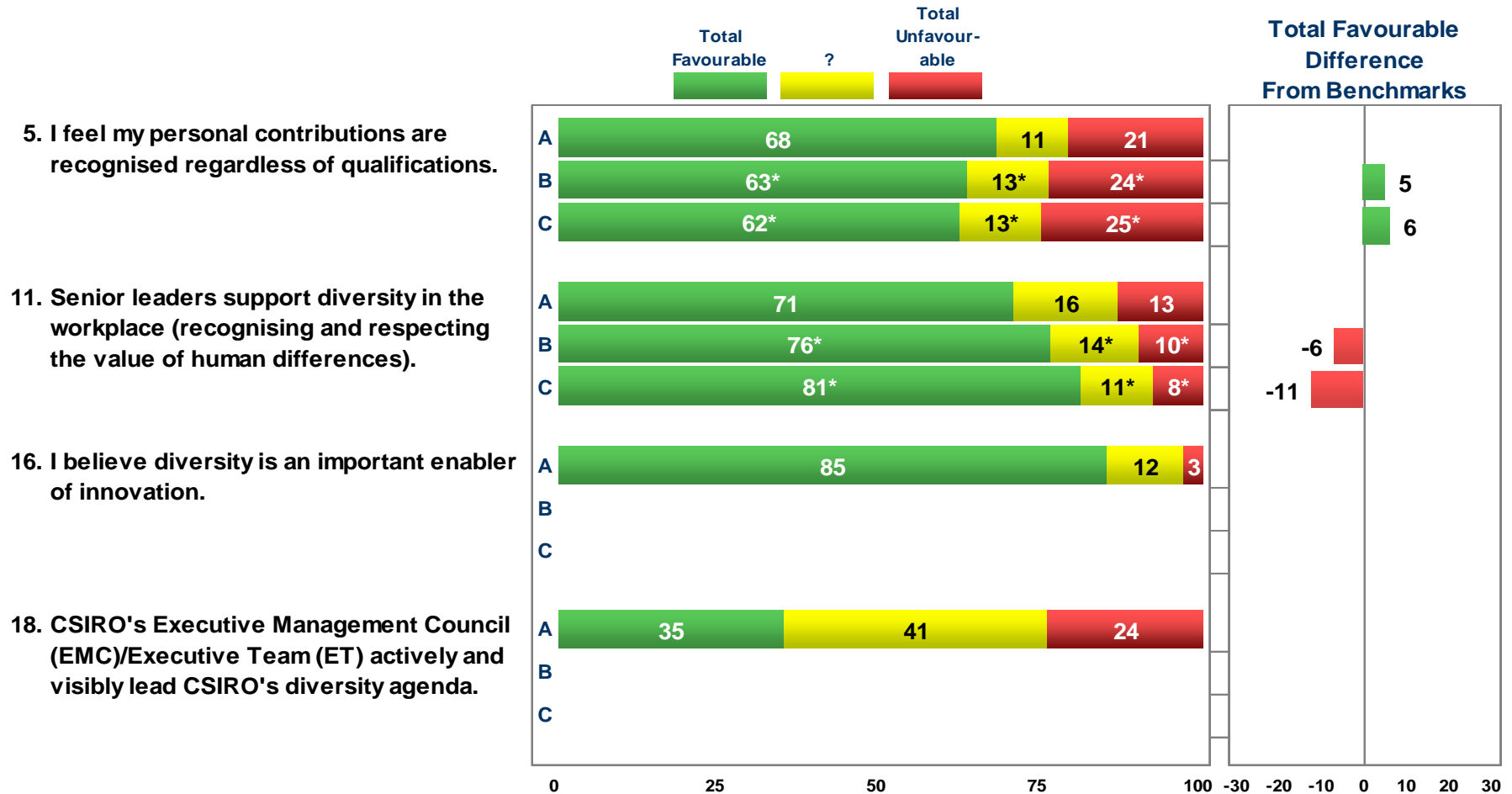
# Appendix 4 – Diversity Survey Data

## Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

### Category 26: Diversity



#### Legend

A. CSIRO OVERALL (N=4,323)

B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

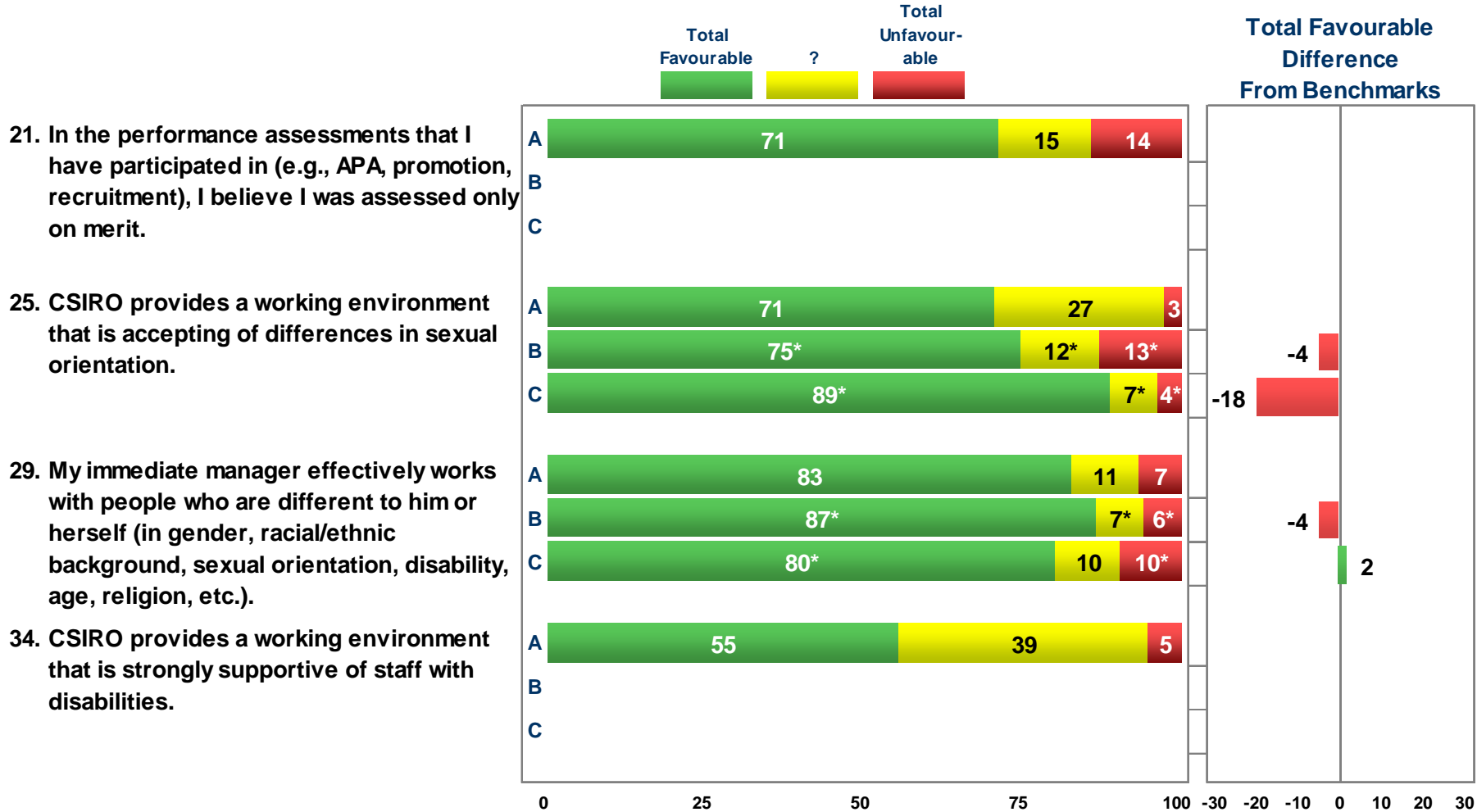
C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



\* indicates a statistically significant difference  
Red / Green Difference Bars are statistically significant

### Legend

A. CSIRO OVERALL (N=4,323)  
B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

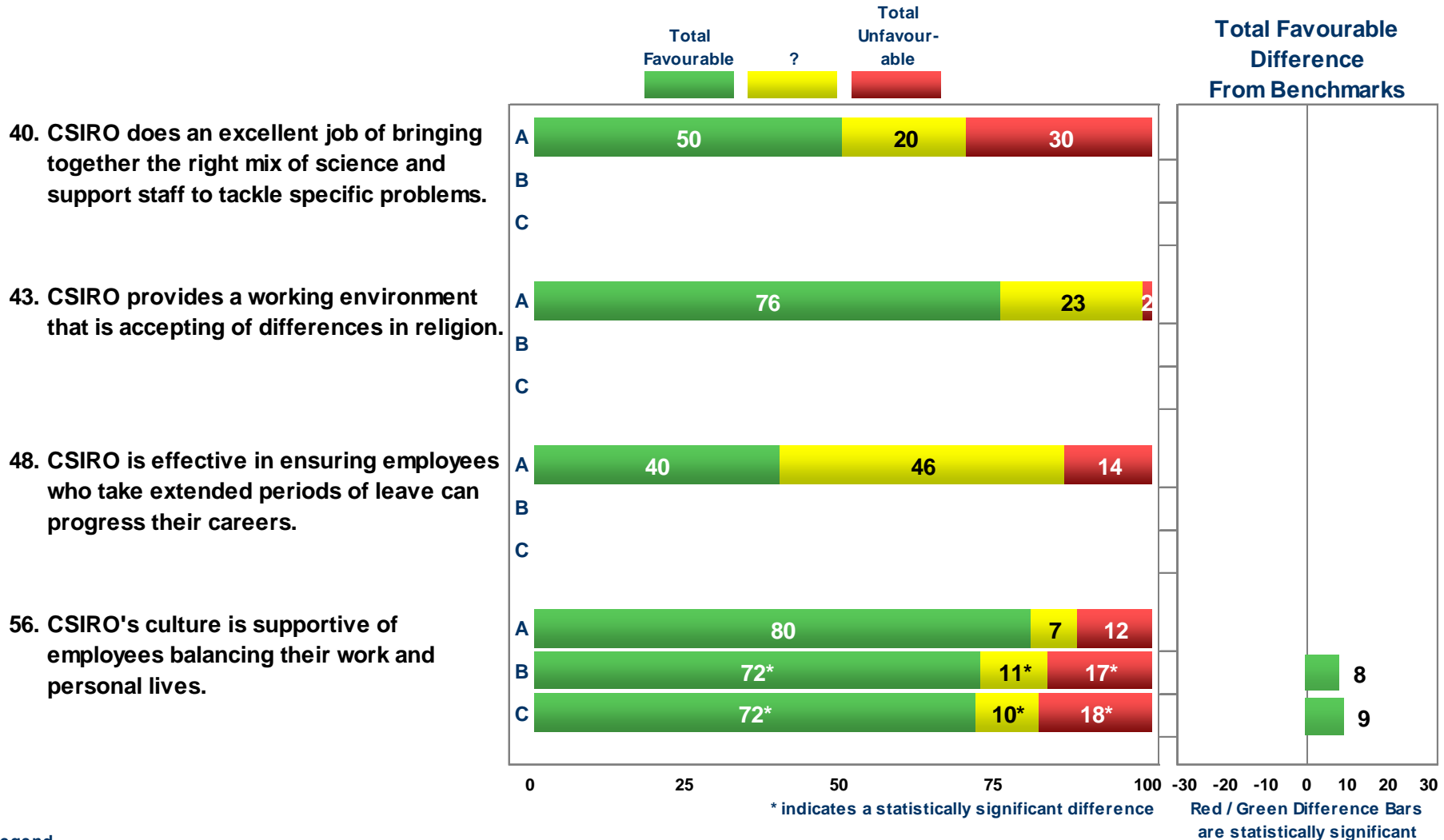
C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



### Legend

A. CSIRO OVERALL (N=4,323)

B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

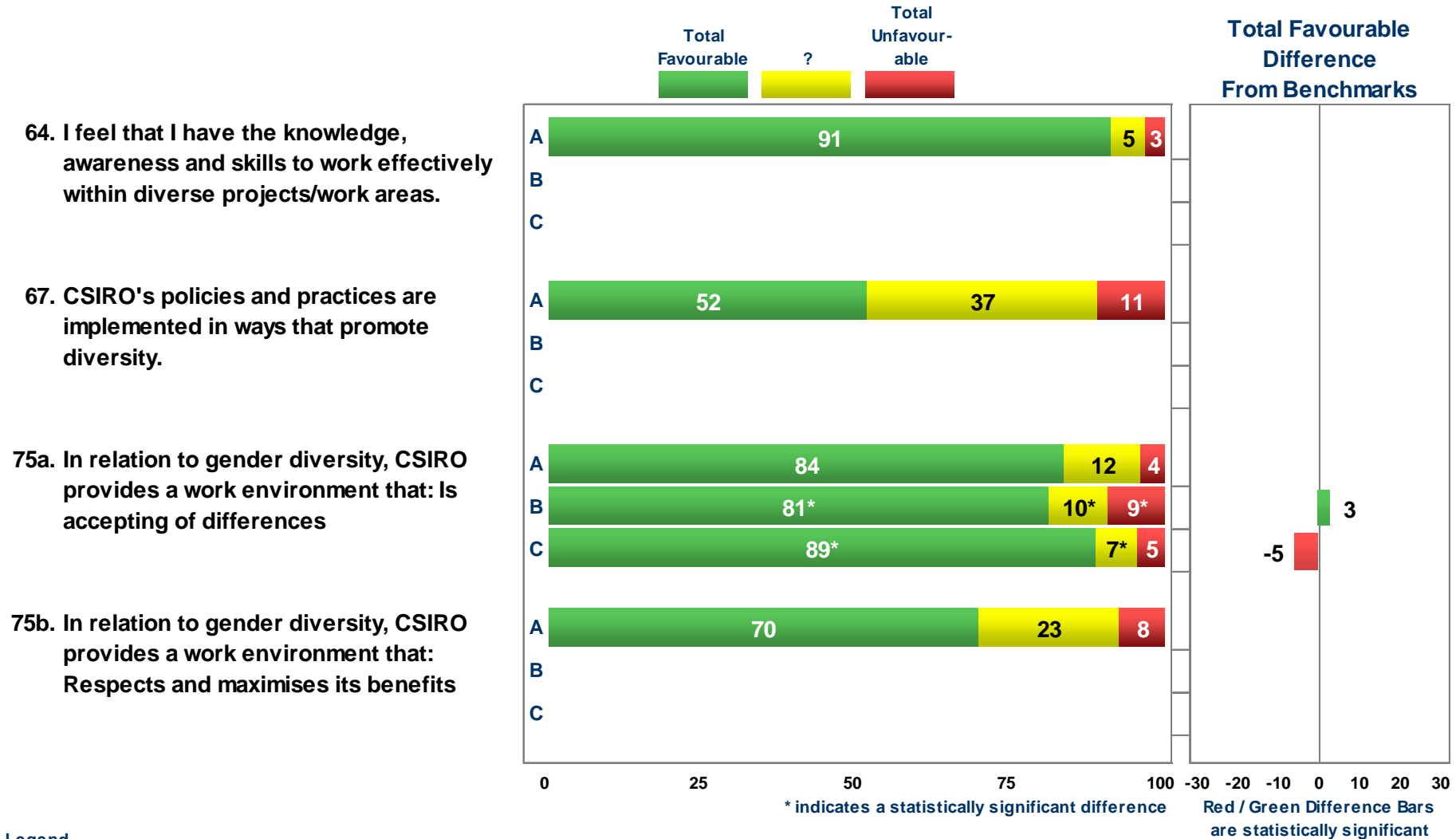
C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



**Legend**  
 A. CSIRO OVERALL (N=4,323)      C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)  
 B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

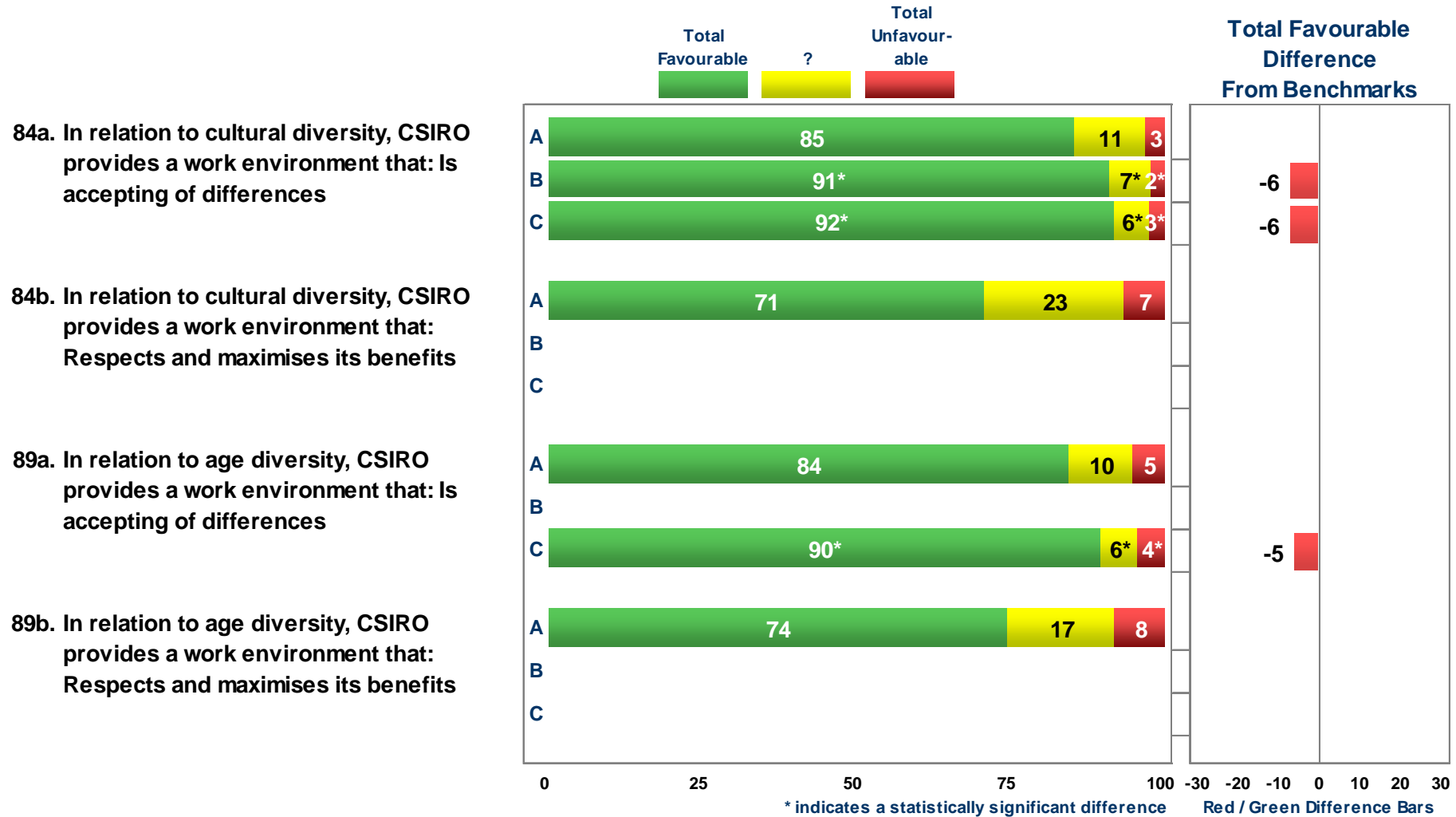
\* indicates a statistically significant difference      Red / Green Difference Bars are statistically significant

# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



### Legend

A. CSIRO OVERALL (N=4,323)

B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

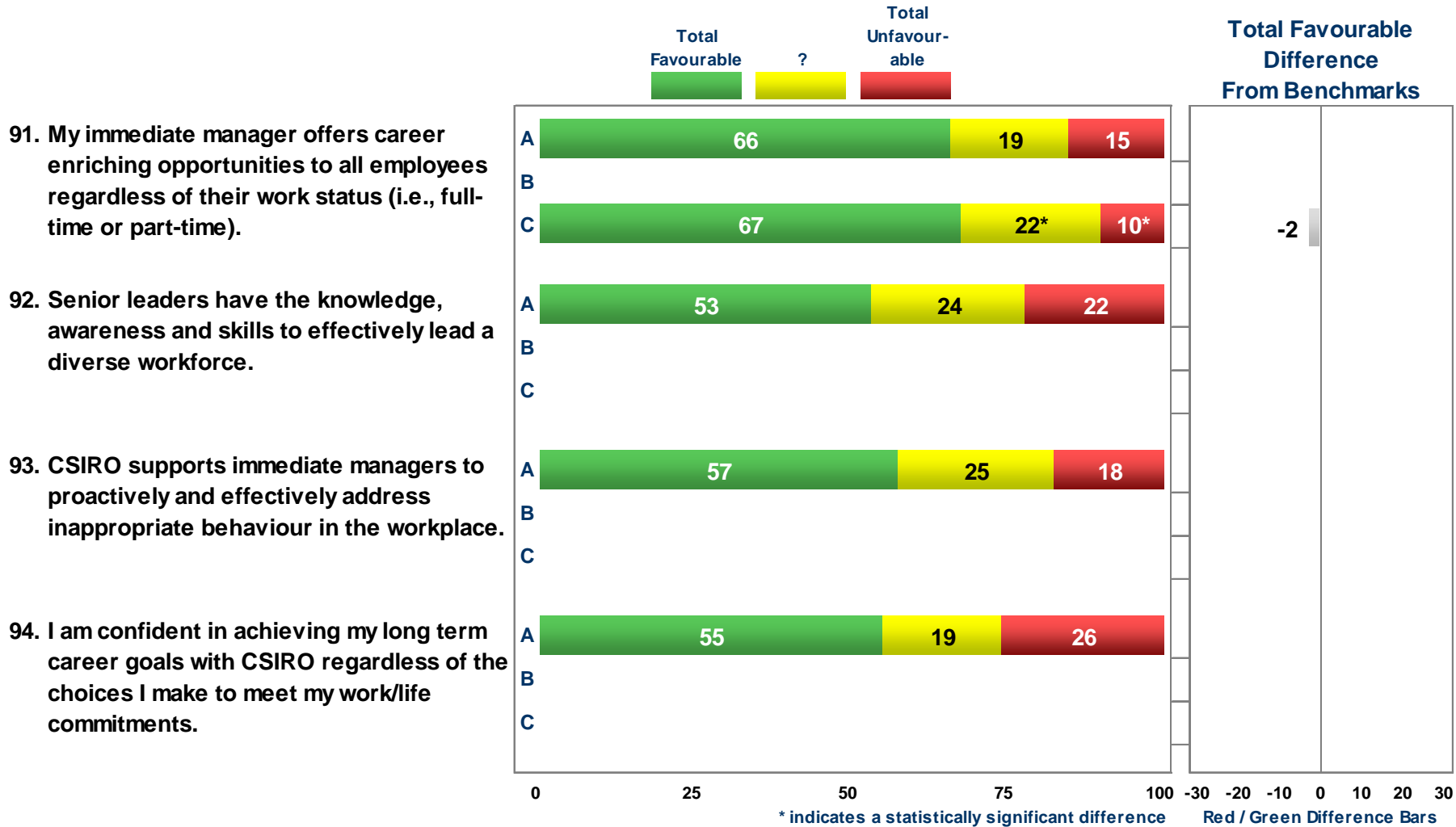
\* indicates a statistically significant difference  
Red / Green Difference Bars are statistically significant

# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



**Legend**

A. CSIRO OVERALL (N=4,323)

B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

\* indicates a statistically significant difference Red / Green Difference Bars are statistically significant

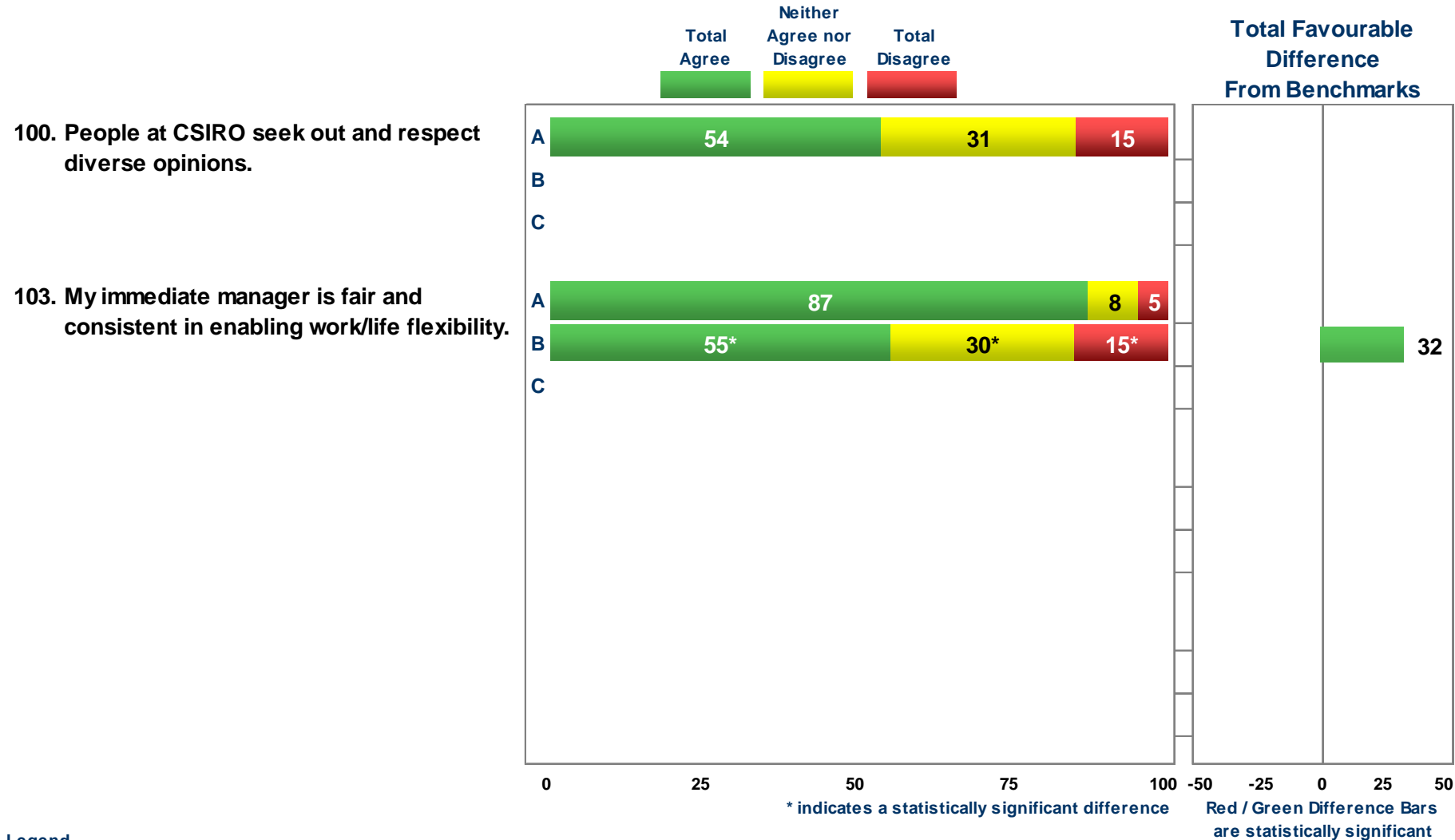


# Items By Category

CSIRO OVERALL (N=4,323)

vs. 2 Benchmarks

## Category 26: Diversity



### Legend

A. CSIRO OVERALL (N=4,323)

B. TOWERS WATSON GLOBAL RESEARCH & DEVELOPMENT NORM (N=92,803)

C. TOWERS WATSON AUSTRALIAN NATIONAL NORM (N=152,009)

# Item Breakdown Matrix – Diversity - CSIRO overall responses - 4323

## By Disability

- A.CSIRO
- B.With disability (n=107)
- C.Without disability (n=4216)

#	Item Text	Values displayed are based on Total Favourable		
		A	B	C
5.	I feel my personal contributions are recognised regardless of qualifications.	68	-9	0
11.	Senior leaders support diversity in the workplace (recognising and respecting the value of human differences).	71	-17	1
16.	I believe diversity is an important enabler of innovation.	85	-5	0
18.	CSIRO's Executive Management Council (EMC)/Executive Team (ET) actively and visibly lead CSIRO's diversity agenda.	35	-10	0
21.	In the performance assessments that I have participated in (e.g., APA, promotion, recruitment), I believe I was assessed only on merit.	71	-8	0
25.	CSIRO provides a working environment that is accepting of differences in sexual orientation.	71	-4	0
29.	My immediate manager effectively works with people who are different to him or herself (in gender, racial/ethnic background, sexual orientation, disability, age, religion, etc.).	83	-4	0
34.	CSIRO provides a working environment that is strongly supportive of staff with disabilities.	55	-4	0
40.	CSIRO does an excellent job of bringing together the right mix of science and support staff to tackle specific problems.	50	-12	0
43.	CSIRO provides a working environment that is accepting of differences in religion.	76	-10	0
48.	CSIRO is effective in ensuring employees who take extended periods of leave can progress their careers.	40	-10	0
56.	CSIRO's culture is supportive of employees balancing their work and personal lives.	80	-11	0
64.	I feel that I have the knowledge, awareness and skills to work effectively within diverse projects/work areas.	91	-7	0
67.	CSIRO's policies and practices are implemented in ways that promote diversity.	52	-11	0
75a.	In relation to gender diversity, CSIRO provides a work environment that: Is accepting of differences	84	-8	0
75b.	In relation to gender diversity, CSIRO provides a work environment that: Respects and maximises its benefits	70	-15	1
84a.	In relation to cultural diversity, CSIRO provides a work environment that: Is accepting of differences	85	-6	0
84b.	In relation to cultural diversity, CSIRO provides a work environment that: Respects and maximises its benefits	71	-13	0
89a.	In relation to age diversity, CSIRO provides a work environment that: Is accepting of differences	84	-12	0
89b.	In relation to age diversity, CSIRO provides a work environment that: Respects and maximises its benefits	74	-18	1
91.	My immediate manager offers career enriching opportunities to all employees regardless of their work status (i.e., full-time or part-time).	66	-10	0
92.	Senior leaders have the knowledge, awareness and skills to effectively lead a diverse workforce.	53	-13	0
93.	CSIRO supports immediate managers to proactively and effectively address inappropriate behaviour in the workplace.	57	-2	0
94.	I am confident in achieving my long term career goals with CSIRO regardless of the choices I make to meet my work/life commitments.	55	-8	0
100.	People at CSIRO seek out and respect diverse opinions.	54	-18	1
103.	My immediate manager is fair and consistent in enabling work/life flexibility.	87	-14	0

## By non English speaking background

- A.CSIRO
- B.Non English - 1113
- C.English Speaking - 3210

#	Item Text	Coloured Cells in		
		A	B	C
5.	I feel my personal contributions are recognised regardless of qualifications.	68	-1	0
11.	Senior leaders support diversity in the workplace (recognising and respecting the value of human differences).	71	2	0
16.	I believe diversity is an important enabler of innovation.	85	6	-2
18.	CSIRO's Executive Management Council (EMC)/Executive Team (ET) actively and visibly lead CSIRO's diversity agenda.	35	9	-3
21.	In the performance assessments that I have participated in (e.g., APA, promotion, recruitment), I believe I was assessed only on merit.	71	-1	0
25.	CSIRO provides a working environment that is accepting of differences in sexual orientation.	71	4	-1
29.	My immediate manager effectively works with people who are different to him or herself (in gender, racial/ethnic background, sexual orientation, disability, age, religion, etc.).	83	0	0
34.	CSIRO provides a working environment that is strongly supportive of staff with disabilities.	55	4	-1
40.	CSIRO does an excellent job of bringing together the right mix of science and support staff to tackle specific problems.	50	6	-2
43.	CSIRO provides a working environment that is accepting of differences in religion.	76	6	-2
48.	CSIRO is effective in ensuring employees who take extended periods of leave can progress their careers.	40	5	-2
56.	CSIRO's culture is supportive of employees balancing their work and personal lives.	80	3	-1
64.	I feel that I have the knowledge, awareness and skills to work effectively within diverse projects/work areas.	91	1	0
67.	CSIRO's policies and practices are implemented in ways that promote diversity.	52	9	-3
75a.	In relation to gender diversity, CSIRO provides a work environment that: Is accepting of differences	84	2	0
75b.	In relation to gender diversity, CSIRO provides a work environment that: Respects and maximises its benefits	70	6	-2
84a.	In relation to cultural diversity, CSIRO provides a work environment that: Is accepting of differences	85	3	-1
84b.	In relation to cultural diversity, CSIRO provides a work environment that: Respects and maximises its benefits	71	8	-3
89a.	In relation to age diversity, CSIRO provides a work environment that: Is accepting of differences	84	2	-1
89b.	In relation to age diversity, CSIRO provides a work environment that: Respects and maximises its benefits	74	4	-2
91.	My immediate manager offers career enriching opportunities to all employees regardless of their work status (i.e., full-time or part-time).	66	1	0
92.	Senior leaders have the knowledge, awareness and skills to effectively lead a diverse workforce.	53	5	-2
93.	CSIRO supports immediate managers to proactively and effectively address inappropriate behaviour in the workplace.	57	5	-2
94.	I am confident in achieving my long term career goals with CSIRO regardless of the choices I make to meet my work/life commitments.	55	5	-2
100.	People at CSIRO seek out and respect diverse opinions.	54	9	-3
103.	My immediate manager is fair and consistent in enabling work/life flexibility.	87	-3	1

## By Gender

- A.CSIRO
- B.Male - 2653
- C.Female - 1670

#	Item Text	Coloured Cells in		
		A	B	C
5.	I feel my personal contributions are recognised regardless of qualifications.	68	0	0
11.	Senior leaders support diversity in the workplace (recognising and respecting the value of human differences).	71	0	0
16.	I believe diversity is an important enabler of innovation.	85	-3	4
18.	CSIRO's Executive Management Council (EMC)/Executive Team (ET) actively and visibly lead CSIRO's diversity agenda.	35	-1	2
21.	In the performance assessments that I have participated in (e.g., APA, promotion, recruitment), I believe I was assessed only on merit.	71	0	0
25.	CSIRO provides a working environment that is accepting of differences in sexual orientation.	71	0	1
29.	My immediate manager effectively works with people who are different to him or herself (in gender, racial/ethnic background, sexual orientation, disability, age, religion, etc.).	83	0	1
34.	CSIRO provides a working environment that is strongly supportive of staff with disabilities.	55	1	-1
40.	CSIRO does an excellent job of bringing together the right mix of science and support staff to tackle specific problems.	50	-1	2
43.	CSIRO provides a working environment that is accepting of differences in religion.	76	-1	1
48.	CSIRO is effective in ensuring employees who take extended periods of leave can progress their careers.	40	0	1
56.	CSIRO's culture is supportive of employees balancing their work and personal lives.	80	-2	3
64.	I feel that I have the knowledge, awareness and skills to work effectively within diverse projects/work areas.	91	1	-2
67.	CSIRO's policies and practices are implemented in ways that promote diversity.	52	-2	3
75a.	In relation to gender diversity, CSIRO provides a work environment that: Is accepting of differences	84	1	-1
75b.	In relation to gender diversity, CSIRO provides a work environment that: Respects and maximises its benefits	70	1	-1
84a.	In relation to cultural diversity, CSIRO provides a work environment that: Is accepting of differences	85	-1	1
84b.	In relation to cultural diversity, CSIRO provides a work environment that: Respects and maximises its benefits	71	-1	1
89a.	In relation to age diversity, CSIRO provides a work environment that: Is accepting of differences	84	-1	1
89b.	In relation to age diversity, CSIRO provides a work environment that: Respects and maximises its benefits	74	-2	3
91.	My immediate manager offers career enriching opportunities to all employees regardless of their work status (i.e., full-time or part-time).	66	-1	3
92.	Senior leaders have the knowledge, awareness and skills to effectively lead a diverse workforce.	53	-2	3
93.	CSIRO supports immediate managers to proactively and effectively address inappropriate behaviour in the workplace.	57	2	-3
94.	I am confident in achieving my long term career goals with CSIRO regardless of the choices I make to meet my work/life commitments.	55	0	1
100.	People at CSIRO seek out and respect diverse opinions.	54	1	-2
103.	My immediate manager is fair and consistent in enabling work/life flexibility.	87	-1	2