



10 October 2025 – SENATE ESTIMATES OPENING STATEMENT

DR DOUG HILTON – CSIRO CHIEF EXECUTIVE

Thank you, Chair.

For the past 100 years, CSIRO has worked to solve the scientific challenges facing Australia, adapting as an organisation over the decades to best serve the nation's research and development needs.

Today, Australia faces profound and complex challenges that can only be met through science and technology.

To lift productivity, drive improvements in our agricultural sector, transition our energy system towards net zero, maintain sovereign capability in areas like critical materials, and protect our unique biodiversity, invention through science and the creation of deployable technology will be essential.

We are glad to be able to contribute to the Government's Strategic Examination of Research and Development – to consider how CSIRO is best utilised within the national science ecosystem to ensure Australians get the greatest benefit from their investment in CSIRO at a time when science is so critical to our shared future.

Adjacent to the SERD review, we are making our own strategic shifts as an organisation to ensure we are focused, relevant, and sustainable.

CSIRO is as vital today as ever, if not more so. But we face profound sustainability challenges.

The cost of conducting research continues to rise. At the same time, we're facing the cumulative impacts of an ageing property and infrastructure portfolio. In response, we need to ensure we have the research equipment, infrastructure and technology that best enables our people to make discoveries and deploy those discoveries to change the world in profound ways.

We are proud of the unique role CSIRO plays in the national science ecosystem, and are excited by the opportunities ahead. We are taking the sometimes difficult steps needed to ensure we remain the truly vibrant, cutting-edge national science agency Australians expect us to be.

Thank you.