

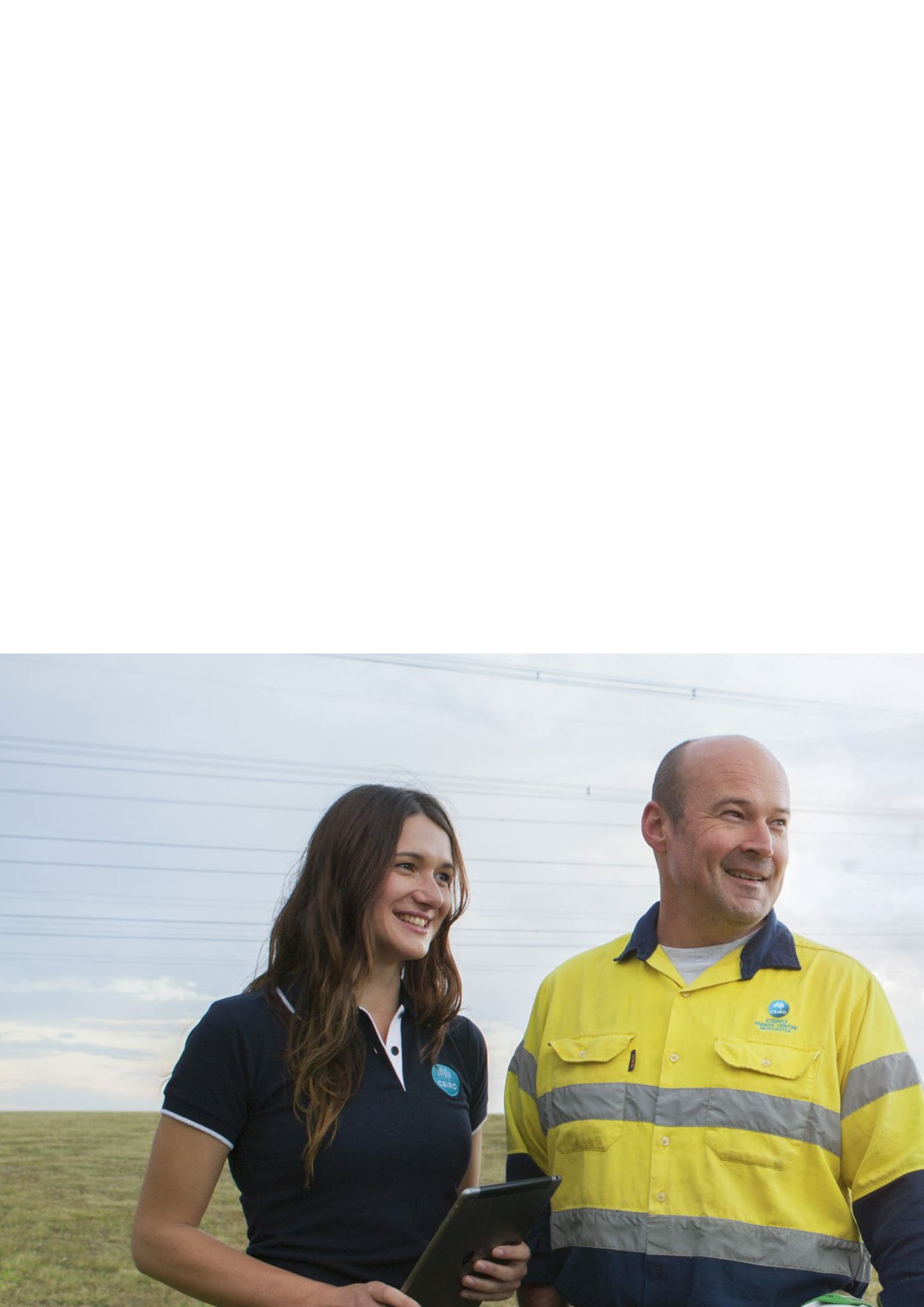


Australia's National
Science Agency

CSIRO Sustainability Strategy 2020–2030

Approved by the CSIRO Board
December 2020





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Our scientists are helping agricultural industries to sustainably feed and clothe Australians and grow our share of premium agribusiness markets.

1 Why develop a sustainability strategy?

We solve the greatest challenges through innovative science and technology.

CSIRO's purpose is to provide innovative scientific and technology solutions to national challenges and opportunities to benefit industry, the environment, and the community, through scientific research and capability development, services, and advice.

Our key areas of research are focussed on Australia's greatest **challenges**, identified as:

- Food security and quality
- Resilient and valuable environments
- Future industries
- Health and wellbeing
- Sustainable energy and resources
- A secure Australia and region

Sustainability is therefore at the core of CSIRO's purpose. The science and research we undertake delivers national benefit by providing solutions that protect our quality of life, our economic health and preserve our unique environment and our position in a globally competitive world.

CSIRO has made good progress on reducing its operational environmental impacts through its past Environmental Sustainability Strategy and most recently, its Carbon Strategy 2020. The last five years have seen a steady reduction in gas and electricity-related emissions, currently sitting at 15% below 2000 levels. The expiry of the Carbon Strategy and advances in international best practice in sustainability have presented an opportunity to evolve our approach to 2030 and beyond, potentially harnessing exciting breakthroughs in innovation, such as hydrogen power.

The development of this strategy has also provided an opportunity to identify gaps in our practices and ways that we can do things better, by understanding what is important to our staff, wider stakeholders, and our future. This will form the basis of our approach to sustainability going forward and provide a platform on which to better communicate with our stakeholders on the issues that matter.

Being a resources-based economy, Australia has a great challenge to transition to zero net emissions whilst protecting the economy. CSIRO's research focuses on 'Sustainable energy and resources' as one of our six national challenges in reflection of this. We believe that if a 100-year-old organisation with a significant property footprint can transform itself and lead by example, then it will catalyse other large enterprises to do the same.

This sustainability strategy therefore focuses on improving CSIRO's own performance in relation to its environmental and social impact. This includes application of CSIRO technical expertise and innovations where possible to solve internal challenges, and improving governance and transparency of sustainability actions. It also serves as a mechanism to connect with relevant existing organisational strategies that remain under the coordination of those strategy owners.

Sustainability Strategy vision:

To be an exemplar of sustainable culture and practice, befitting of a world class research organisation that has sustainability at its core.

2 Scope and approach

Objective 4 of CSIRO's Corporate Plan is to 'ensure the sustainability of CSIRO through sustainable operations, cultural health, safety, and wellbeing'.

CSIRO is a vast and complex organisation, with over 5,500 employees spread over 56 sites, comprising over 1,000 buildings, located both nationally and internationally. CSIRO manages one of the largest property portfolios amongst Commonwealth Government and Agencies, with a large environmental footprint. We are an Australian Government statutory authority. In addition to our own research, we look after National Facilities on behalf of the Australian government, such as the Australian Centre for Disease Preparedness, the National Research Collections and Marine National Facilities. We conduct world class research on behalf of the nation and nurture and develop young scientists. An organisation of this magnitude poses its own sustainability challenges.

This Strategy addresses Objective 4 of the Corporate Plan ('Ensure the sustainability of CSIRO') and will guide strategic objectives, metrics and initiatives around CSIRO's environmental and social impacts, providing a clear and cohesive sustainability vision across the organisation.

Alignment to the UN Sustainable Development Goals (SDGs)

The SDGs are a set of 17 global goals, agreed by all UN Member States, which provide a 'blueprint' for a sustainable future. The SDGs serve as an urgent call to action, providing a common set of goals and targets for governments and businesses alike to address the world's biggest sustainable development challenges. They also provide a 'sustainability lens' through which to view an organisation's activities.

Australia has adopted the SDGs and it is the responsibility of all governments, businesses, and civil society to progress the SDG targets.

As Australia's national science agency, CSIRO plays a leading role in Australia's contribution to the SDGs, addressing many through the six key challenges that represent our key areas of research.

This Sustainability Strategy is therefore a further opportunity to highlight the vast impact that CSIRO is having on advancing the SDGs and the unique role it can play in bringing together partnerships which will enhance and accelerate positive outcomes.



While a final review of outcomes from the Carbon Strategy 2020 is pending, lessons from this and other past strategies were considered when developing the new sustainability strategy, including:

- improving governance processes, including the need for a steering committee, along with the development of a sustainability advisory/reference group comprising CSIRO researchers
- clearly identifying a strategy sponsor at the Executive level
- the benefits of using an internationally recognised methodology to identify material issues
- early engagement with relevant CSIRO researchers to establish links between research opportunities and CSIRO operations.

The process to develop this Strategy also included:

- understanding the current and desired level of maturity around managing sustainability issues within the organisation
- defining and validating the most material issues contributing to CSIRO's sustainability performance, to ensure that resources are being directed appropriately
- undertaking a gap analysis of existing strategies, actions, and reporting to understand opportunities for improvement or better collaboration
- developing recommendations for actions to address gaps, which will inform the basis of this Sustainability Strategy.



CSIRO is advancing the Sustainable Development Goals both within its operations and and externally.

3 Defining material issues

A list of 20 topics considered material to CSIRO's sustainability was developed through consideration of peer approaches to sustainability, engagement with internal and external stakeholders, review of internal policies and strategies, industry trends, and media analysis. The topics were tested through stakeholder workshops and a validation workshop with members of CSIRO's Executive team. The 20 topics are shown in Figure 1. The definitions of each topic are included in the Appendix.

The stakeholder engagement approach considered leading practice frameworks used by organisations to demonstrate leadership and performance in accountability, responsibility and sustainability (GRI and AA1000APS).

Once the material topics had been identified and validated, a gap analysis was undertaken to identify existing strategies, actions and reporting in place to address the identified material topics. This process considered insights from interviews and a desktop analysis to determine where CSIRO could better meet the needs of its stakeholders. The gaps and opportunities for improvements identified through this process were considered when developing the new actions and initiatives set out within this Strategy.





Our people

- Connected and collaborative ways of working
- Health, safety and wellbeing
- An agile, future-focused workforce
- Diversity, inclusion and belonging

Excellent science

- National and international research partners
- Research dissemination and application, and impact measurement
- Impactful science and research areas
- Ethical science and research

Foundations

- Culture, ethics, integrity and trust
- Financial sustainability
- Digital disruption and innovation
- Data security and privacy

Partnerships and engagement

- Relationship with government
- Collaboration with business and industry
- Community engagement and capacity building
- Action for reconciliation

Environmental and social impact

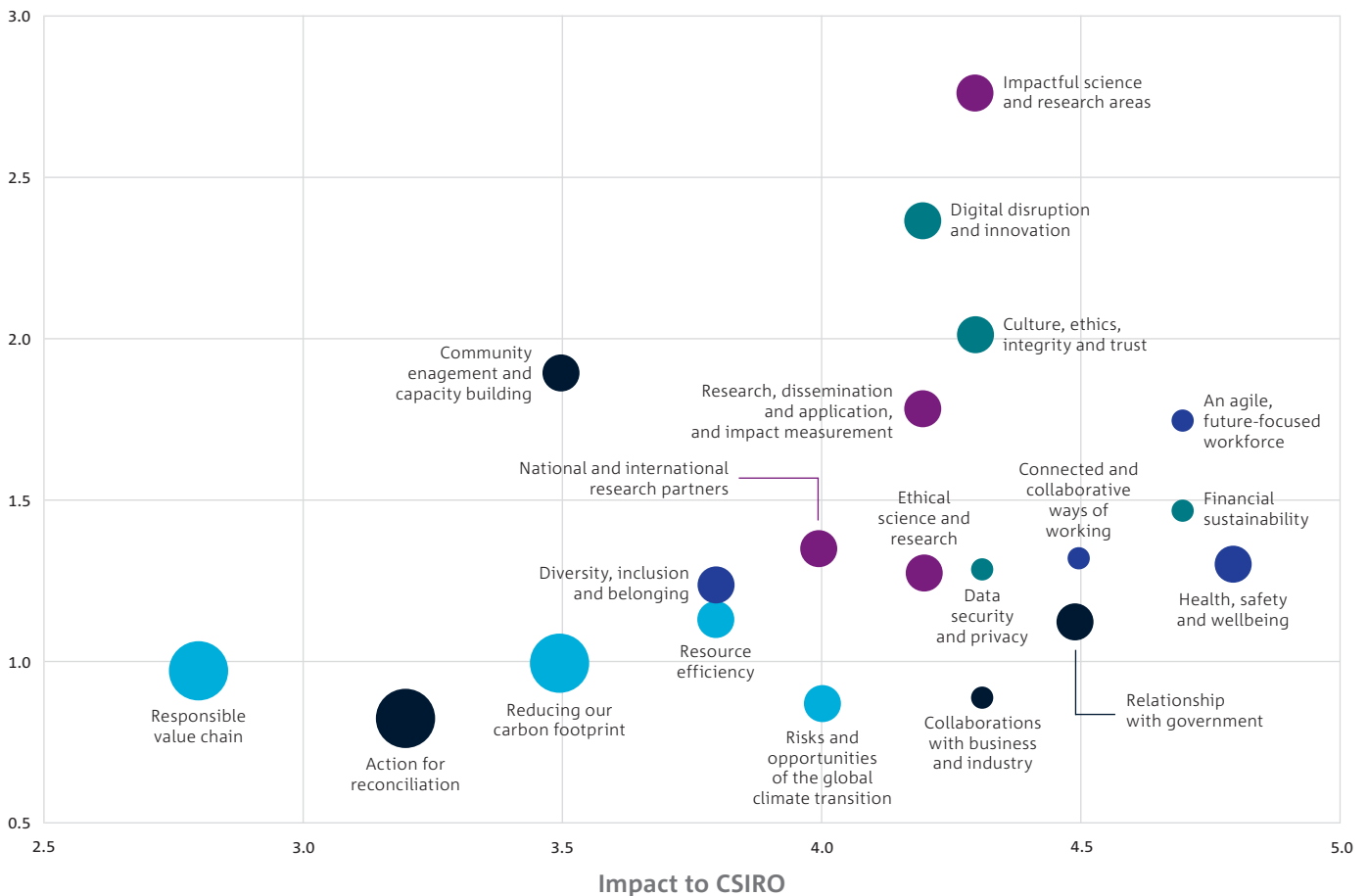
- Resource efficiency
- Risks and opportunities of the global climate transition
- Responsible value chain
- Reducing our carbon footprint

Figure 1: CSIRO material sustainability topics.

Materiality matrix

The desktop materiality assessment and stakeholder engagement contributed to an assessment of how important each material topic is to CSIRO. During the validation workshop, CSIRO executives undertook a voting process to score the impact and timeframe to CSIRO of each issue. The validated materiality matrix is shown below.

Importance to stakeholders



Time Scale

- Short term (feeling the impact now)
- Medium term (impact will become material in the next five years)
- Long term (impact felt out beyond five years)

Material topics

- Environmental and social impact
- Excellent science
- Foundations
- Our people
- Partnerships and engagement



4 Focus areas

Stakeholder engagement and the gap analysis found that many existing CSIRO initiatives are addressing the topics in Figure 1, particularly under the themes of Foundations, Excellent Science, Partnerships and Engagement, and Our people.

This sustainability strategy therefore focuses predominantly on opportunities identified by the gap analysis; namely, to improve CSIRO's own performance in relation to its environmental and social impact, including through applying CSIRO technical expertise to solve internal challenges, and improving governance and transparency of sustainability actions. Specific areas in which to focus our efforts have been identified below.

As sustainability is broader than CSIRO's internal environmental and social impact, this Strategy includes both existing actions and initiatives in place, under the coordination of the respective strategy owners, that are responding to each of the focus areas. It also stipulates new initiatives that will be moved forward under the Strategy. Existing actions responding to each focus area are detailed in the Appendix. New actions responding to each focus area are detailed in sections 4.1 to 4.6.

Implementation of this new Strategy is designed to progress CSIRO's level of maturity in sustainability management towards leading practice. Our progress will be reviewed regularly by undertaking a maturity assessment internally each year, with external validation every three to five years.

Governance and transparency Increase transparency around sustainability performance through improved governance processes and systems, including regular public reporting aligned to the SDGs	Excellent and impactful science Apply CSIRO's technical expertise to solve internal challenges and respond to global priorities by creating internal and external partnerships that drive the SDGs	Our people and capacity building Create a culture that supports our highly capable and diverse workforce on sustainable practices, and promote capacity building and understanding of sustainability issues through community and industry engagement
Sustainable property portfolio Ensure fit-for-purpose buildings, aspiring to net zero carbon impact, that stimulate excellent science and improve staff health and wellbeing	Transition to a clean energy future Improve energy demand management and efficiency to support the transition to net zero emissions	Responsible value chain and resource use Understand the environmental and social impacts of purchase decisions, and embed circular economy thinking and the highest standards of responsible procurement

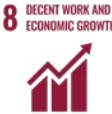
4.1 Governance and transparency

FOCUS AREA	GOVERNANCE AND TRANSPARENCY		
	Increase transparency around sustainability performance through improved governance systems and processes, including regular public reporting aligned to the SDGs		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Establish a Sustainability Steering Committee to oversee Sustainability Strategy and reporting, and develop Terms of Reference	By June 2021	Environmental Sustainability (ES) team Executive Team
	Develop performance measurement framework for assessing progress against the targets and measures in this Sustainability Strategy	2021	ES
	Develop a public Sustainability Report, referencing the SDGs	2022	ES, Strategy & Planning, all BUs
	Strengthen compliance with mandatory sustainability-related reporting requirements, including the <i>Modern Slavery Act 2018</i> and <i>Environmental Protection and Biodiversity Conservation Act 1999</i> (EPBC Act)	Annually	All BUs Strategic Procurement (SP)
	Periodically (e.g. every 3 to 5 years) undertake a materiality refresh to understand if CSIRO's material topics have changed	Periodically	Executive Team (ET) and Board, ES, Sustainability Steering Committee
	Monitor development and implementation of CSIRO's next Reconciliation Action Plan, for inclusion in reporting	Annually	Office of the Chief Scientist
Targets and measures	Sustainability Steering Committee established Performance measurement framework developed First Sustainability Report published by 2022 Compliance with legislative reporting requirements		
Accountability	Director – CSIRO Business and Infrastructure Services (CBIS)		
Related SDGs	8 DECENT WORK AND ECONOMIC GROWTH  16 PEACE, JUSTICE AND STRONG INSTITUTIONS  17 PARTNERSHIPS FOR THE GOALS 		

4.2 Excellent and impactful science

FOCUS AREA	EXCELLENT AND IMPACTFUL SCIENCE		
	Apply CSIRO's technical expertise to solve internal challenges and respond to global priorities by creating internal and external partnerships that drive the SDGs.		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Establish Sustainability Advisory Group incorporating CSIRO science expertise	2021	ES All BUs
	Identify opportunities under CSIRO Missions program to apply science solutions to operational challenges	Ongoing to 2030	Missions teams All BUs
Targets and measures	Synergistic opportunities identified from Missions and deployed into CSIRO operations, where feasible Sustainability Advisory Group established		
Accountability	General Manager – Missions, Director – CBIS		
Related SDGs			

4.3 Our people and capacity building

FOCUS AREA	OUR PEOPLE AND CAPACITY BUILDING		
	Create a culture that supports our highly capable and diverse workforce on sustainable practices, and promote capacity building and understanding of sustainability issues through community and industry engagement		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Develop approach to the engagement of CSIRO staff in the implementation of the Sustainability Strategy across disciplines and Business Units, through multiple communication channels	2021	ES
	Build capacity of staff to understand and embed sustainability approaches within their roles, including developing training that references SDGs	By 2025	ES HR All staff
Targets and measures	Staff engagement and communications plan developed Staff trained in sustainability and sustainability skills embedded in key roles		
Accountability	Executive Director – People		
Related SDGs	 		

4.4 Sustainable property portfolio

FOCUS AREA	SUSTAINABLE PROPERTY PORTFOLIO		
	Ensure fit-for-purpose buildings, aspiring to net zero carbon impact, that stimulate excellent science and improve staff health and wellbeing		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Undertake a physical climate risk assessment over CSIRO's properties and infrastructure (could be done in tandem with the transitional climate risk assessment in Section 4.5)	2025	CBIS ET Risk
	Support Property Strategy Implementation Plan to optimise CSIRO's property portfolio, considering economic, social and environmental needs	2030	All BUs CBIS
Targets and measures	Property Strategy Implementation Plan reviewed and updated where applicable Sustainable Buildings Strategy developed incorporating ecologically sustainable design (ESD) principles and supported by efficient and effective data capture systems Physical climate risk assessment completed, and an action plan developed Consolidated and sustainable property portfolio in accordance with Property Strategy Performance Measures New buildings designed to maximise net zero carbon impact		
Accountability	Director - CBIS		
Related SDGs	7 AFFORDABLE AND CLEAN ENERGY  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  11 SUSTAINABLE CITIES AND COMMUNITIES  13 CLIMATE ACTION 		

4.5 Transition to a clean energy future

FOCUS AREA	TRANSITION TO A CLEAN ENERGY FUTURE		
	Improve energy demand management and efficiency to support the transition to net zero emissions		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Finalise a Net Zero Emissions (NZE) pathway for CSIRO to achieve its emissions and renewable energy targets (below) with strong links to CSIRO's Towards Net Zero Mission, where possible.	2021	ES
	Assess options to reduce domestic and international air travel (from 2019 baseline), and set appropriate targets	2025	Finance ET
	Undertake an assessment of how the transition to a low carbon economy may affect CSIRO's operations and research areas, including risks and opportunities (could be done in tandem with the physical climate risk assessment in Section 4.4).	2025	All BUs ET Risk
	Continue to transition CSIRO vehicle fleet to low emissions technologies in accordance with Environmental Fleet Strategy	2030	CBIS Fleet Energy BU
Targets and measures	Define the organisational emissions boundary Net zero Scope 1 and Scope 2 emissions by 2030 Net zero material Scope 3 emissions by 2050 ¹ 100% renewable electricity supply for all CSIRO sites by 2030 Reduced air travel kilometres against 2019 baseline Percentage of low emissions fleet vehicles NZE pathway to achieve targets defined Climate risk assessments completed, and next steps defined		
Accountability	Director – CBIS, Executive Team, Director – Finance, Mission Lead – Towards Net Zero mission		
Related SDGs	7 AFFORDABLE AND CLEAN ENERGY  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  13 CLIMATE ACTION 		

¹ Note that this Board-approved target goes beyond the usual concept of NZE and extends past this Strategy's 2030 end date

4.6 Responsible value chain and resource use

FOCUS AREA	RESPONSIBLE VALUE CHAIN AND RESOURCE USE		
	Understand the environmental and social impacts of purchase decisions, and embed circular economy thinking and the highest standards of responsible procurement		
	INITIATIVES	TIMEFRAME	STAKEHOLDERS
Sustainability Strategy initiatives	Undertake waste audit program to understand CSIRO's waste streams and opportunities for reusing, reducing, and recycling waste Align with the National Waste Policy Action Plan and develop a Waste Strategy and diversion targets Pursue opportunities to improve resource recovery through application of circular economy principles.	2025	CBIS All BUs
	Conduct water use audits to understand CSIRO's water use and opportunities to reduce consumption.	2025	CBIS
	Understand social and climate-related impacts of CSIRO's investment portfolio	2025	COO
	Update Procurement Standards and procedures to strengthen environmental and social considerations	2025	SP ES
	Develop and implement supplier due diligence processes to ensure supply chain integrity, and respond to modern slavery legislation and broader environmental and social considerations	2025	SP ES
Targets and measures	Waste Strategy developed and waste reduction measures implemented Average 80% recovery rate (by weight) from all waste streams by 2030 Water Strategy developed and water efficiency initiatives identified and implemented Social and environmental impact assessment of CSIRO investment portfolio completed Supplier due diligence processes implemented		
Accountability	Director – CBIS, Director – Finance, Chief Operating Officer		
Related SDGs	6 CLEAN WATER AND SANITATION  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  15 LIFE ON LAND 		

5 Governance and collaboration

The successful achievement of the Sustainability Strategy will require input and ownership of the targets across all research and support functions of CSIRO. This Strategy provides a framework to actively integrate the principles of sustainable development into our corporate culture and business practices, as well as contribute to the advancement of national and global sustainable development through our research. In addition, the Strategy provides a mechanism through which to monitor our compliance with sustainability-related legislative and regulatory requirements.

The Executive Sponsor for implementation of the Strategy is the Chief Operating Officer, with accountability for implementation assigned to the Director – CBIS.

The Director – CBIS will be supported by the Sustainability function within CBIS, as well as two committees to be established, as shown below.

Sustainability strategy governance arrangements

SUSTAINABILITY STRATEGY EXECUTIVE SPONSOR: CHIEF OPERATING OFFICER	
Sustainability Steering Committee Purpose: Support successful delivery of the sustainability strategy and reporting through strategic direction and advice Members to include: • Chief Operating Officer • CSIRO Chief Scientist • Strategy & Planning representative • Diversity & Inclusion (D&I) and CBIS representatives Terms of reference to be developed	Sustainability Advisory Group Purpose: Advise the sustainability team on aligning sustainability actions to leading practice science Members to include: • Team Leader, Urban & Industrial Transformations, Land & Water (chair) • Representatives from all BUs Terms of reference to be developed
Sustainability team within CSIRO Business and Infrastructure Services Lead function for strategy implementation and reporting, including collaborating with internal and external stakeholders as required. An extensive stakeholder engagement, communications, and change management plan will be developed to support the successful integration of the Strategy within CSIRO and to external stakeholders.	

Given that CSIRO’s sustainability performance encompasses initiatives across the whole of CSIRO and will require cooperation and collaboration with all BUs, a supporting governance framework shall be established, as set out in Figure 2.

The Steering Committee shall determine when and how often issues relating to the Strategy shall be reported to the Executive Team and Board, with issues to be reported at least once per year.

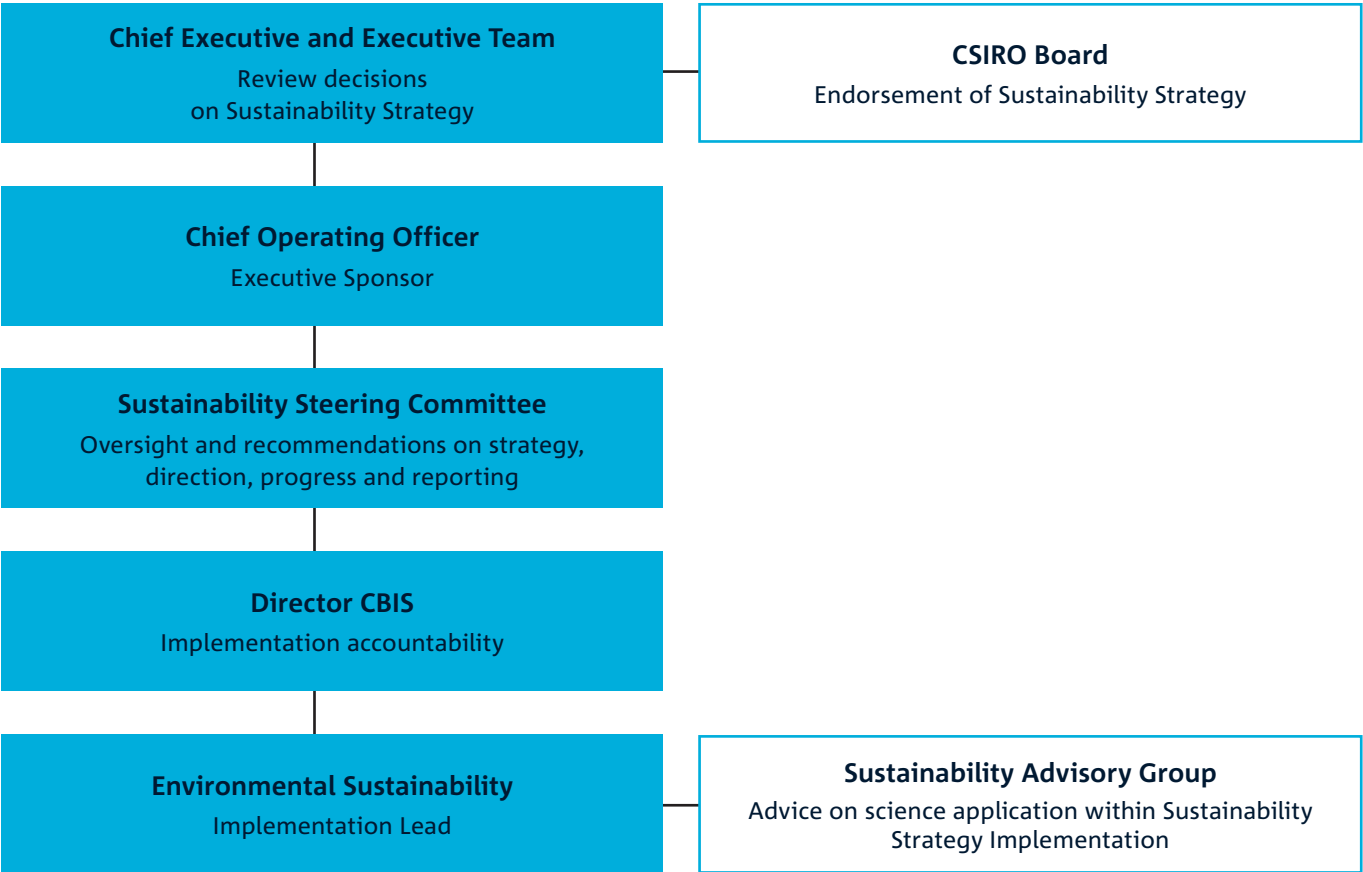


Figure 2: Proposed governance and reporting structure.

The governance and reporting framework will enable CSIRO to manage, review, track and report its performance under the Strategy.

6 Transparency and reporting

A performance measurement framework will be developed to track progress against the targets and actions under each focus area. A summary dashboard will be presented to the Sustainability Steering Committee on a quarterly basis. Where certain actions and targets are identified as requiring Board oversight, progress will be reported to the Board via the standard Board paper process.

A public Sustainability Report referencing the GRI and SDG frameworks will be developed and published by 2022 and annually thereafter. The Sustainability Report will detail progress made on the focus areas described in Section 4. The report will also reference content included in CSIRO's Annual Report which has relevance to CSIRO's broader sustainability material topics (e.g. People metrics, Digital programs).



7 Review

In line with CSIRO's rolling strategy approach, the Sustainability Strategy will be reviewed on a regular basis, and at least annually, to be able to adapt to rapidly changing circumstances or events. The materiality assessment will be reviewed every three to five years.



8 Appendix

Material topic definitions

THEMES		MATERIAL TOPICS AND DEFINITIONS		
Foundations Managing the risks and harnessing the opportunities of a digital world Having robust systems and processes to support financial and operational sustainability	Culture, ethics, integrity and trust Developing and maintaining a culture of continuous improvement, good governance and ethical and moral conduct to remain Australia's most trusted research institution	Financial sustainability Developing and implementing strategies, new business models and commercialisation approaches that compliment CSIRO's strategic objectives to achieve long-term growth and sustainability	Digital disruption and innovation Continually assessing and leveraging digital innovation, to remain at the cutting edge of ways of doing research and facilitate a connected and agile workforce able to address the challenges and opportunities that arise from digital disruption	Data security and privacy Protecting the privacy of our workforce, and security of scientific data, through maintaining trust and competency in IT systems and defences against cyber security breaches
Excellent science Maximising the benefit of CSIRO research through solving the greatest challenges, and conducting it in innovative and ethical ways	Ethical science and research Upholding strong processes, systems, safeguards, and people that support scientific integrity	Impactful science and research areas Identifying and solving the greatest challenges facing Australia through innovative science and technology. Ensuring we take a future-focus to our research and engagement, including through exploring how megatrends may affect the challenges we aim to solve	Research dissemination and application, and impact measurement Facilitating dissemination and application of our research among communities, business and industries, to maximise the social, environmental and economic benefits of our work. Measuring and reporting on the impact of our research and using this data to continually improve	National and international research partners Partnering with universities and publicly funded research organisations and maintaining stewardship of science infrastructure to boost innovation and capacity and ensure optimum research outcomes
Environmental and social impact Minimising the negative environmental and social impact of CSIRO's operations, buildings and supply chains	Resource efficiency Ensuring efficient waste, water, materials and energy management to minimise the negative impact of our actions and operations on our environment. Considering and minimising the environmental footprint of our buildings and business travel	Responsible value chain Minimising the upstream environmental and social risk of the goods and services we procure through updating our procurement processes and working with key suppliers	Reducing our carbon footprint Minimising the carbon footprint of our assets and operations to contribute to global efforts to mitigate climate change	Risks and opportunities of the global climate transition Understanding and responding to the risks and opportunities of climate change and the transition to a lower carbon economy for our business and stakeholders, including adapting our research focus to better respond

THEMES		MATERIAL TOPICS AND DEFINITIONS		
Partnerships and engagement Collaborating with partners, businesses, industry and the community to support innovation and maximise benefits of CSIRO research	Relationship with government Working with, and maintaining our positive standing with government, to fulfil our function of undertaking science in the national interest, while maintaining our independence	Collaboration with business and industry Collaborate closely with industry and business to enable more targeted and efficient delivery of technology and innovation, build capacity, and support Australia's future industries and jobs. This includes making it easier to do business with CSIRO	Community engagement and capacity building Engaging the community in an ongoing two-way conversation, to inform our research areas, share important research and innovation developments, and maintain awareness of and trust in the work we do	Action for reconciliation Engaging with Aboriginal and Torres Strait Islander peoples through science, education and employment opportunities, and through pursuing innovation outcomes that create a positive impact for First Nations people
Our people Attracting and supporting a skilful, agile and diverse workforce, and keeping CSIRO people safe and healthy	An agile, future-focused workforce Ensuring we have highly capable individuals with the skillsets we need now and for the future and building and sharing our people's capabilities and knowledge to support an agile workforce	Connected and collaborative ways of working Supporting our geographically diverse and skilled workforce to connect, collaborate, innovate and work productively, maximising the impact we can create	Health, safety and wellbeing Protecting and promoting the health, safety and wellbeing of our people, partners, infrastructure and environments in which we operate through effective safety, risk management and promoting a safety culture	Diversity, inclusion and belonging Creating and embracing an environment where each individual is included and supported and can realise their full potential and implementing business practices that leverage our diversity of talent, thoughts and ideas

Existing initiatives

There are many existing initiatives within CSIRO that address the identified focus areas. Whilst these initiatives are not exhaustive, they serve to highlight the extensive body of work that currently underpins CSIRO's sustainability performance.

EXISTING RELEVANT INITIATIVES	STAKEHOLDERS
Focus area 4.1: Governance and transparency Increase transparency around sustainability performance through improved governance systems and processes, including regular public reporting aligned to the SDGs	
CSIRO Risk Framework, Corporate risk register, Audit and Risk Committee, ET, CSIRO Leadership Team (CLT), Board, Board Audit and Risk Committee (BARC), Australian Research Council (ARC), Major Transactions Committee (MTC), Science, Strategy, Impact and Investment Committee (SICOM)	Governance
Finance policy, CSIRO investment portfolio	COO / Finance
Managed Data Ecosystem, Privacy Policy	Governance, Information Management and Technology (IMT)
CSIRO Security Committee	Governance, COO, IMT, CBIS
Annual Reports, and rolling Corporate Plan	Strategy & Planning
Statement of Expectations	Federal Government
Statement of Intent	Governance, ET
Focus area 4.2: Excellent and impactful science Apply CSIRO's technical expertise to solve internal challenges and respond to global priorities by creating internal and external partnerships that drive the SDGs.	
Work under Objective 1 of the Corporate Plan: "Conduct and encourage the uptake of world-class scientific research", including Functions 1.1, 1.2 and 1.3; and under Objective 3: "Manage national research infrastructure for the nation", including Function 3.1	All BUs
Challenges and Digital Transformation Program, including Missions (in development)	CDT
Science Excellence Committee	Governance
Science and Delivery Policy	Governance
Core Research and Services, National Research, and Future Science Platforms	All Bus, CDT
CSIRO Innovation Fund, Science and Industry Endowment Fund (SIEF)	Finance
National Research Infrastructure: National Facilities and Collections	CBIS, National Collections and Marine Infrastructure (NCMI)
Partners in research, and alliance partners	All BUs
Impact Strategies, Impact Evaluation Guide, impact case studies	Performance & Evaluation
Australian National Outlook, CSIRO Global Megatrends, industry roadmaps, innovation system reports	All BUs

EXISTING RELEVANT INITIATIVES	STAKEHOLDERS
Focus area 4.3: Our people and capacity building Create a culture that supports our highly capable and diverse workforce on sustainable practices, and promote capacity building and understanding of sustainability issues through community and industry engagement	
Work under Objective 2 of the Corporate Plan: “Promote and develop the best talent, for the benefit of Australia”, including Function 2.1	People, Services
Work under Function 4.1 of the Corporate Plan: “Ensure a vibrant, safe and positive culture in CSIRO”	People, HSE
People Policy, Employee Value Proposition Plan, Balance (flexible working initiative), Switch (secondment and mobility program)	People
Digital Academy, digital infrastructure, Managed Data Ecosystems and Missions	CDT
Diversity and Inclusion Policy, Disability Action Plan, Science in Australia Gender Equity (SAGE), Pride@CSIRO, Male Champions of Change, Balance flexible working initiative	D&I team (OD&C) HSE, People
Aboriginal and Torres Strait Islander Employment Strategy, Reconciliation Action Plan, Indigenous Strategic Advisory Council	RAP team (OD&C) Human Resources (HR)
Health, Safety and Environmental Sustainability Policy	HSE
CSIRO Education & Outreach programs including STEM Professionals in Schools, Generation STEM, STEM X Academy and Workshops, Indigenous Girls’ STEM Academy, Sustainable Futures, Creativity in Research, Engineering, Science and Technology (CREST), Young ICT Explorers, Industry PhD program	Services
CSIRO Publishing	Services
Focus area 4.4: Sustainable property portfolio Ensure fit-for-purpose buildings, aspiring to net zero carbon impact that stimulate excellent science and improve staff health and wellbeing	
Work under Function 4.2 of the Corporate Plan: “Ensure CSIRO has sustainable operations, sites and infrastructure”	CBIS
Property Strategy Sustainable Buildings Strategy and Renewable Energy Strategy (under development) Heritage Strategy 2016-2026	CBIS Strategy ES CBIS Portfolio Management team
Focus area 4.5: Transition to a clean energy future Improve energy demand management and efficiency to support the transition to net zero emissions	
Carbon Strategy 2020	ES, CBIS
Power Purchase Agreement for eastern states (in development)	ES, CBIS
Sub-metering Strategy Renewable Energy Strategy (in development)	ES CBIS
Focus area 4.6: Responsible value chain and resource use Understand the environmental and social impacts of purchase decisions, and embed circular economy thinking and the highest standards of responsible procurement	
Procurement Standards	SP
CSIRO Indigenous Procurement Strategy Data management systems	SP, HR ES



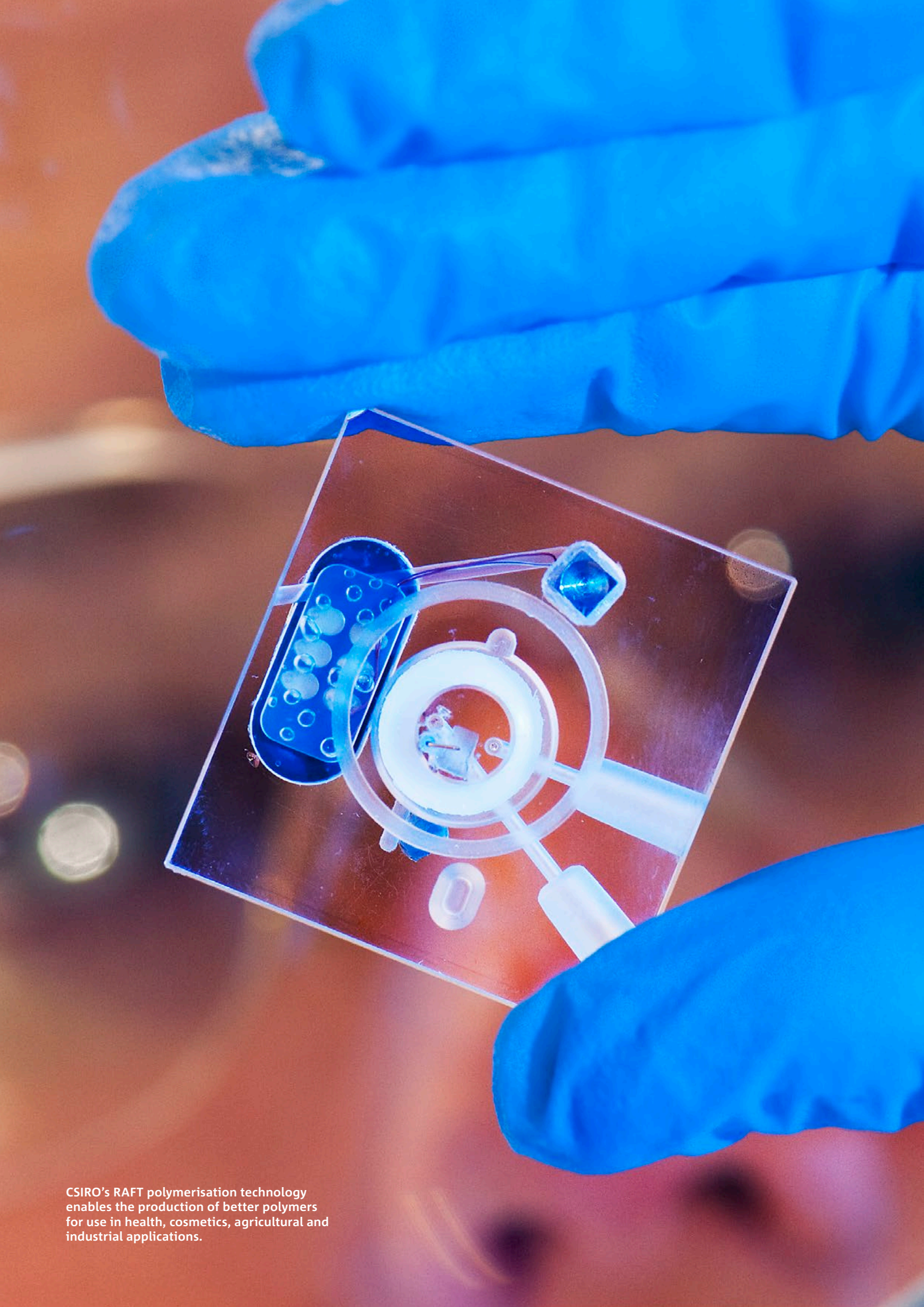
Glossary of terms

TERM	DEFINITION
AA1000APS	The purpose of the AA1000APS (2008) is to provide organisations with an internationally accepted, freely available set of principles to frame and structure the way in which they understand, govern, administer, implement, evaluate and communicate their accountability. The AA1000 AccountAbility Principles provide the basis for understanding and achieving sustainability assurance.
Challenges and Digital Transformation program	The six challenges CSIRO is focused on through the Challenges and Digital Transformation Program are: • Food security and quality • Health and wellbeing • Resilient and valuable environments • Sustainable energy and resources • Future industries • A secure Australia and region. CSIRO's Corporate Plan contextualises these challenges so the solutions from science focus on these priorities into the future.
Circular economy	A circular economy is an economic system focused on eliminating waste and the continual use of resources. In circular economies, resources are recycled, re-used, shared, repaired, refurbished to create a closed-loop system, in turn reducing raw input use and the creation of waste.
Exemplar	One that serves as a model or example: such as an ideal model. A person or thing serving as a typical example or appropriate model.
Global Reporting Initiative (GRI)	The GRI Sustainability Reporting Standards (GRI Standards) are the first and most widely adopted global standards for sustainability reporting. GRI helps businesses and governments worldwide understand and communicate their impact on critical sustainability issues such as climate change, human rights, governance and social well-being.
Materiality	Materiality is a concept founded in financial accounting procedures, which has been adapted and applied to nonfinancial information. In sustainability reporting, material issues are those which are important enough to influence a stakeholder's decisions in relation to the business.
<i>Modern Slavery Act 2018</i>	An Act to require some entities to report on the risks of modern slavery in their operations and supply chains and actions to address those risks, and for related purposes.
Net zero emissions	'Net zero' refers to achieving an overall balance between emissions produced and emissions taken out of the atmosphere.
Responsible procurement	A procurement process that considers social, environmental and economic impacts to support sustainable development.
Scope 1, Scope 2 and Scope 3 emissions	Greenhouse gas emissions are categorised into three groups or 'scopes' by the most widely used international accounting tool, the Greenhouse Gas (GHG) Protocol. Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company. Scope 3 includes all other indirect emissions that occur in an organisation's value chain.

Acronyms

ACRONYM	DEFINITION
ARC	Australian Research Council
BARC	Board Audit and Risk Committee
BU	Business Unit
CBIS	CSIRO Business and Infrastructure Services
CDT	Challenges and Digital Transformation Program
CLT	CSIRO Leadership Team
COO	Chief Operating Officer
CREST	Creativity in Research, Engineering, Science and Technology
CSIRO	Commonwealth Science and Industry Research Organisation
D&I	Diversity and Inclusion
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999
ES	Environmental Sustainability team
ESD	Ecologically Sustainable Design
ET	Executive Team
FIN	Finance

ACRONYM	DEFINITION
GHG	Greenhouse gas
GRI	Global Reporting Initiative
HR	Human Resources
HSE	Health, Safety and Environment
IMT	Information Management and Technology
MTC	Major Transactions Committee
NZE	Net Zero Emissions
NCMI	National Collections and Marine Infrastructure
OD&C	Organisational Development and Change
PRC	Procurement
RAP	Reconciliation Action Plan
SDG	Sustainable Development Goal
SICOM	Science, Strategy, Impact and Investment Committee
SP	Strategic Procurement
STEM	Science, Technology, Engineering, Mathematics
UN	United Nations



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