



Australia's National
Science Agency



Stretch Reconciliation Action Plan

October 2024 – June 2027





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CSIRO uses the preferred terminology of Aboriginal and Torres Strait Islander people (individual/person) or Peoples (distinct societies). Where appropriate the term Indigenous is also applied throughout this document and used in reference to Aboriginal and Torres Strait Islander peoples, programs and/or initiatives.

CSIRO also acknowledges the diversity of terms used by Aboriginal and Torres Strait Islander people to articulate identity including First Nations, First Australians, First Peoples or Indigenous Australians, and the diversity of terms used by Indigenous peoples globally in reference to Indigenous Science.

Cover image

Traditional Knowledge and citizen science to safeguard koalas

CSIRO’s National Koala Monitoring Program will result in long-lasting capability to monitor and assess trends in koala populations across the entire species range. Koalas are easy to identify, but our ability to see (or detect) individual koalas is extremely low and varies in different habitats – even between different people using different monitoring methods.

The program places the knowledge and contributions of Aboriginal and Torres Strait Islander communities at its core. The program collaborates with Traditional Owners, like the Wadawurrung People in Victoria and the Queensland Murray–Darling Catchment rangers, to integrate Indigenous perspectives and Traditional Knowledge into conservation efforts. The deep connection of these communities to the land and koala habitats enhances the scientific approach, offering invaluable insights that help shape the program’s strategies.

‘There is much to learn about where koalas are in our region, how many there are and if they are healthy. This collaboration is important for koalas and Country,’ Senior Queensland Murray–Darling Catchment Aboriginal Ranger William Taylor said.

‘We have co-designed a dashboard that allows koala data to be appropriately used and shared for Guda (koalas) and Country.’

Led by Dr Andrew Hoskins, the program harnesses community involvement, including citizen scientists and volunteers, to track koala populations, monitor habitat health and gather critical data. Volunteers such as Jackson Cass of the Moorabool Catchment Landcare Group contribute by conducting surveys, recording sightings and tracking koala signs. These citizen-driven efforts are especially important in regions where koalas have become increasingly elusive due to habitat loss.

The program’s inclusivity ensures that Aboriginal and Torres Strait Islander peoples, alongside other community members, play an active role in safeguarding this iconic species. CSIRO’s Koala Spotter app allows individuals to easily record sightings and participate in a meaningful way, reinforcing the program’s commitment to collaborative conservation efforts.

Artwork story

The artwork was created in 2024 to represent CSIRO's commitment to reconciliation and to tell our reconciliation story. The artwork is used to strengthen relationships between Aboriginal and Torres Strait Islander communities and CSIRO.

The title of the artwork is 'Eternal Wisdom, Infinite Innovation'.

The artwork concept and narrative was developed by Rachael Sarra. Rachael is a proud First Nations woman from Goreng Goreng Country and artist working with Gilimbaa.

Eternal Wisdom, Infinite Innovation

As the stars dance across the night sky, guiding us with knowledge and wisdom, and when the spirit travels Country whispering through the leaves, the water and the breeze, we are reminded that we are the longest continuing culture in the world.

At the heart of everything there exists a sacred meeting ground between past and the future – a place where the timeless wisdom of culture converges with the boundless potential of modern innovation.

Acknowledgement of Country

CSIRO acknowledges the Traditional Owners of the lands, seas and waters, of the area that we live and work on across Australia. We acknowledge their continuing connection to their culture and pay our respects to Elders past and present.

CSIRO is honoured to partner and collaborate with Aboriginal and Torres Strait Islander communities across the nation, and we acknowledge the contributions of all Aboriginal and Torres Strait Islander peoples, staff and partners towards our vision for reconciliation.



Forewords

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate CSIRO on its continuing formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and areas of expertise. Through this Stretch RAP, CSIRO contributes to the ever-growing community of RAP organisations that have transformed goodwill into action.

As Australia's national science agency, CSIRO appropriately recognises Aboriginal and Torres Strait Islander peoples as Australia's first explorers, navigators, engineers, farmers, botanists, diplomats, astronomers, artists and scientists.

This Stretch RAP is built upon the considerable experience and solid foundations from their previous 3 RAPs. These include collaborative innovations as a result of listening to, working with and being guided by Aboriginal and Torres Strait Islander peoples, such as:

- the National Koala Monitoring Program developed in collaboration with Traditional Owners across the country, which integrates Indigenous perspectives and Traditional Knowledge into conservation efforts
- partnering with Elders on Ugar Island on a sea cucumber ecosystem revival, which created renewed economic opportunities and strengthened the Ugar community's identity and livelihood

- expanding an Indigenous Land Use Agreement with Wajarri Yamaji involving the Inyarrimanha Ilgari Bundara Radio-astronomy facility, which provides benefits for the Wajarri community, protects Wajarri cultural heritage and is also home to multiple world-leading radio telescopes.



Importantly, this work is embedded with appropriate attribution, recognition and distribution of the benefits derived from use of Indigenous Cultural and Intellectual Property (ICIP).

CSIRO takes these commitments to protecting Traditional Knowledge and cultural materials and expressions into this Stretch RAP with a further resolve to expand them by providing leadership to the larger scientific community, as well as increasing awareness and understanding of Indigenous Data Sovereignty and Governance.

CSIRO has the potential to continue to drive considerable reconciliation outcomes across its sphere of influence as they implement this RAP.

On behalf of Reconciliation Australia, I commend CSIRO on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine – Reconciliation Australia
Chief Executive Officer

Message from the CSIRO Board Chair

I am so proud to endorse CSIRO's 2024–27 RAP.

Australians are indeed fortunate to live on the lands of the oldest living cultures on earth. Through millennia, Aboriginal and Torres Strait Islander peoples have built a remarkably rich understanding of what today we call Australia, and their care, respect and connection to the lands and waters of this country should inspire us all.

CSIRO has spent many years building close relationships with Indigenous communities and growing Aboriginal and Torres Strait Islander staffing levels to help strengthen and deepen our capabilities.

Now, in an ever more challenging world, this RAP asks the question: What more can we do to better work with, walk with and learn from Australia's First Peoples?

This RAP – our fourth, and first Stretch RAP – sets out how CSIRO will answer that important question.

It details how we intend to build on the efforts and achievements of previous RAPs, further promoting respect for Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights, and realise new opportunities to not only improve our science capabilities but lift the standards of everything we do to bring long-term benefits for all Australians.

Every part of this RAP has been designed to produce tangible outcomes and benefits on the ground. It brings strategy, structure and shape to our commitment to play our part in bringing true reconciliation a step closer.

Congratulations to the team who have brought such a rich and meaningful strategy together, and I very much look forward to reporting on our progress.

Kathryn Fagg – CSIRO Board Chair



Message from the CSIRO Chief Executive

Australia is the beneficiary of more than 60,000 years of remarkable Aboriginal and Torres Strait Islander science, and through millennia Indigenous peoples have been at the vanguard of creative innovation and invention.

You don't build the longest, richest, continuous culture in the world without working together to ask profound questions of the Universe.

You don't survive and thrive through aeons without seeking answers by studying the natural world – the relationships between animals, plants, place and time – without innovating and adapting in an environment that can be extraordinarily harsh, and is, at all times, unpredictable and constantly changing.

You don't create and sustain ancient songlines, art, stories, philosophy, knowledge and wisdom without a remarkably deep connection to Country, to culture, to community.

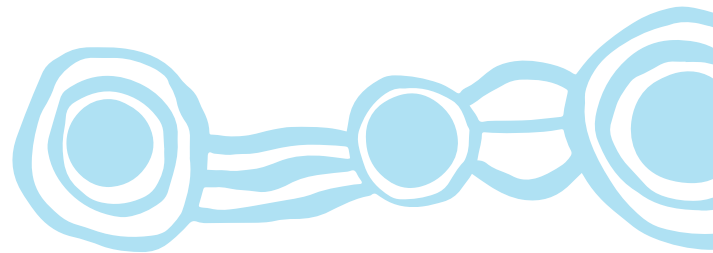
You cannot build that culture without refining and communicating that knowledge in ways that transcend generations and without acting on that learning and comprehension to benefit future generations.

When, as academics or researchers – or even more broadly as a national science agency – we consider impact, that is the benchmark.

That Aboriginal and Torres Strait Islander peoples are willing to engage with Western science speaks to a profound generosity and grace. CSIRO's 2024–27 RAP responds to that extraordinary magnanimity, bringing direction, shape and priority to the essential task of respectfully inviting Indigenous voices, wisdom and knowledge into the work we do, and how we do it.

This is a strategy of immense importance.

Dr Doug Hilton – CSIRO Chief Executive



Message from the ET Sponsor

The real power in CSIRO's 2024–27 RAP are the many voices that have contributed to bringing it to life. Through countless conversations, there has been a deep commitment to respectful listening and learning so this plan captures and integrates consideration of Indigenous voices, values, knowledge and perspectives in our decision-making.

This RAP provides the foundation and framework for a broad-reaching program of activities, including our Indigenous Science and Engagement Program that coordinates innovative, transformative and impactful science at the intersection of Indigenous and Western science. It also guides CSIRO's connections with Indigenous communities and organisations as we seek new opportunities to partner as well, as to strengthen existing relationships, with Aboriginal and Torres Strait Islander peoples.

An important part of our vision is to change the way we think about science through respectful, equal partnerships with Indigenous Australia. Real change – like good science – is the result of many intentional and creative actions, iterations piled one on top of another coupled with a real determination to achieve a better outcome.

As this RAP makes clear, it is exciting to consider science can look different in Australia than it does elsewhere around the world because we're doing science in a place that has peoples who have lived and learned here through deep time.

That's the holistic, respectful thinking that underpins this RAP and our commitment to building stronger relationships with Aboriginal and Torres Strait Islander peoples through scientific knowledge sharing, education, employment opportunities and mutually beneficial partnerships that can deliver a positive benefit for Australia.

This RAP continues an important journey towards true reconciliation with Aboriginal and Torres Strait Islander peoples and to not only improve our science capabilities, but to lift the standards of everything we do to bring long-term benefits for all Australians.

Kirsten Rose – CSIRO Deputy Chief Executive



Our vision for reconciliation

Our vision for reconciliation is to realise the full potential of Indigenous science and knowledge to unlock new possibilities in Australia's innovative science solutions.

We recognise Aboriginal and Torres Strait Islander peoples as Australia's first explorers, navigators, engineers, farmers, botanists, diplomats, astronomers, artists and scientists.

Through respectful partnerships, we will value the contributions of Aboriginal and Torres Strait Islander leadership, knowledge systems and practices to transform the science landscape for the benefit of all Australians.

We will continue to uphold Aboriginal and Torres Strait Islander peoples' rights, cultures, customs, knowledge systems and practices through the ongoing implementation of our Indigenous Cultural and Intellectual Property Principles and the application of self-determination across our research and programs.

Our support for Indigenous-led research will continue to explore new and innovative ways to partner with Aboriginal and Torres Strait Islander collaborators to scale up our methods to deliver new technologies, entrepreneurship and sustainable on Country business models that will leave a lasting impact for all Australians.

We recognise that reconciliation is an ongoing journey, and this RAP is our renewed commitment to continue to build on our achievements, to learn from our lessons, and to value the relationships and partnerships that we have formed with many Aboriginal and Torres Strait Islander communities across the nation.



Our Stretch RAP key messages



Working together

We will continue to build and maintain strong relationships and partnerships on our reconciliation journey. We will acknowledge and highlight Indigenous science and knowledge as we work together for our shared future.



Amplifying Indigenous voices

We will evoke a sense of pride in what CSIRO and Aboriginal and Torres Strait Islander employees and partners have to offer through science. We will amplify Indigenous voices and leadership at all levels at every opportunity.

Our business

We are Australia's national science agency, solving the greatest challenges through innovative science and technology. We've advanced Australia with a range of inventions and innovations that have had significant positive impact on people's lives worldwide. These include fast WiFi, polymer banknotes, the CSIRO Total Wellbeing Diet and Aerogard, just to name a few.

We are one of the largest and most multidisciplinary mission-driven research organisations in the world, creating a better future for Australia.

We are an Australian Government statutory authority, within the Industry, Science and Resources portfolio and operating under the provisions of the *Science and Industry Research Act 1949* (SIR Act). We align with our Portfolio Budget Statement outcomes and Ministerial Statement of Expectations to deliver value to Australia.

We work with industry, government and the research community to turn science into solutions to address Australia's greatest challenges, including food security and quality; sustainable energy and resources; health and wellbeing; resilient and valuable environments; future industries; and a secure Australia and region.

In 2022, we were named the 'most trusted' Government Service in Roy Morgan's Trusted Brand Awards. We are also a highly connected innovator, working with universities, governments, Australian businesses of all sizes across all major industries, and communities around the country.

We deliver around \$13.3 billion of annual benefit to the nation each year as a result of our science, securing our future national prosperity as well as environmental and social benefits.

We employ more than 6,600 people across 50 sites in Australia and globally. We manage state-of-the-art research facilities for the nation, for greater collaboration and the development of new technologies to support Australia.

In June 2024, 163 CSIRO employees identified as Aboriginal and/or Torres Strait Islander people, representing 2.5 per cent of our total workforce.



Inspiring our people

We will inspire and engage our community, staff and stakeholders in conversations about reconciliation. We will demonstrate the journey we have been on and the journey we continue to walk in our commitment to reconciliation.



Making an impact

We will grow and foster meaningful change that will deliver positive impacts.

Our Reconciliation Action Plan

We are excited to progress to our first Stretch RAP after maintaining an Innovate RAP for over 8 years.

As an organisation that operates in every state and territory, our previous Innovate RAPs (2016–17, 2018–20 and 2021–23) provided us with the time and experience to test and evaluate our impact against our RAP commitments.

As a science organisation we strive to continually deliver our services to the highest standards, with the same standards applied to our RAP commitments. Over this time, we have tested new ways of working across every Research Unit and Enterprise Unit, and we have invested in appropriate tools to strengthen our governance and accountability frameworks.

The renewal of our Innovate RAPs provided us with the opportunity to strengthen the foundations to embed our RAP as business as usual. We are proud to have delivered on critical strategies, including our new Indigenous Employment and Procurement Strategies and the launch of CSIRO's Indigenous Cultural and Intellectual Property Principles.

This is our fourth RAP, it builds on our progress and commits our organisation to continue our investment in the participation of Aboriginal and Torres Strait Islander peoples in Australia's research and innovation landscape.

Our RAP is championed by Kirsten Rose, Deputy Chief Executive and Executive Sponsor from the CSIRO Leadership Team. The external Indigenous Advisory Group (IAG) and the internal Indigenous Engagement Implementation Committee (IEIC) also have a key role in the delivery and implementation of our RAP.

The IAG is CSIRO's senior Indigenous Leadership advisory group that provides independent, external advice on the effectiveness of CSIRO's Aboriginal and Torres Strait Islander strategies, the appropriateness of our pathways to impact and how we can achieve our goals. The group also assists us on broader strategic issues, including oversight of our RAP and Indigenous Engagement Strategy, and provides mentoring advice for CSIRO leaders to build and maintain effective relationships with Aboriginal and Torres Strait Islander partners.

Indigenous Advisory Group

- Professor Mick Dodson AM – Chair
- Professor Yin Paradies
- Dr Virginia Marshall
- Ms Chrissy Grant
- Associate Professor Michael-Shawn Fletcher
- Mr David Collard
- Professor Roxanne Bainbridge
- Professor Greg Leahman
- Ms Leah Cameron

The IEIC is our internal RAP governance committee supported by the Indigenous Engagement team. The IEIC acts as the RAP Champion for each Research Unit/Enterprise Unit across CSIRO. Members are responsible for supporting the delivery, monitoring and implementation of RAP actions, and taking individual and collective responsibility to champion Indigenous engagement and partnership opportunities within their Research Unit or Enterprise Unit.

IEIC membership includes representation from every Research Unit and Enterprise Unit across CSIRO, including 8 Aboriginal and Torres Strait Islander staff. The IEIC meet 4 times a year to review, monitor and report on the progress of and contributions to the RAP. Information tabled at the IEIC inform the RAP progress updates, which are provided to the IAG for their review and consideration.

This RAP was led by the Indigenous Engagement team with input from the IAG, IEIC, the CSIRO Leadership Team, and Aboriginal and Torres Strait Islander staff.

Feedback was also received from an external Indigenous business engaged to undertake a review of CSIRO's programs and processes in relation to the National Agreement on Closing the Gap 2020, and recommendations have been included where appropriate.



Achievements

2021-24

Capability

99%

staff completed online Aboriginal and Torres Strait Islander Cultural Awareness Training

2023 GARMA delegation
10 staff attended, including 5 senior leaders

CSIRO did not attend in 2021 or 2022 due to COVID

98%

of CSIRO leadership team participated in Cultural Safety training

Indigenous-led research

30

projects enabled by the Indigenous Research Grants Program

Supported by

\$6.3M

in funding

Indigenous Leadership

1

Board position

40%

of Research/Enterprise Unit advisory groups have Aboriginal and Torres Strait Islander representation

Indigenous Science and Engagement Program established

Indigenous Cultural and Intellectual Property Principles developed

Indigenous Jobs Map launched

Procurement

\$33.4M

spent on goods and services with Aboriginal and Torres Strait Islander businesses

July 2021 - June 2024

Indigenous Procurement Strategy launched

Employment

2.46%

Aboriginal and Torres Strait Islander staff
↑ 112%
since June 2021

Includes

15%

leadership

58%

research focused staff and

37

graduates with 14 undertaking a masters or PhD program

Aboriginal and Torres Strait Islander Employment Strategy developed

Launched CSIRO's Indigenous Graduate Program

Student pathways

12

scholarships totalling \$5.8M

4

Indigenous Time at Sea Scholarship work placements

5

Indigenous Undergraduate Marine Career Pathways placements

Participation in Aboriginal and Torres Strait Islander STEM Education programs
270 students in FY21/22
386 students in FY22/23
492 students in FY23/24

Recognition

36/48

CSIRO sites display Aboriginal and Torres Strait Islander flags

Maximum achievable is 37/48

20/26

Australian CSIRO-owned sites formally acknowledge Traditional Owners in reception areas

Maximum achievable is 21/26

Partnerships

\$387K

sponsorship of Aboriginal and Torres Strait Islander organisations

69

Aboriginal and Torres Strait Islander research partnerships

5

Indigenous-owned enterprises participated in business development programs

Lessons learnt

We are proud of our achievements but recognise reconciliation is an ongoing journey. There are always ways to improve and build on lessons learnt, to deliver positive outcomes for all.

As a large multidisciplinary organisation with sites all over the country, we made the decision to develop a successive Innovate for our third RAP 2021–23. We recognised that more work was to be done to embed our RAP actions across our organisation as business as usual.

As a result, we proactively took the time to evaluate and measure our Innovate commitments to ensure that we were delivering the positive impacts our actions were intended for.

We identified the following areas for improvements from our Innovate RAP and have now actioned these changes to carry through to our Stretch RAP:

- **We recognised the need for a centralised and coordinated approach to our partnerships with Aboriginal and Torres Strait Islander communities.**

As a result, we created the Indigenous Partnerships team to foster and coordinate our external engagement with Aboriginal and Torres Strait Islander peoples, communities, organisations and enterprises.

- **We reviewed our Indigenous Employment Strategy to align our commitments within the RAP and addressed several barriers for Aboriginal and Torres Strait Islander staff retention and development.**

Through this process, we identified several changes that were required to our Enterprise Agreement (EA), which enabled us to consult and engage with all Aboriginal and Torres Strait Islander staff in preparation for the negotiations and renewal of our new EA. We are proud to report the following additions are now reflected in our EA:

- Public holiday flexibility: The previous EA included specific requirements that staff must observe national and state public holidays. We recognised the sensitivities surrounding 26 January for Aboriginal and Torres Strait Islander staff and we acknowledged that changes were required. Our new EA now supports staff to choose to work on a public holiday and take a day in lieu at a later time and within 12 months of the public holiday being substituted.

- Definition of family: we extended the definition of family to include Indigenous Traditional Kinship relationships.
- Cultural, Ceremonial and NAIDOC Leave: Aboriginal and Torres Strait Islander staff can now take up to 1 day of leave per year to participate in NAIDOC activities.
- Indigenous Australians Ceremonial Leave: Indigenous Australian officers can access up to 6 days of paid leave over 2 calendar years to participate in significant activities associated with their culture or to fulfil ceremonial obligations.
- Cultural Leave: Up to 3 days of paid leave per calendar year for the purpose of attending significant religious or cultural obligations.
- Community Language Allowance: For staff who are required to use their ability to communicate in a language other than English as part of their role, this includes Indigenous languages.
- Flexible working arrangements: For officers who are Indigenous Australians, CSIRO must consider connection to Country and cultural obligation in responding to requests for altering the location of work.
- Reference to the Indigenous Employment Strategy now included within the EA: this confirms our ongoing commitment to increase employment of Indigenous Australians within our workforce through the development of a range of strategic partnerships with relevant stakeholders and implementing Indigenous employment strategies within our organisation's workforce planning.

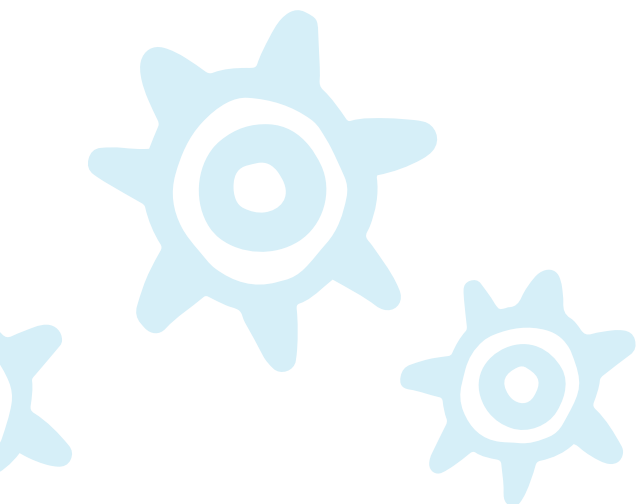




**Australia's
first scientists**

The Indigenous Graduate program will strategically match Aboriginal and/or Torres Strait Islander university graduates to science or enterprise services projects and teams that relate to their field of study and career aspirations.

- **Through the evaluation of our Employment Strategy, we also identified several barriers preventing Aboriginal and Torres Strait Islander early career researchers to progress within their fields.** We therefore developed and launched the Indigenous Graduate and Fellowship Program in 2023 to support staff to obtain their qualifications through a structured development program combined with work experience and full-time study.
- **Finally, we recognised the need to improve and strengthen our governance, monitoring and reporting against our RAP.** We acknowledged that the existing tools and forms within the organisation were limited in their application to accurately capture all our actions and progress against our RAP. We also realised there was limited visibility of our achievements and progress at the CSIRO Leadership Team meetings. As a result, we collaborated with other RAP organisations and an Indigenous owned business LOGiT to develop and launch the first Indigenous owned RAP Reporting Tool to the Market called Weaver. Through Weaver, we now have an effective tool for all 26 Research Units and Enterprise Units across CSIRO to track and report against their contributions to our RAP.



Relationships




CSIRO's purpose is to continue to provide innovative scientific and technology solutions to national challenges and opportunities to benefit the nation – our industry, environment and our community including Aboriginal and Torres Strait Islander peoples, who we recognise as the First Peoples of this land.

We recognise engagement takes time and involves building trusted and respectful relationships that are as important as the science and technology being developed.

We remained committed to strengthening our ways to continually improve our engagement to foster meaningful and sustainable partnerships with Aboriginal and Torres Strait Islander communities.

This theme of our RAP is focused on reviewing our engagement practices and protocols, connecting our people, sharing our experiences, communication and engagement, fostering a culturally safe workplace and amplifying Indigenous leadership across CSIRO.



We acknowledge the complex scientific knowledge developed by Indigenous peoples. Pilbara community members showed us the biodiversity of intertidal zones and seasonal indicators and workshopped ways to highlight these in the classroom.
Credit: CSIRO Education and Outreach, Living STEM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	October 2025, 2026	Executive Manager, Indigenous Engagement
	2. Review, update and implement our Indigenous Engagement Strategy to guide CSIRO Research Units and Enterprise Units to engage with Aboriginal and Torres Strait Islander stakeholders.	November 2025, 2026	Executive Manager, Indigenous Engagement
	3. Establish and maintain 10 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	June 2027	Director, Indigenous Science and Engagement Directors, Research Units Directors, Enterprise Units
	4. Continue to foster local relationships with Aboriginal and Torres Strait Islander stakeholders and Traditional Owners through Indigenous Engagement Committees across Black Mountain, Geelong and Clayton.	January 2025, 2026, 2027	Chairs, Indigenous Engagement Committees
	5. Support CSIRO staff to increase their capacity to build relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders through locally led initiatives and/or partnerships across our sites.	January 2025, 2026, 2027	Directors, Research Units Directors, Enterprise Units Site Leaders
	6. Establish Indigenous Engagement Committees for major sites across Australia – building on the work and approaches of the Victorian Indigenous Engagement Committee and the Black Mountain Indigenous Engagement Committee.	January 2027	Executive Manager, Indigenous Engagement
2. Build relationships through National Reconciliation Week (NRW).	7. Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	April 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	8. Indigenous Engagement Implementation Committee (IEIC) members to participate in 5 external NRW events.	27 May – 3 June 2025, 2026, 2027	Executive Manager, Indigenous Engagement Directors, Research Units Directors, Enterprise Units
	9. Encourage and support staff and senior leaders to participate in 8 external events to recognise and commemorate NRW.	27 May – 3 June 2025, 2026, 2027	Executive Manager, Indigenous Engagement Directors, Research Units Directors, Enterprise Units
	10. Organise 10 internal NRW events, including at least one organisation-wide NRW event, each year.	27 May – 3 June 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	11. Register all our NRW events on Reconciliation Australia’s NRW website.	27 May – 3 June 2025, 2026, 2027	Executive Manager, Indigenous Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	12. Continue to develop and implement a RAP communication and engagement strategy to raise awareness of reconciliation across our workforce and external stakeholders. This includes: <ol style="list-style-type: none"> Communicate our commitment to reconciliation publicly through CSIRO social media channels and identified speaking opportunities. Maintain a consistent presence of our RAP and Indigenous Science and Engagement on CSIRO's internal and external channels. Identify opportunities for external activations and engagements to promote CSIRO's RAP. Develop and publish an annual report to promote our RAP journey and achievements to internal and external audiences. 	February 2025, 2026, 2027	Director, Communications
	13. Ensure strategies to positively influence our external stakeholders to drive reconciliation outcomes are reflected in the next version CSIRO-wide Communications Strategy.	June 2025, 2026, 2027	Director, Communications
	14. Proactively look for opportunities to promote Indigenous science across CSIRO channels. Specifically to: <ol style="list-style-type: none"> Amplify Indigenous voices across CSIRO's communication channels including as spokespeople. Update our style guide to include guidelines of appropriate use of Indigenous language in our science stories. Leverage opportunities to offer tailored media training with a focus on cultural awareness for our spokespeople. Create an Indigenous corporate gift pack available for purchase on our CSIRO merchandise portal that highlights the work of our partnerships. Develop and introduce new processes to improve governance around appropriate use of Indigenous imagery and video. Develop a series of stories that profile research activity that focuses on Indigenous Engagement. 	January 2025, 2026, 2027	Director, Communications
	15. Collaborate with 3 RAP and other like-minded organisations aligned to our portfolio to implement innovative approaches to advance reconciliation, including Department of Industry, Science and Resources, Geoscience Australia and IP Australia.	January 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	16. Continue to present 2 Indigenous award categories at our annual CSIRO Awards to celebrate the achievements of Aboriginal and Torres Strait Islander staff, collaborators and partners.	November 2025, 2026	Chief People Officer
	17. Attend at least 2 quarterly RAP Leadership Gatherings per year.	June 2025, 2026, 2027	Executive Manager, Indigenous Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	18. Continuously improve HR procedures concerned with anti-discrimination and racism.	June 2025, 2026, 2027	Chief People Officer
	19. Work collaboratively with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination practices.	June 2025, 2026, 2027	Chief People Officer
	20. Develop, implement and communicate an anti-discrimination strategy and anti-racism compliance procedure for our organisation.	June 2026	Chief People Officer
	21. Evaluate mechanisms for reporting and responding to discrimination, racism, harassment and bullying.	January 2025, 2026, 2027	Chief People Officer
	22. Implement culturally appropriate supports for Aboriginal and Torres Strait Islander staff, including an Indigenous EAP (Employee Assistance Program) service and an internal support strategy.	January 2025, 2026, 2027	Chief People Officer Director, Health, Safety and Environment
	23. Senior leaders and managers to develop a strategic plan that champions respect and safety in the workplace and engagements with Aboriginal and Torres Strait Islander communities.	June 2025, 2026, 2027	Chief People Officer
	24. Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	January 2025	Chief People Officer
	25. Continue to implement platforms and initiatives that enable Aboriginal and Torres Strait Islander staff to speak up about matters of concern.	July 2025	Chief People Officer
5. Strengthen Indigenous voices and leadership across CSIRO.	26. Implement the recommendations of the review of the Indigenous Governance framework.	June 2026	Director, Indigenous Science and Engagement Director, Integrity Program Director, Strategy
	27. Continue to host 11 meetings of the Aboriginal and Torres Strait Islander staff forum.	December 2024, 2025 and 2026	Executive Manager, Indigenous Engagement
	28. Ensure that all CSIRO Advisory Groups (CAG) consider and actively pursue opportunities for Aboriginal and Torres Strait Islander representation as part of meeting the requirements of the CAG Charter.	June 2026	Director, Integrity Program
	29. Maintain at least 2 Aboriginal and Torres Strait Islander members on CSIRO ethics committees.	June 2027	Director, Integrity Program
	30. Ensure the CSIRO Indigenous Advisory Group meet at least 2 times a year.	June 2025, 2026, 2027	Director, Indigenous Science and Engagement
	31. Ensure Aboriginal and Torres Strait Islander staff views and perspectives are captured and reported within our annual staff surveys.	June 2025, 2026, 2027	Chief People Officer
	32. Ensure external Aboriginal and Torres Strait Islander views and perspective are invited to participate in CSIRO's annual customer satisfaction surveys.	June 2025, 2026, 2027	Deputy Chief Executive
	33. Identify opportunities for Indigenous voices and perspectives to be included across our conferences and hosted events.	February 2025, 2026, 2027	Directors, Research Units Directors, Enterprise Units
	34. Embed Indigenous voices and views into the National Collections managed by us.	June 2027	Director, National Collections and Marine Infrastructure



Led by Custodian and knowledge holder, Ngarluma/Yindjibarndi man Clinton Walker, we identified opportunities to bring local Indigenous knowledge into the science classroom. Credit: CSIRO Education and Outreach, Living STEM

CASE STUDY

Indigenous Advisory Group strengthens Indigenous leadership

A dedicated council of Aboriginal and Torres Strait Islander leaders and experts are making a significant impact at CSIRO. The Indigenous Advisory Group (IAG) offers essential perspectives and understandings of the cultural, social and economic issues facing Aboriginal and Torres Strait Islander communities. This ensures our research and engagement activities are tailored to the needs and aspirations of Indigenous communities.

The IAG has been instrumental in:

- Strategies to uphold Indigenous Cultural and Intellectual Property (ICIP), ensuring we recognise and safeguard Aboriginal and Torres Strait Islander peoples' rights and cultures, as well as their stories, art, practices and knowledges of their land.
- Including Indigenous perspectives in research, ensuring Indigenous voices are heard and respected in collaborations.
- Enabling respectful partnerships with Indigenous communities to ensure research projects address shared challenges.

David Collard is a Noongar man from the southwest of Western Australia and a member of the IAG.

'Being part of the IAG has been incredibly rewarding. We work together to ensure CSIRO's research agenda reflects the priorities and aspirations of Aboriginal and Torres Strait Islander communities. Witnessing the impact of our recommendations, like the creation of ICIP Principles, is truly inspiring. It shows how collaboration with CSIRO can lead to tangible opportunities for Aboriginal and Torres Strait Islander peoples in science. I'm excited to continue working with the IAG to build a future where Indigenous voices are not just heard, but actively shape the direction of Australian science,' David said.

Inspired by the IAG's expertise and guidance we launched initiatives like the Indigenous Research Grants and Graduate Programs. These programs are designed to increase Aboriginal and Torres Strait Islander participation in science and research.

The IAG's dedication is a powerful example of how collaboration can drive meaningful change. Guided by the expertise of Indigenous leaders, we are building a stronger and more inclusive future for science in Australia.



CSIRO contributed over \$5 million to Indigenous STEM scholarships across 11 universities to help build a strong pipeline of Aboriginal and Torres Strait Islander scientists, technologists, engineers and mathematicians. Credit: University of Wollongong

CASE STUDY

Scholarships empower Indigenous STEM talent

For students like Zara Button, a Wailwan woman and environmental science student at the University of Wollongong, balancing studies with work can be a challenge. The CSIRO Indigenous STEM Scholarship program has allowed her to focus on her academic pursuits.

‘It meant less time working and more time dedicated to research like my bushfire project – projects that have a significant impact, directly on my community,’ Zara said.

Taylor Bamin, Gamilaraay woman and Indigenous Talent Manager, sees the program as a critical step in creating a more equitable and sustainable future for the innovation and technology sector.

‘These scholarships are more than just financial support. They empower Aboriginal and Torres Strait Islander talent and enrich the scientific landscape with diverse perspectives, driving innovation and inclusion and supporting the self-determination of Indigenous people,’ Taylor said.

We invested \$5.5 million in 2023 to create 11 university scholarship opportunities across Australia. The program’s comprehensive approach also ensures ongoing support for Aboriginal and Torres Strait Islander students throughout their academic journey, from undergraduate to postgraduate and beyond.

By investing in Aboriginal and Torres Strait Islander students, we are fostering a more robust and diverse STEM workforce. This translates to incorporating valuable Indigenous knowledges and perspectives into research, fostering groundbreaking solutions and tackling critical challenges facing Australia.

By collaborating with universities to support, train and encourage the next generation of Indigenous STEM talent, CSIRO leverages these partnerships to offer a range of studentships and employment opportunities that provide students with invaluable research experience and prepare them for impactful STEM careers.

CASE STUDY

Sharing Wajarri Yamaji sky and stars

The Wajarri Yamaji have been observing the sky for tens of thousands of years. Now, they're sharing their sky and stars with the world.

Inyarrimanha Ilgari Bundara, our Murchison Radio-astronomy Observatory in Western Australia, hosts world-class technology on ancient Wajarri Country.

Our first Indigenous Land Use Agreement (ILUA) with the Wajarri Yamaji, the Traditional Owners and native title holders of the observatory site, was finalised in 2009. That marked the official establishment of the observatory and brought radio astronomy to this remote outback region of Western Australia.

Since then, we have worked with Wajarri partners to preserve heritage and culture on Country at the observatory, which is now home to multiple world-leading radio telescopes including our ASKAP radio telescope. It's also the site of the new SKA-Low telescope, which is currently under construction by the international SKA Observatory (SKAO).

In 2022 we signed, along with the Australian and Western Australian governments, a further ILUA with the Wajarri Yamaji.


Negotiated over many years, the new ILUA provides benefits for the Wajarri community and protects Wajarri cultural heritage alongside the construction of the SKA-Low telescope and operation of the other telescopes hosted on Wajarri Country.

As part of our commitment to ensuring the protection of Wajarri heritage at the observatory, we have walked Country learning from the Wajarri People and together, Wajarri, CSIRO and the SKAO developed a layout for the SKA-Low telescope that ensures places of significance and the antennas can co-exist.

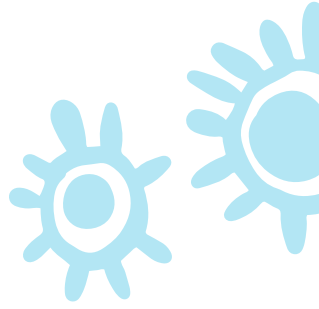
The new agreement expanded the observatory and included a Wajarri name for the site – Inyarrimanha Ilgari Bundara, which means 'sharing the sky and stars'. This celebration and promotion of Wajarri language is part of our commitment to using Wajarri language across the site and is just one of many names that have been gifted to buildings and instruments at the observatory by the Wajarri Yamaji, including Wajarri words for each of the 36 antennas that make up our ASKAP radio telescope. The latest name gifted to the site is Nyingari Ngurra meaning 'zebra finch home' for the on-site SKA-Low construction accommodation.

We are grateful to the Wajarri Yamaji for partnering with us to establish the observatory on Country and for the support they have shown as we work together towards furthering astronomical knowledge.

We acknowledge the Wajarri Yamaji as Traditional Owners and Native Title Holders of Inyarrimanha Ilgari Bundara, the CSIRO Murchison Radio-astronomy Observatory site.



In 2022, CSIRO, together with the Australian and Western Australian governments, registered an Indigenous Land Use Agreement (ILUA) with the Wajarri Yamaji, the Traditional Owners and Native Title Holders of our WA observatory. Inyarrimanha Ilgari Bundara, sharing the sky and stars, was both the theme of the celebration event and the Wajarri name gifted to us for the observatory.



CASE STUDY

From Country to commerce: CSIRO Kick-Start supports Indigenous economic opportunities

CSIRO's Kick-Start is an initiative for innovative Australian start-ups and small businesses. It provides funding support and access to CSIRO's research expertise and capabilities to help them grow and develop their businesses.

Through this program, we continue to support Indigenous science by providing crucial research and development support while protecting ICIP.

Indigenous businesses we have worked with through our program include Ochre Sun, Uncle Charlies, Native Secrets and Rainstick.

Ochre Sun was founded by Waanyi Kalkatunga woman Alan Kennedy to produce sunscreens incorporating Aboriginal knowledge. Supported by CSIRO Kick-Start, Ochre Sun collaborated with biomedical manufacturing researchers to explore native plants' biological properties and develop advanced extraction methods for bioactive compounds.

Outback Academy Australia (OAA) is another inspiring example of an Indigenous-led organisation. Through innovative collaborations with our biomedical manufacturing team and a global skincare company, OAA is driving advancements in the analysis of native botanicals' chemical makeup.

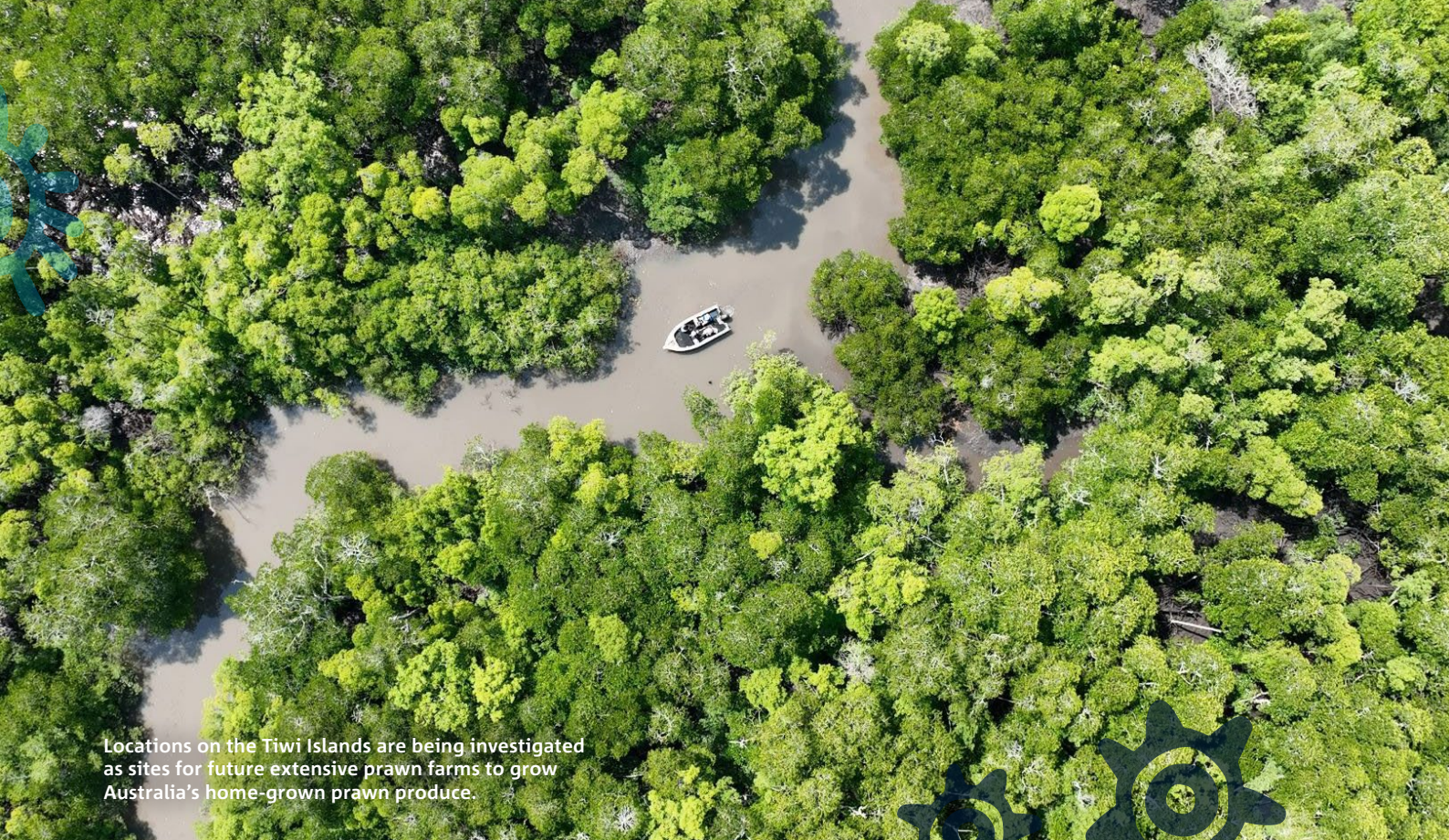
Native Secrets, founded by Bidjara and Kara Kara man Phil Thompson and Wailwan woman Cherie Thompson, preserves traditional medicine practices. By working with CSIRO researchers, Native Secrets explored the bioactive properties of these plants and optimal extraction methods.

'We aim to reignite old conversations and preserve deep knowledge passed down from generation to generation,' Phil Thompson said.

We recently co-hosted a panel discussion with the National Indigenous Australians Association. During the discussion, program alumni Rainstick, Ochre Sun and Native Secrets discussed their business development journeys and our program's role in supporting them to succeed.



Scientist Katherine Locock on Country with Phil Thomson of Dubbo SME Native Secrets.



Locations on the Tiwi Islands are being investigated as sites for future extensive prawn farms to grow Australia's home-grown prawn produce.

CASE STUDY

Indigenous-centred prawn farm collaboration to make a splash on Tiwi Islands

We have partnered with Tiwi Resources and the Portaminni Trust to launch a prawn farm pilot on Tiwi Islands. The pilot farm, featuring 6 one-hectare ponds, aims to establish economic viability and community readiness.

The project embraces a co-design model, ensuring that the development respects Indigenous perspectives and cultural traditions. A recent knowledge exchange trip to Ca Mau, Vietnam, exemplifies this spirit. Traditional Owners and stakeholders travelled alongside researchers, gaining valuable insights into prawn health, farming techniques and sustainable environmental management practices.

Community leaders, like Ron Poantimilui, a Wurankuwu man and Director of Tiwi Resources, expressed strong support for the project, highlighting its potential to create employment and opportunities for future generations.

'I, along with my directors, are very happy with our collaboration with CSIRO over the past few years. This project holds the promise of benefiting my people through generating employment and creating opportunities, not only now but for the many generations to come,' Ron said.

This initiative underscores the importance of collaboration between scientific research and Indigenous knowledge. This prawn farm pilot isn't just about cultivating delicious tiger prawns; it's about building a sustainable and prosperous future, guided by the wisdom of the Tiwi People and innovative science capabilities.

Respect



We believe our customers and partners are essential to our success, and we maintain relevance in our work through input from the public, government, industry and the research community.

Our service charter describes the service standards we aim to deliver to our customers and our commitment to ensuring these are maintained.

Across our research we strive for science excellence, credibility and community trust and ensure that our research is undertaken in a respectful, ethical and transparent manner throughout the waters, lands and seas that we work across.

We have developed and implemented protocols across our organisation to ensure we recognise, value and respect Aboriginal and Torres Strait Islander people's protocols, customs and rights to maintain, control, protect and develop their intellectual property over their cultural heritage, traditional knowledge and traditional cultural expressions, and to be engaged in research that affects or is of particular significance to them.

Reflecting on our insights from our Innovate RAPs, we recognise that cultural awareness and capability development needs will vary across our organisation. Accordingly, we will conduct a regular review of our Cultural Capability Framework to ensure our people are supported to build and maintain respectful relationships with Aboriginal and Torres Strait Islander communities.

Building on the launch and implementation of our Indigenous Cultural and Intellectual Property (ICIP) Principles, we will stretch our commitments to develop an Indigenous Data Governance Framework. We will magnify and promote the benefits of Indigenous Science and knowledges in addressing our greatest challenges.

This theme of our RAP is focused on pride in cultures and histories, adhering to cultural protocols, ethical engagement, building our cultural capabilities, promoting and celebrating Indigenous languages, Free Prior and Informed Consent, valuing Indigenous knowledge systems and Indigenous data.



Uncle Mickey O'Brien delivering a Welcome to Country at the unveiling of Cedric Varcoe's mural at our Waite Campus in South Australia. Cedric is a Ngarrindjeri and Narungga man selected as the Artist in Residence to bring local knowledge and culture into our research facility.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	35. Conduct a review of cultural learning needs within our organisation.	January 2025	Chief People Officer Executive Manager, Indigenous Engagement
	36. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	July 2025	Chief People Officer Executive Manager, Indigenous Engagement
	37. Review and implement a new cultural learning framework with a suite of cultural learning opportunities and delivery options (e.g. online, face to face and cultural immersion) to meet the diverse needs of our staff across the organisation.	December 2025	Chief People Officer Executive Manager, Indigenous Engagement
	38. Commit all IEIC members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	June 2025, 2026, 2027	Chief People Officer
	39. 80% of staff undertake formal and structured cultural learning.	June 2025, 2026, 2027	Chief People Officer Directors, Research Units Directors, Enterprise Units
	40. 80% of staff undertake online learning.	June 2025, 2026, 2027	Chief People Officer Directors, Research Units Directors, Enterprise Units
	41. 20% of staff undertake face-to-face learning.	June 2027	Chief People Officer Directors, Research Units Directors, Enterprise Units
	42. Ensure all supervisors of Aboriginal and Torres Strait Islander staff working in identified roles undertake mandatory cultural awareness training.	January 2025, 2026, 2027	Chief People Officer Indigenous Talent Acquisition Business Partner Directors, Research Units Directors, Enterprise Units
	43. Implement opportunities for our people to undertake cultural immersion activities to build their cultural awareness and capability. This includes secondment opportunities, tailored Traditional Owner cultural activities that align to our research and engagement partnerships, and attendance and participation at significant cultural events and forums.	June 2025, 2026, 2027	Chief People Officer Indigenous Talent Acquisition Business Partner Executive Manager, Indigenous Engagement
	44. Maintain and promote the mandatory training dashboard to report on the completion levels of Aboriginal and Torres Strait Islander cultural awareness training for all Research and Enterprise Unit leaders, and IEIC to access and monitor.	June 2025, 2026, 2027	Chief People Officer
	45. Support staff to participate and engage in cultural learning opportunities underpinned by the cultural learning framework.	June 2025, 2026, 2027	Directors, Research Units Directors, Enterprise Units
	46. Maintain appropriate resources to support ethical and best practice considerations in working with Aboriginal and Torres Strait Islander communities and peoples.	June 2025, 2026, 2027	Director, Integrity Program Executive Manager, Indigenous Engagement
	47. Explore methods for the scientific publishing of oral knowledges in partnership with Traditional Owners.	July 2026	Director Science Connect
	48. Promote and maintain Milka Bama Gala (The way of our Ancestors) cultural learning materials for all CSIRO staff to access.	December 2024	Executive Manager, Indigenous Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Recognise and respect Indigenous science and knowledges and existing relationships and partnerships across CSIRO research activities.	49. Embed Indigenous science and knowledge across the CSIRO Future Science and Technology Plan.	December 2024	Chief Scientist
	50. Implement and maintain the Indigenous engagement dashboard to promote our partnerships with Aboriginal and Torres Strait Islander communities.	December 2024	Director, Indigenous Science and Engagement
	51. Launch and maintain the Indigenous science and engagement mapping platform to better understand the history of research partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations.	December 2024	Director, Indigenous Science and Engagement
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	52. Continue to increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through communicating internal resources and developing new resources and initiatives such as Acknowledgement of Country workshops.	June 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	53. Review, maintain and communicate cultural protocol documents including: <ul style="list-style-type: none"> a. protocols for Welcome to Country and Acknowledgement of Country b. Traditional Owner List for all CSIRO sites c. Traditional Owner contacts for all CSIRO sites. 	June 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	54. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 12 significant events each year, including CSIRO Staff Awards and CSIRO hosted events.	June 2025, 2026, 2027	Executive Manager, Indigenous Engagement Director, Communications
	55. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2027	Directors, Research Units Directors, Enterprise Units
	56. Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2027	Directors, Research Units Directors, Enterprise Units
	57. Across CSIRO owned sites continue to: <ul style="list-style-type: none"> a. display Acknowledgment of Country plaques at 20 of our sites. b. display Acknowledgement of Traditional Owners across all CSIRO meeting spaces c. display the Aboriginal and Torres Strait Islander flags on 20 of our sites. 	June 2027	Director, Business, and Infrastructure Services
	58. Comply with Cultural Heritage requirements across CSIRO owned sites and major long-term leased sites.	June 2027	Director, Business, and Infrastructure Services
	59. Continue to protect and preserve Aboriginal cultural heritage and values at Inyarrimanha Ilgari Bundara, the CSIRO Murchison Radio-astronomy Observatory site.	June 2027	Director, Space and Astronomy
	60. Develop a meaningful Acknowledgement of Country video that is tailored to our people, science and sites.	July 2026	Director, Communications
	61. Develop and promote a framework for engaging with Traditional Owners of Sea Country.	December 2025	Director, National Collections Marine and Infrastructure Director, Environment Executive Manager, Indigenous Engagement
	62. Recognise the Traditional Owners of all sites on our internal and external website.	January 2024, 2025, 2026	Director, Communications
63. Include an Acknowledgement of Country on printed and/or designed materials such as reports, factsheets and posters.	January 2024, 2025, 2026	Director, Communications	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	64. IEIC Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Executive Manager, Indigenous Engagement
	65. Implement guidelines and resources for managers to support Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week.	January 2025, 2026, 2027	Chief People Officer
	66. Monitor and evaluate systems and processes to identify barriers for Aboriginal and Torres Strait Islander staff in accessing NAIDOC leave.	January 2025, 2026, 2027	Chief People Officer Indigenous Talent Acquisition, Business Partner
	67. Support staff to participate in 8 NAIDOC Week events in their local area.	First week in July 2025, 2026	Executive Manager, Indigenous Engagement Directors, Research Units Directors, Enterprise Units
	68. In consultation with Aboriginal and Torres Strait Islander stakeholders, support 2 external NAIDOC Week events each year.	First week in July 2025, 2026	Executive Manager, Indigenous Engagement
	69. Broadcast a webinar (or equivalent) to all staff annually on NAIDOC week.	First week in July 2025, 2026	Director, Communications Executive Manager, Indigenous Engagement
10. Support the International Decade of Indigenous Languages by celebrating and promoting local Aboriginal and Torres Strait Islander languages.	70. In consultation with Traditional Owners, identify and promote Indigenous languages across 3 CSIRO sites and meeting spaces per year.	June 2027	Director, Business and Infrastructure Services Executive Manager, Indigenous Engagement
	71. Develop and implement a new Infrastructure Procedure to support renaming and dual naming opportunities across CSIRO sites, infrastructure and meeting rooms.	December 2024	Director, Business and Infrastructure Services Executive Manager, Indigenous Engagement
	72. Review and communicate the Indigenous language protocol document to all our staff.	January 2025	Executive Manager, Indigenous Engagement
	73. Promote Indigenous languages across our internal and external publications including Double Helix magazines, CSIRO reports and publications.	December 2024, 2025, 2026	Director, Science Connect Directors, Research Units Directors, Enterprise Units
	74. Support Aboriginal and Torres Strait Islander staff who regularly use an Indigenous language in their role to receive a community language allowance and support to study an Indigenous language.	December 2024, 2025, 2026	Chief People Officer
11. Ensure that CSIRO research engages ethically with Aboriginal and Torres Strait Islander communities.	75. Maintain CSIRO's ethical standards and obligations to ensure Aboriginal and Torres Strait Islander peoples are engaged on research that is significant to Aboriginal and Torres Strait Islander peoples.	June 2027	Directors, Research Units Director, Integrity Program Executive Manager, Indigenous Engagement
	76. Identify and implement improvements to CSIRO research procedures, forms and guidelines to uphold the rights of Aboriginal and Torres Strait Islander peoples.	June 2027	Director, Integrity Program

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Respect and recognise the rights of Aboriginal and Torres Strait Islander peoples to maintain, control, protect and develop their cultural heritage, traditional knowledge, and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures and designs.	77. Continue to implement CSIRO's ICIP Principles.	June 2027	Deputy Chief Executive Chief Legal Officer Executive Manager, Indigenous Engagement
	78. Promote CSIRO's ICIP Principles publicly on CSIRO's websites and publications.	December 2024	Deputy Chief Executive Chief Legal Officer Executive Manager, Indigenous Engagement
	79. Deliver at least 2 training sessions to increase staff awareness of the ICIP Principles.	June 2025, 2026, 2027	Deputy Chief Executive Chief Legal Officer Executive Manager, Indigenous Engagement
	80. Develop and implement an online learning module on the ICIP Principles for all staff to access.	June 2025	Deputy Chief Executive Chief Legal Officer Executive Manager, Indigenous Engagement
	81. Develop an Indigenous Data Governance Framework that aligns to the principles of Indigenous Data Sovereignty and Indigenous Data Governance.	June 2026	Director, Indigenous Science and Engagement Director, Digital Office Director, Information Management and Technology
	82. Deliver training and development activities to increase staff awareness and understanding of Indigenous Data Sovereignty and Indigenous Data Governance (with a focus on CARE principles).	June 2025, 2026, and 2027	Director, Indigenous Science and Engagement Director, Digital Office Director, Information Management and Technology
	83. Deliver initiatives to build the capability of the broader research sector and Aboriginal and Torres Strait Islander communities, through best practice examples that adhere to the principles of Indigenous Data Sovereignty and Indigenous Data Governance.	June 2026	Director, Indigenous Science and Engagement
	84. Deliver initiatives to build data literacy, data stewardship and technical capability for Aboriginal and Torres Strait Islander peoples and communities, and support initiatives for digital infrastructure that align with Aboriginal and Torres Strait Islander priorities.	June 2027	Director, Indigenous Science and Engagement Directors, Research Units Directors, Enterprise Units



The Festival's over-riding cultural mission is to provide a contemporary environment for the expression and presentation of traditional Yolngu knowledge systems and customs, and to share these practices in an authentic Yolngu setting.

CASE STUDY

Stronger connections, richer culture: CSIRO at Garma

Since 2018, we have sent 4 delegations of staff to participate in the Garma Festival, Australia's largest Indigenous gathering of the year. Our people who attend Garma celebrate and learn from the rich culture, traditions and deep knowledge of the Yolngu People of north-east Arnhem Land. Garma is a term that means 'two-way learning process' in Yolngu Matha (the local language of the area), and the festival is a powerful opportunity to learn about the importance of community and embracing diverse perspectives and new ideas.

The annual event brings together around 2,500 community, business and political leaders from across Australia and around the world to immerse in Yolngu culture and discuss and debate many of Australia's most pressing issues.

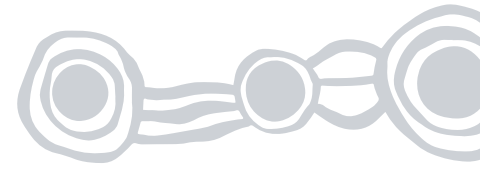
In 2023, our Chief Scientist at the time, Bronwyn Fox, attended the festival. Bronwyn found the experience deeply impactful.

'It was an incredible privilege to be part of an event so full of opportunities to learn first-hand and to be challenged intellectually, spiritually and emotionally. All of us came away with a better, deeper sense for Indigenous knowledge systems, customs and culture, and everything we learnt will help the way we respectfully integrate Indigenous voices, values, knowledge and perspectives in our decision-making,' Bronwyn said.

'CSIRO is totally committed to building stronger, respectful relationships with Aboriginal and Torres Strait Islander peoples through scientific knowledge sharing, education, employment opportunities and mutually beneficial partnerships that can deliver a positive benefit for Australia.'

CASE STUDY

Honouring knowledge through collaboration: the power of CSIRO's ICIP Principles



CSIRO's Indigenous Cultural and Intellectual Property (ICIP) Principles demonstrate our commitment to protecting Traditional Knowledge and cultural materials and expressions. These Principles are guided by 4 core commitments to ensure respectful engagement with Aboriginal and Torres Strait Islander people, communities and organisations.

ICIP encompasses stories, art, cultural practices, materials, expressions and Traditional Knowledge connected to that community's lands and waters. This knowledge is often transmitted orally, through cultural objects, sites, artefacts and ceremonies. ICIP is dynamic, passed down through generations, and can evolve over time while retaining its cultural significance. It embodies the collective identity and heritage of Aboriginal and Torres Strait Islander peoples and is crucial to their ongoing cultural preservation and continuity.

We collaborate closely with Indigenous knowledge holders to ensure any access, recording, use and archiving of ICIP follows cultural protocols. We believe in fair and equitable distribution of the benefits from using ICIP, ensuring appropriate attribution and recognition.

Informed by our collaborations with Aboriginal and Torres Strait Islander communities and organisations, we have learned how to be a better research partner. This means doing things ethically, aiming for results that benefit everyone and respects ICIP.

Our collaboration with Traditional Knowledge holders, including the Gulumoerrgin, Gooniyandi and Ngan'gi People on the co-production of seasonal calendars, exemplifies how we put our ICIP Principles into action.

Dr Emma Woodward supported a collaborative effort to document and translate Indigenous knowledge into a format that respects the unique and highly localised ecological knowledge of these groups. The seasonal calendars are a tool for communicating their understanding of Country. They also support learning about Indigenous values, knowledge systems and connection to place – all essential parts of their cultural heritage and Traditional Knowledge.



Members of the Gulumoerrgin (Larrakia) language group, from the Darwin region in the Northern Territory, partnered with CSIRO to create a calendar showcasing their seasonal ecological knowledge. Credit: Lorraine Williams, Judith Williams, Maureen Ogden, Keith Risk, Anne Risk and Emma Woodward. Gulumoerrgin Seasons (calendar): Larrakia, Darwin, Northern Territory, Australia, 2012.

The typical Western four-season calendar often falls short in capturing Australia's intricate weather patterns and ecological relationships. That's where the wisdom of Aboriginal and Torres Strait Islander peoples, Australia's first scientists, comes to the fore.

'The ICIP Principles draw from the lessons we have learnt already from working with Indigenous peoples and their knowledge, and are important in guiding the organisation in a common, respectful approach as we continue to partner with Aboriginal and Torres Strait Islander peoples into the future,' Dr Emma Woodward said.

Co-creating the seasonal calendars with Indigenous partners shows the importance of recognising their knowledge and values. Indigenous-led research highlights the need to protect and promote ICIP. Aligning with our ICIP Principles, the Indigenous seasonal calendars show respect for the cultural heritage and Traditional Knowledge that Indigenous peoples share and encourages respectful collaboration between Indigenous communities and researchers.

The development of the ICIP Principles involved collaboration with external experts, including Dr Terri Janke and the CSIRO Indigenous Advisory Group.



SKA-Low Field Technician Lockie Ronan preparing SKA-Low telescope antennas for assembly on Country. Credit: SKAO

CASE STUDY

Reaching for the stars on Country

CSIRO and the international SKA Observatory (SKAO) have worked together with representatives from the Wajarri community to create more job opportunities on Country for Aboriginal and Torres Strait Islander people. Australia is a member of the SKAO, a global collaboration to build the world's largest and most capable radio telescopes in Australia and South Africa, designed to answer some of the biggest questions about our Universe.

The SKAO is partnering with us in Australia to build and operate the SKA-Low telescope on Wajarri Yamaji Country in Western Australia.

The SKA-Low field technician staff are a key part of the SKA-Low telescope build. Together with the SKAO, we have hired a number of Indigenous field technicians as part of a pilot employment program, co-designed and delivered with representatives from the Wajarri community and Central Regional TAFE in Geraldton, Western Australia.

The field technicians spend the majority of their work time out on Country at Inyarrimanha Ilgari Bundara, our Murchison Radio-astronomy Observatory, gaining hands-on experience in the field while they assemble and install the 131,072 antennas that will make up the SKA-Low telescope. The first antenna was installed by Wajarri members of the team in March 2024.

SKA-Low field technician Lockie Ronan said it meant a lot to be working on such a revolutionary project.

'It also means a lot to me spiritually that I get to be out on Country, connecting with the land and my culture while I work.'

'It's a great team, we all bring different aspects to the group, but we've quickly learned how to work together and get through any challenges that come up.

'My parents and grandparents are proud and ecstatic to know I'm out here working on this project on my Pop's land.'

The field technician roles not only support staff in developing the skills needed to build a telescope. They are ensuring the technicians will have long-term benefit, developing skills and gaining licenses that will be transferable to other industries, such as telecommunications and mining.

The SKA-Low telescope is hosted in Australia through the support of the Australian and Western Australian governments.

We acknowledge the Wajarri Yamaji as Traditional Owners and Native Title Holders of Inyarrimanha Ilgari Bundara, the CSIRO Murchison Radio-astronomy Observatory site.

CASE STUDY

Cotton research facility names buildings in Gamilaroi language

Maruma-li, Mara galgaa and Ngurrugu gunthi became the Gamilaroi names for new buildings at CSIRO's upgraded cotton research facilities at Myall Vale in New South Wales in recognition of the local Traditional Owners, the Gamilaroi People.

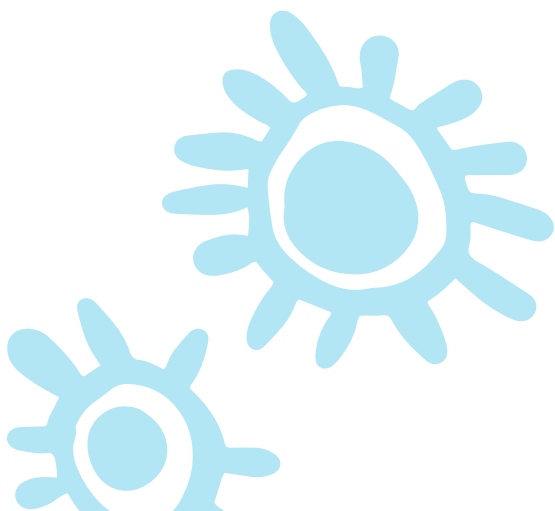
We contributed to the celebration of this naming, liaising with Indigenous staff and local Gamilaroi Elders to share some of the history and contributions Indigenous Australians have made to the community and to the local cotton industry.

These contributions have gone on to help create wealth for the Australian cotton industry as a whole. We conducted interviews with our people and Elders, chronicled the event with photography and published an article during National Reconciliation Week.

We also supported the ceremony with catering from FigJam & Co, an Indigenous-owned catering company in Brisbane, transporting it to Myall Vale for the naming event.



Maruma-li, Mara galgaa and Ngurrugu gunthi are the Gamilaroi names for new buildings at our upgraded cotton research facilities at Myall Vale, NSW.





Sarah's outfit proudly incorporates her mob's colours with an Aboriginal flag heart on her hat and black, red and yellow face paint and eyeshadow.

CASE STUDY

Deadly Sydney Mardi Gras capers

CSIRO celebrates the Sydney Mardi Gras each year to actively demonstrate to current and future employees that they can bring their whole selves to work. We celebrate Mardi Gras' message of inclusion and respectful relationships, and this year (2024) we took the opportunity to deliberately make this inclusion part of our commitment towards reconciliation. Planning for this annual celebration focused on inclusion and celebrating every unique individual, from customising costumes and makeup to encouraging the use of pronouns, to the weekend's varied activities. We intentionally planned to help everyone feel valued and have a sense of belonging.

One of the ways we did this was by creating customised rainbow capes in the colours of the Aboriginal and Torres Strait Islander flags, as a special gift to Indigenous staff. They proudly wore their 'deadly' capes as they danced in the parade to music including songs by Darwin-born Aboriginal artist, Jessica Mauboy.

We were privileged to share some of our marchers' stories on our digital channels as part of the campaign. One story featured Sarah Landers, a Dieri woman who works as an academic coordinator for CSIRO's Young Indigenous Women's STEM Academy to empower the next generation of female STEM leaders. Sarah expressed her happiness and appreciation for sharing her story.

'There are few places where I feel I can truly be myself, and it's incredible to count my workplace as one,' Sarah said.



CASE STUDY

Yarning around Sydney Mardi Gras

CSIRO is dedicated to building our capability to develop, cultivate and sustain respectful relationships with Aboriginal and Torres Strait Islander peoples.

One way we demonstrated this was by holding a 'Rainbow Yarns' session, online and in-person, where marchers and supporters in our annual Mardi Gras parade could safely share their lived experience.

Having sought input and advice from our Indigenous Engagement team, we deliberately chose the word 'yarn' for these sessions because we wanted to create a culturally safe environment for storytelling, respecting the ethos of Indigenous yarning circles.

We began each meeting by explaining the meaning of a *yarn*, consciously acknowledging that we were using the word appropriately and in its intended Indigenous context.

Louisa Warren, a proud Torres Strait Islander woman who hails from Badu Island, hosted an in-person *Rainbow Yarn* over the parade weekend where Dieri woman Sarah Landers and others shared their stories.

'It's public actions like Mardi Gras that really speak to the culture and values of an organisation. As an ally it's so important that we show up and walk the talk and show our actions means more than words,' Louisa said.



CSIRO's 2024 Sydney Mardi Gras Parade Team included our largest-ever number of Aboriginal and Torres Strait Islander marchers.



Our Rainbow Yarns were designed to foster a sense of community and create psychological safety. The Yarns included discussions on neurodiversity, Aboriginal and Torres Strait Islander representation, Queers in Science, and CSIRO's diversity, inclusion and belonging strategy.

Opportunities



At CSIRO, we partner and engage nationally and internationally to deliver benefits to Australia. This includes partnering with Aboriginal and Torres Strait Islander communities, organisations and businesses to deliver positive benefits, new jobs and economic growth.

We also recognise that we are uniquely positioned to facilitate new opportunities for Aboriginal and Torres Strait Islander communities, organisations and businesses through our existing partnerships with industry, government, universities and international stakeholders.

Through our existing programs, we will engage with Aboriginal and Torres Strait Islander businesses to access research and development by delivering research or technology solutions directly to their core business. Similarly, we will seek opportunities to work towards our targets of Indigenous-owned businesses engaged in our procurement opportunities at CSIRO.

We recognise Aboriginal and Torres Strait Islander peoples' rights to self-determination, and will continue to increase Indigenous-led science by fostering collaborative partnerships through small-, medium- and large-scale multidisciplinary science priorities identified by Aboriginal and Torres Strait Islander people, communities and organisations.

We remain committed to becoming an employer of choice for Aboriginal and Torres Strait Islander staff and will continue to review and evaluate our progress to improve the pathway for the next generations of Indigenous scientists.

This theme of our RAP is focused on employment, professional development, career progression and retention of Aboriginal and Torres Strait Islander staff, procurement with Indigenous owned enterprises, science education, economic development and enabling Indigenous-led science.



Field technician Zac George attaches Low Noise Amplifiers to the top of an antenna of ambitious multinational SKA-Low radio telescope on Wajarri Yamaji Country in Western Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	85. Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	December 2024	Chief People Officer Indigenous Talent Acquisition Business Partner
	86. Review and update the Aboriginal and Torres Strait Islander Employment Strategy.	December 2024	Chief People Officer Indigenous Talent Acquisition Business Partner
	87. Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2025, 2026, 2027	Chief People Officer Indigenous Talent Acquisition Business Partner
	88. Amplify and build our reputation as a leader in Aboriginal and Torres Strait Islander employment and an employer of choice. This includes to: <ul style="list-style-type: none"> a. develop and implement an Employee Value Proposition (EVP) for the organisation b. evaluate and impact report on employee experiences c. attend National and local Career events d. publish best-practices for Aboriginal and Torres Strait Islander Employment on the CSIRO website. 	June 2025	Chief People Officer Indigenous Talent Acquisition Business Partner
	89. Develop and implement an Indigenous employment dashboard that supports the Aboriginal and Torres Strait Islander Employment Strategy.	December 2024	Chief People Officer Indigenous Talent Acquisition Business Partner
	90. Conduct a regular review of CSIRO's HR procedures to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2025, 2026, 2027	Chief People Officer
	91. Engage with the Indigenous Talent team to review policies and procedures (including students, affiliates and contractors) that impact Aboriginal and Torres Strait Islander peoples.	June 2025	Chief People Officer
	92. Review all employment and student programs to ensure inclusion of Aboriginal and Torres Strait Islander peoples.	June 2025	Chief People Officer Indigenous Talent Acquisition Business Partner
	93. Implement recommendations to remove barriers to Aboriginal and Torres Strait Islander participation across our employment policies, procedures and programs.	December 2025	Chief People Officer Indigenous Talent Acquisition Business Partner
	94. Aboriginal and Torres Strait Islander employees to be supported in professional development opportunities and/or programs aimed at advancing career progression.	December 2024, 2025, 2026	Chief People Officer Indigenous Talent Acquisition Business Partner Directors, Research Units Directors, Enterprise Unit
	95. 3% Aboriginal and Torres Strait Islander employees in management and senior level positions.	January 2026	Chief People Officer Indigenous Talent Acquisition Business Partner Directors, Research Units Directors, Enterprise Unit
96. Increase Aboriginal and Torres Strait Islander employment to 5% at organisation level and 3% at CSIRO Officer and Research Unit/Enterprise Unit levels.	June 2026	Chief People Officer Indigenous Talent Acquisition Business Partner Directors, Research Units Directors, Enterprise Unit	
97. Implement the Aboriginal and Torres Strait Islander Employment Strategy and regularly report on progress.	June 2027	Directors, Research Units Directors, Enterprise Unit	
98. Strengthen the pipeline between the Education and Outreach Programs alumni network of Aboriginal and Torres Strait Islander STEM professionals and the Indigenous Talent team.	June 2026	Chief People Officer Indigenous Talent Acquisition Business Partner Director, Science Connect	
99. Identify opportunities to build the pipeline of Aboriginal and Torres Strait Islander authors and editors to support CSIRO's publishing efforts.	December 2025	Director, Science Connect	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	100. Continue to implement the Aboriginal and Torres Strait Islander procurement strategy.	June 2025, 2026 and 2027	Director, Finance Directors, Research Units Directors, Enterprise Unit
	101. Continue to maintain a list of Aboriginal and Torres Strait Islander suppliers engaged by us and explore opportunities to attend Indigenous business fairs and exhibitions.	September 2025, 2026	Director, Finance Executive Manager, Indigenous Engagement
	102. Identify and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024, 2025 and 2026	Director, Finance
	103. Monitor and evaluate the Indigenous Procurement Strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025 and 2026	Director, Finance
	104. Maintain commercial relationships with at least 10 Aboriginal and/or Torres Strait Islander businesses.	June 2027	Directors, Research Units Directors, Enterprise Units
	105. Continue to progress towards CSIRO targets to achieving 3% of the value of eligible procurements being awarded to Indigenous businesses.	June 2027	Director, Finance
	106. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2024, 2025 and 2026	Director, Finance
	107. Identify opportunities to support the participation of Indigenous-owned enterprises in our business capability development programs that connect Australian researchers to small businesses.	June 2027	Director, Science Connect
	108. Design for Country Principles included in CSIRO construction design requirements and grounds planning.	June 2027	Director, Business and Infrastructure Services
15. Increase access to science education for Aboriginal and Torres Strait Islander peoples.	109. Continue to develop and implement a range of programs that increase access to science education for Aboriginal and Torres Strait Islander peoples.	June 2027	Director, Science Connect
	110. Continue to support 2 Aboriginal and Torres Strait Islander tertiary students per year to join voyages of the RV Investigator through the Indigenous Time at Sea Scholarship (ITSS) Program.	June 2027	Director, National Collections and Marine Infrastructure
16. Continue to support Indigenous-led and/or co-developed research activities in areas that address aspirations, opportunities and challenges prioritised by Aboriginal and Torres Strait Islander peoples, communities and organisations.	111. Continue to deliver the Indigenous Science and Engagement Program to ensure the knowledge and contributions of Aboriginal and Torres Strait Islander peoples are valued and recognised within our national research and innovation landscape.	June 2027	Director, Indigenous Science and Engagement
	112. Maintain relationships with 11 universities to create further opportunities for research and pathway collaborations.	June 2027	Director, Indigenous Science and Engagement
	113. Increase engagement and partnerships with Aboriginal and Torres Strait Islander communities to address Indigenous-led research aspirations and/or co-designed research priorities.	June 2025, 2026, 2027	Director, Indigenous Science and Engagement Directors, Research Units
	114. Identify and deliver opportunities for Aboriginal and Torres Strait Islander peoples working in research at CSIRO to strengthen relationships and/or partnerships with international Indigenous and First Nations researchers.	June 2027	Director, Indigenous Science and Engagement

CASE STUDY

Indigenous Traineeship Program: Isaak Kadel

Isaak Kadel is a proud Torres Strait Islander man hailing from the Semsep tribe of Erub (Darnley) Island. He started his career at CSIRO in 2015 through our traineeship program. After a year of honing his lab skills at TAFE and gaining hands-on experience working alongside CSIRO researchers, Isaak transitioned to a research assistant role.

‘The traineeship program provided me with an opportunity to start a career in CSIRO that I wouldn’t otherwise have known was available,’ Isaak reflected.

Isaak works in aquaculture, conducting experiments and collecting data to improve sustainability, efficiency and cost-effectiveness. He works to find practical solutions for challenges facing the aquaculture industry. His work has involved developing and testing aquaculture feed and ingredients to reduce reliance on wild fish products and minimise environmental impact.

Currently, Isaak is working on developing his skills in microalgae production – an essential food source for many aquatic species during early larval stages.

A trip back to Erub Island solidified Isaak’s connection between traditional practices and his scientific role.

‘Seeing our family’s fish traps, used for generations to manage fish populations, was a powerful reminder,’ he said. ‘My work in aquaculture aims to achieve the same goal, but on a much bigger scale.’

Isaak’s dedication was recognised when he was selected to represent Agriculture and Food in CSIRO’s RAP governance committee, the Indigenous Engagement Implementation Committee. Isaak provides strategic oversight for CSIRO’s reconciliation efforts and is an advocate for increasing Aboriginal and Torres Strait Islander employment and educational opportunities within the organisation.



Torres Strait Islander researcher Isaak Kadel connecting science and community at the 2023 Garma Festival.

‘Since joining as a trainee, I’ve been provided many opportunities to develop skills and knowledge in different areas,’ Isaak said.

‘Working with people who have years of experience and seeing where other Aboriginal and Torres Strait Islander staff have taken their career within CSIRO gives me confidence in taking on new challenges and opportunities to grow.’

Isaak is a firm believer in sharing his expertise to help create a more sustainable future for his community and the environment.



CASE STUDY

Indigenous Cadetship Program: Zane Court

Zane Court is a proud descendant of the Gunggandji people and grew up on Yirrganydji and Djabugay Country.

Zane works as a Research Technician in our Collaborative and Adaptive Futures team helping to bridge the gap between Indigenous knowledge and Western science. He started with CSIRO in 2021 through our Indigenous Cadetship program.

‘Through co-designed projects led by Traditional Owner Groups during my cadetship, I gained insights into the vital interplay between Indigenous knowledge systems and scientific practices, enriching Western science’s capacity to effectively steward the multifaceted environments across Australia, while also emphasising the significance of caring for Country.’

Growing up, Zane learned firsthand the importance of caring for Country from Traditional Owners in the Gulf of Carpentaria. He also learned from a young age about the importance of connection to Country from his mother who worked in native title. This sparked Zane’s interest in STEM, when he saw the missing link between Indigenous knowledge and Western science, governance and policy.

Zane completed his Bachelor of Environmental Practice at James Cook University, Cairns. During Zane’s cadetship, he contributed to several significant projects, including:

- **Great Barrier Reef Foundation 2050 Strategic Plan:** Supporting the *Strong People – Strong Country* framework initiative.
- **Indigenous Protected Areas Project:** Conducting analysis and compiling a report by filtering qualitative and quantitative data.
- **Shark Bay Project:** Assisting with the development of GIS mapping tools to illustrate temporal patterns for the Malgana community.

These experiences enabled Zane to contribute to Indigenous led research, building both his technical expertise and community engagement skills.



Zane is passionate about making a positive impact on the environment and for Indigenous communities. His unique perspective and knowledge make him a valuable member of the team.



Palawa man Joshua Struthers combines his passion for chemistry and culture at CSIRO, working on botanical pharmaceuticals and combating antimicrobial resistance.

CASE STUDY

Indigenous Graduate Program: Joshua Struthers

Joshua Struthers, a proud Palawa man from Tasmania, has always been passionate about both his Indigenous heritage and the wonders of science. After graduating high school, he followed his passion and studied science and chemistry at Latrobe University.

Josh's interest in science started at school and grew throughout his academic journey. While studying, he gained valuable hands-on experience working in a hospital laboratory, conducting tests on saliva, blood and plasma. This not only boosted his scientific knowledge but also uncovered his enjoyment of research.

In 2023, Josh joined CSIRO's botanical pharmaceuticals team as part of our inaugural Indigenous Graduate Program, where he works on various projects that bridge biology and chemistry. He finds particular purpose in working with Aboriginal and Torres Strait Islander-owned businesses. These collaborative projects allow Josh to work with different communities and learn about their Traditional Knowledges and Science and how it can be interwoven with Western science to create new products using Australia's unique flora.

'I feel incredibly fortunate to be part of the botanical pharmaceuticals team at CSIRO, where I can combine my passion for chemistry with my culture. Working on collaborative projects with Indigenous-owned businesses has truly furthered my knowledge. I am grateful for the opportunity to contribute to the development of new products that utilise Australia's unique flora, and to be part of a team that fosters a culture of knowledge sharing and problem-solving.'

Josh's current focus has shifted to tackling the critical issue of antimicrobial resistance. As part of his graduate program, Josh is pursuing an honours degree at Monash University. Here, he's working alongside a team of CSIRO scientists to explore the potential of artificial intelligence in predicting molecules that could lead to the development of new antibiotics. This is a cutting-edge area of research, one that holds promise for developing new treatments to combat resistant infections in the future.

CASE STUDY

Kyah Chewying's journey in science

The ocean has been a constant presence in Kyah Chewying's life. As a proud member of the Walbunja mob, Saltwater People from Yuin Country in New South Wales who have been connected to the water for generations, Kyah's childhood was filled with adventures on the shores of Moruya.

Alongside her father and grandfather, she spent holidays, weekends and any spare time exploring the wonders of the marine environment. This connection to the water and its inhabitants is foundational to her journey in science.

Inspired by this, Kyah's passion for science grew further in 2018 during a week of work experience with CSIRO's Cotton Fibre Quality team in Canberra.

She pursued a Bachelor of Science degree (Applied Ecology and Sustainability), fuelling her knowledge and solidifying her desire to make a positive impact. This ambition led her to apply for the CSIRO Indigenous Cadetship Program in 2020. This program proved instrumental, allowing Kyah to gain valuable research experience with seagrass species while completing her university studies.

'I was thrilled to be part of the cadetship program with CSIRO where I could bring my culture and scientific knowledge together,' Kyah said.

'Seagrass is both scientifically and culturally important. By identifying the biochemical and structural differences between species, I wanted to raise awareness about its importance,' she said.

Following her graduation in 2023, Kyah completed her Honours program in Marine Science, focusing on the relationship between kelp gardens and urchin barrens. This project involved the intersection of scientific methods and oral histories, allowing Kyah to explore how habitat changes can be understood from diverse perspectives.

Kyah's university experience wasn't without its challenges. The disruptions caused by COVID-19 closures made hands-on learning difficult. Fortunately, the flexibility offered by CSIRO ensured she could still gain valuable experience in both the lab and the field.



Walbunja woman and research technician Kyah Chewying on a fieldwork trip at Batemans Bay collecting seagrass during her cadetship. Credit: Kyah Chewying

After completing her honours program, Kyah transitioned to our Research Fellowship Graduate Program where she works on a *National Environmental Science Program* (NESP) project at CSIRO. On this project, Kyah is researching the challenges Traditional Owners face in restoring Sea Country. Here, Kyah's combined scientific knowledge and cultural understanding proved invaluable.

'I feel incredibly fortunate to have had the opportunity to work on such an important project that benefits the environment and involves working closely with Traditional Owners to effectively restore their vital ecosystems,' Kyah reflected.

Currently, Kyah is a PhD student at the University of Wollongong, delving deeper into the realm of marine ecosystems. Through the CSIRO Indigenous Fellowship Program, she continues her work on the NESP project, dedicating one day a week to this important initiative.

Kyah's dedication extends beyond research.

'I also believe that inviting new voices to the table is essential and long overdue,' she said. 'I'm committed to making that happen by showcasing the positive impact of Indigenous peoples' learnings, skills, knowledge and understanding of modern science.'

Kyah's journey is a testament to her curiosity, cultural connection and unwavering commitment to science.



Sophie Gilbey puts Indigenous knowledge at the forefront of her research into water use by gum trees.

CASE STUDY

From Jillaroo to scientist: Sophie Gilbey's journey

Sophie Gilbey, an Alyawarr woman whose family now resides in Mount Isa, Queensland, is passionate about nature and animals. Her journey to becoming an environmental scientist has been both exciting and inspiring.

During high school, Sophie found her studies uninteresting but loved horses. She decided to leave school and work on a cattle station in the bush as a jillaroo. For 5 years she worked on the land, gaining practical knowledge about living on Country.

After that, Sophie joined the Lake Eyre Basin Rangers, working with Aboriginal rangers on the Queensland side of the Kati Thanda (Lake Eyre) basin. Her job was to search for and count various plants and animals, learning about healthy ecosystems and how to protect and care for them.

Sophie's curiosity about the natural world kept her asking questions, and she was inspired by the answers she received from scientists. This realisation sparked her desire for a deeper understanding of the world around her.

Sophie enrolled in a bridging course to prepare for university. She then moved to Adelaide to study environmental science at Flinders University. During her degree, she participated in 2 research trips to South Africa to study large mammals and surveyed animals just outside of Alice Springs.

Once she completed her degree, Sophie joined CSIRO in 2020, working with the Young Indigenous Women's STEM Academy. She then received a scholarship to travel from Darwin to Perth on the CSIRO Research Vessel (RV) *Investigator*, a floating science lab capable of scanning undersea mountains and discovering new species.

Currently, Sophie is back on Country working as an ecohydrologist and as part of a larger team is researching how much water gum trees use, especially those near frequently flooding rivers. She conducts field trips to measure the water use of trees in various areas for comparison.

She also collaborates with local Aboriginal communities, gathering their input on the research and determining the most important places and things to protect.

'I've gone from working the land to caring for it, to now learning how to protect it with science – both from an Indigenous science and Western science perspective,' Sophie said.

CASE STUDY

From student to mentor: Hannah McCleary's path and the Indigenous Time at Sea Scholarship

Hannah, a Palawa woman from Nipaluna/Hobart Tasmania, is an Academic Coordinator for Victoria and Tasmania with the Young Indigenous Women's STEM Academy at CSIRO.

Hannah's journey into STEM began in Year 10 when she was accepted into the prestigious CSIRO ASSETS program. This summer school initiative, designed to foster excellence in technology and science among Aboriginal and Torres Strait Islander students, was a turning point in her life. During 2 weeks in Townsville, she became captivated by the world of STEM, setting her on a path that led to her current role at CSIRO.

In 2019, Hannah joined the CSIRO Cadetship program, seizing the opportunity to help develop and implement a new project, the Indigenous Time at Sea Scholarship on CSIRO research vessel (RV) *Investigator*.

'It is an honour to have been given a chance to contribute to a project that is making such a significant impact. The scholarship, which gives Aboriginal and Torres Strait Islander university students the opportunity to embark on a voyage aboard the RV *Investigator*, is an incredible initiative,' Hannah said.

Through the scholarship, students gain valuable at-sea research experience, working alongside scientists and technicians to support Australia's atmospheric, oceanographic, biological and geoscience research. The program supports 2 students on identified voyages, provides ongoing support and mentoring, and offers potential employment opportunities with CSIRO.

Hannah graduated with honours in 2022 and started with CSIRO in her role with the Young Indigenous Women's STEM Academy. She regularly visits schools to motivate young Indigenous women to pursue a STEM career.

Hannah offered inspiring advice to people who want to follow in her footsteps.



Palawa woman and Young Indigenous Women's STEM Academy Academic Coordinator, Hannah McCleary.

'CSIRO is an innovative organisation that offers diverse opportunities for everyone. Sometimes putting your hand up for opportunities can be intimidating, but don't doubt yourself. You have valuable skills and expertise and can contribute to the organisation's success in a unique way. It's important to build your network and support system. Be confident in yourself and your abilities,' she said.

CASE STUDY

Empowering the next generation: Indigenous STEM education

Aboriginal and Torres Strait Islander peoples are the world's oldest continuous practitioners of science, technology, engineering and maths (STEM). CSIRO's Indigenous STEM education programs bridge the gap between this rich knowledge and the curriculum to enable the next generation of Indigenous scientists, technologists, engineers and mathematicians.

By connecting Indigenous and non-Indigenous STEM professionals with classrooms and extension activities, we create a learning environment that honours and integrates Aboriginal and Torres Strait Islander science knowledge into the curriculum to inspire students and educators.

We also champion Indigenous STEM professionals, recognising their contributions and cultural connection. These role models serve as mentors, participate in school programs and camps, and inspire the next generation to pursue careers in STEM fields.



The Young Indigenous Women's STEM Academy met with NASA's Deputy Administrator and retired astronaut, Pamela Melroy, to exchange knowledge in a yarning circle.



CSIRO's award winning Young Indigenous Women's STEM Academy is a national program for young Aboriginal and/or Torres Strait Islander women from high school through to higher education, tertiary pathways and graduate employment.

Young Indigenous Women's STEM Academy

This award-winning program empowers young Indigenous women by connecting them with meaningful STEM education and career opportunities. Through tailored mentorship, workshops, hands-on experiences and support from high school to higher education, the Academy equips future leaders with the skills and confidence to thrive in the STEM workforce. In collaboration with families, schools, universities and industry partners, the Academy creates a supportive network that encourages these young women to excel in traditionally underrepresented fields. The Academy exceeded its enrolment goal of 500 students by 2029 almost 5 years ahead of schedule, demonstrating its popularity and impact. Notably, 97 per cent of the Academy staff are Aboriginal and Torres Strait Islander women.

Deadly in Generation STEM

This program uses culturally relevant activities and resources to increase the engagement and retention of Aboriginal and Torres Strait Islander students in STEM educational pathways in the Illawarra-Shoalhaven, Moree-Narrabri and surrounding areas. By showcasing the practical applications of STEM in their local communities, Deadly in Generation STEM helps students see the power of STEM in their own lives.





With thanks to Chevron Australia, we recently brought Pilbara Educators together for a Living STEM workshop. Credit: CSIRO Education and Outreach, Living STEM



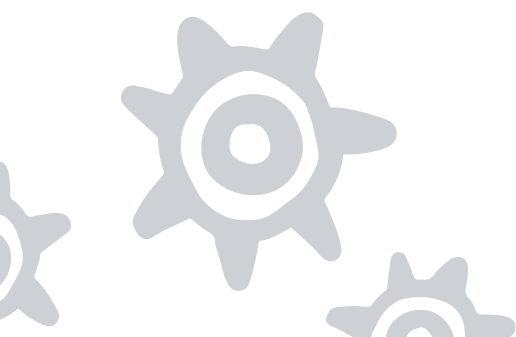
Living STEM

This teaching support program, sponsored by Chevron Australia, is co-led with local Elders. It highlights the value of Indigenous ecological knowledge and relevance to contemporary challenges by opening the school gates and connecting Country to classroom. Living STEM supports over 25 schools in Western Australia, building relationships with local Indigenous knowledge holders, co-creating science inquiry projects and building student interest in STEM. Students learn about sustainable practices, biodiversity and the significance of land management from an Indigenous lens in their own community. The program’s inaugural showcase event drew over 90 participants, engaging many local Indigenous suppliers and professionals and creating a deeply connected event for the community in Karratha and surrounds.

STEM Together Future Shapers

Tailored experiences and resources are central to this program, which targets students in Years 5–10 to build confidence, capability and connection with STEM including Indigenous science. It prioritises young people who identify as either Aboriginal and/or Torres Strait Islander students, girls, or those from regional schools or lower opportunity areas. In 2024, over half the Young Future Shapers cohort were Indigenous.

CSIRO’s Indigenous STEM programs are more than just education initiatives. They connect regional, rural and metro communities, creating a more diverse and inclusive STEM community. By investing in Aboriginal and Torres Strait Islander students and their educators, these programs are laying the groundwork for a future where everyone has the opportunity to excel in STEM fields, while recognising and honouring the invaluable contributions of Indigenous people as Australia’s First Scientists.



CASE STUDY

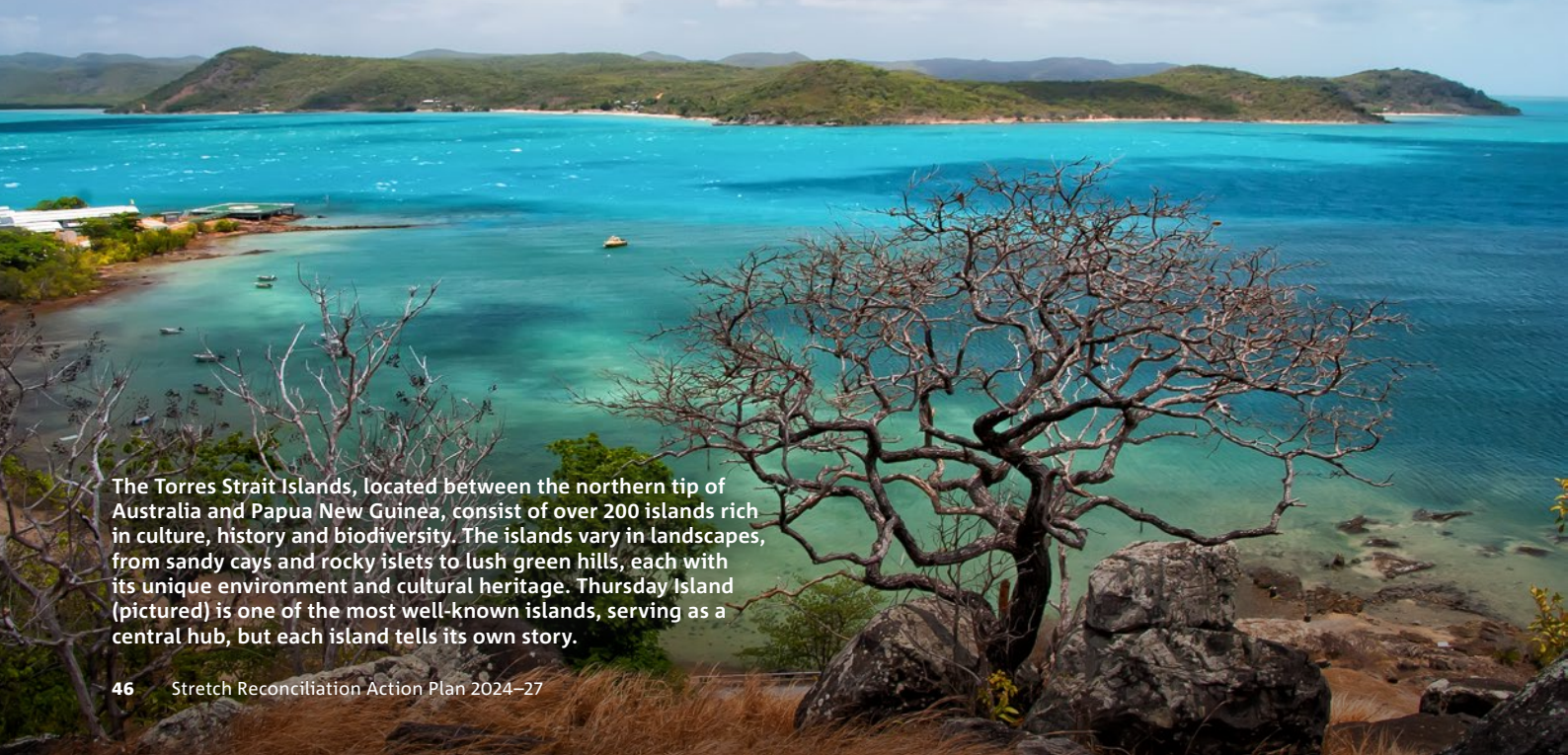
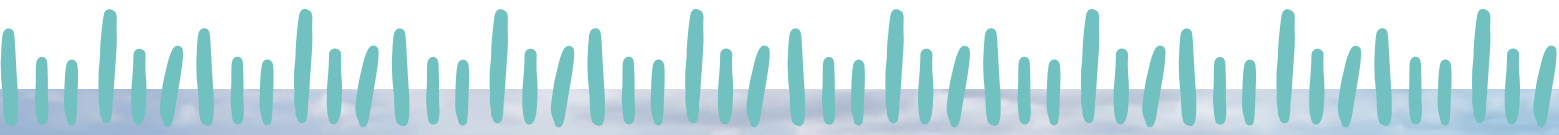
CSIRO Indigenous Research Grant fuels sea cucumber initiative in Torres Strait

The once bountiful reefs surrounding Ugar Island, home to a small Indigenous community in the Torres Strait, faced a silent threat. The community's Elders, seasoned fishermen who had read the tides for generations, noticed a decline in sea cucumber stocks in the area. These reefs are not just a source of life for the marine ecosystem but also a cornerstone of the Ugar community's identity and livelihood. Community leader Rocky Stephen knew immediate action was needed.

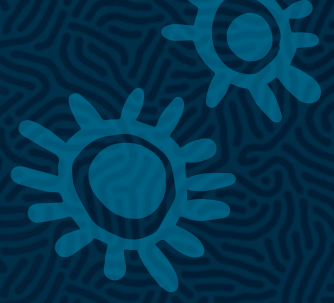
Partnering with CSIRO senior research scientist Dr Leo Dutra, Rocky embarked on an ambitious mission. Backed by a 3-year research collaboration with CSIRO, the pair envisioned establishing the first sea cucumber aquaculture initiative in the region. The project isn't just about harvesting but also reviving the ecosystem. The project focuses on developing a sustainable sea cucumber hatchery and nursery, leveraging the ideal conditions Ugar offers. This includes high-value species easy access to mature broodstock for collection and sustainable habitats for sea ranching (repopulating the reefs with hatchery-raised sea cucumbers).

With funding from CSIRO's Indigenous Research Grant (IRG) Program, the project kicked off in July 2023. The grant isn't just financial backing; it's also about empowering the Ugar community to become stewards of their environment and economic future. The grant allowed the team to develop a robust business plan specifically tailored to Ugar's unique needs. This involved ongoing scientific support from us, along with the development of technical and business solutions that addressed the local context.

The project, fuelled by the IRG and driven by Indigenous leadership, is a testament to the power of collaboration. By working together, the Ugar community, CSIRO and key partners are paving the way for a thriving sea cucumber population, renewed economic opportunities, and a future where the environment and the community flourish.



The Torres Strait Islands, located between the northern tip of Australia and Papua New Guinea, consist of over 200 islands rich in culture, history and biodiversity. The islands vary in landscapes, from sandy cays and rocky islets to lush green hills, each with its unique environment and cultural heritage. Thursday Island (pictured) is one of the most well-known islands, serving as a central hub, but each island tells its own story.



CASE STUDY

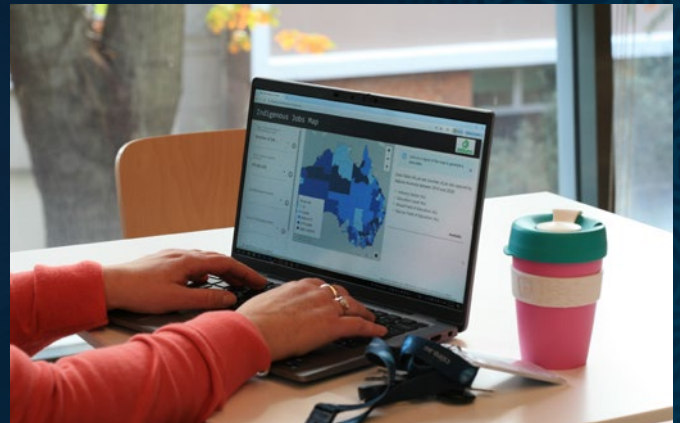
Empowering Indigenous Employment with AI

We collaborated with Indigenous researchers and an external Indigenous-led panel of experts to develop the Indigenous Jobs Map, an AI-powered tool designed to improve Indigenous employment outcomes. This interactive platform assists Aboriginal and Torres Strait Islander jobseekers, students and advisors in making informed career decisions while enabling recruiters to find suitable candidates across Australia.

The Indigenous Jobs Map addresses the significant challenge of low Indigenous representation in the Australian workforce, which remains below 2 per cent. In order to tap into this highly-skilled talent pool, we need to have a comprehensive understanding of their location, skills and qualifications. Now the Indigenous Jobs Map provides that.

While employers are increasingly seeking Aboriginal and Torres Strait Islander talent, the range of job types advertised can be limited. The Indigenous Jobs Map helps provide a wider view of Indigenous skills and qualifications across various industries. This can encourage employers to tailor their recruitment strategies to align with the career pathways of Aboriginal and Torres Strait Islander peoples.

The Map also confirms education is the key pathway to highly skilled and well-paid employment. Connecting directly and early with Aboriginal and Torres Strait Islander students will improve the pipeline of Indigenous talent and ultimately achieve a more inclusive and equitable Australian workforce.



The Indigenous Jobs Map harnesses artificial intelligence to support Indigenous employment. It's an interactive, free online platform facilitating alignment between prospective employers and the valuable skills and experiences of Indigenous workers.

CASE STUDY

Indigenous Procurement Strategy

CSIRO's Indigenous Procurement Strategy is driven by our commitment to improving economic and social outcomes. We recognise the need to create a specific strategy to increase opportunities for Indigenous-owned businesses.

Our goals include:

- awarding a greater number of contracts to Indigenous businesses
- increasing the size and value of these contracts
- promoting awareness and support for our people to work with Indigenous businesses.

Through targeted actions, streamlined processes and clear performance indicators, we demonstrate our dedication to reconciliation and contribute to a wider expansion of opportunities for Aboriginal and Torres Strait Islander businesses.

Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17. Establish and maintain an effective working group to drive governance of the RAP.	115. Maintain Aboriginal and Torres Strait Islander representation on the IEIC.	February, May, August, November annually	Executive Manager, Indigenous Engagement
	116. Review and update the Terms of Reference for our IEIC and IAG.	February 2025, 2026, 2027	Executive Manager, Indigenous Engagement
	117. Meet at least 4 times per year to drive and monitor RAP implementation.	February, May, August, November annually	Executive Manager, Indigenous Engagement
18. Provide appropriate support for effective implementation of RAP commitments.	118. Embed resource needs for RAP implementation.	June 2025	RAP Sponsor
	119. Embed key RAP actions in performance expectations of senior management and all staff.	June 2025	Chief Executive, CSIRO
	120. Embed appropriate systems and capability to track, measure and report on RAP commitments.	January 2024	Executive Manager, Indigenous Engagement
	121. Maintain an internal RAP Champion from senior management.	January 2024, 2026, 2027	Chief Executive CSIRO
	122. Include our RAP as a standing agenda item at senior management meetings and monthly reports.	January 2024	Directors, Research Units Directors, Enterprise Units

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
19. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	123. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June annually	Executive Manager, Indigenous Engagement
	124. Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Executive Manager, Indigenous Engagement
	125. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Manager, Indigenous Engagement
	126. Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June	Executive Manager, Indigenous Engagement
	127. Develop an implementation plan with SMART goals to monitor the progress and actions of RAP commitments.	November 2024	Executive Manager, Indigenous Engagement Directors, Research Units Directors, Enterprise Units
	128. Review and evaluate RAP governance arrangements within each Research Unit and Enterprise Unit to ensure leadership teams and decision makers are regularly engaged on RAP progress.	November 2024	Executive Manager, Indigenous Engagement Directors, Research Units Directors, Enterprise Units
	129. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	September annually	Director, Indigenous Science and Engagement Director, Strategy and Performance
	130. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Executive Manager, Indigenous Engagement
	131. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	Executive Manager, Indigenous Engagement
20. Continue our reconciliation journey by developing our next RAP.	132. Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Executive Manager, Indigenous Engagement

As Australia's national science agency,
CSIRO is solving the greatest
challenges through innovative
science and technology.

CSIRO. Creating a better future
for everyone.

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