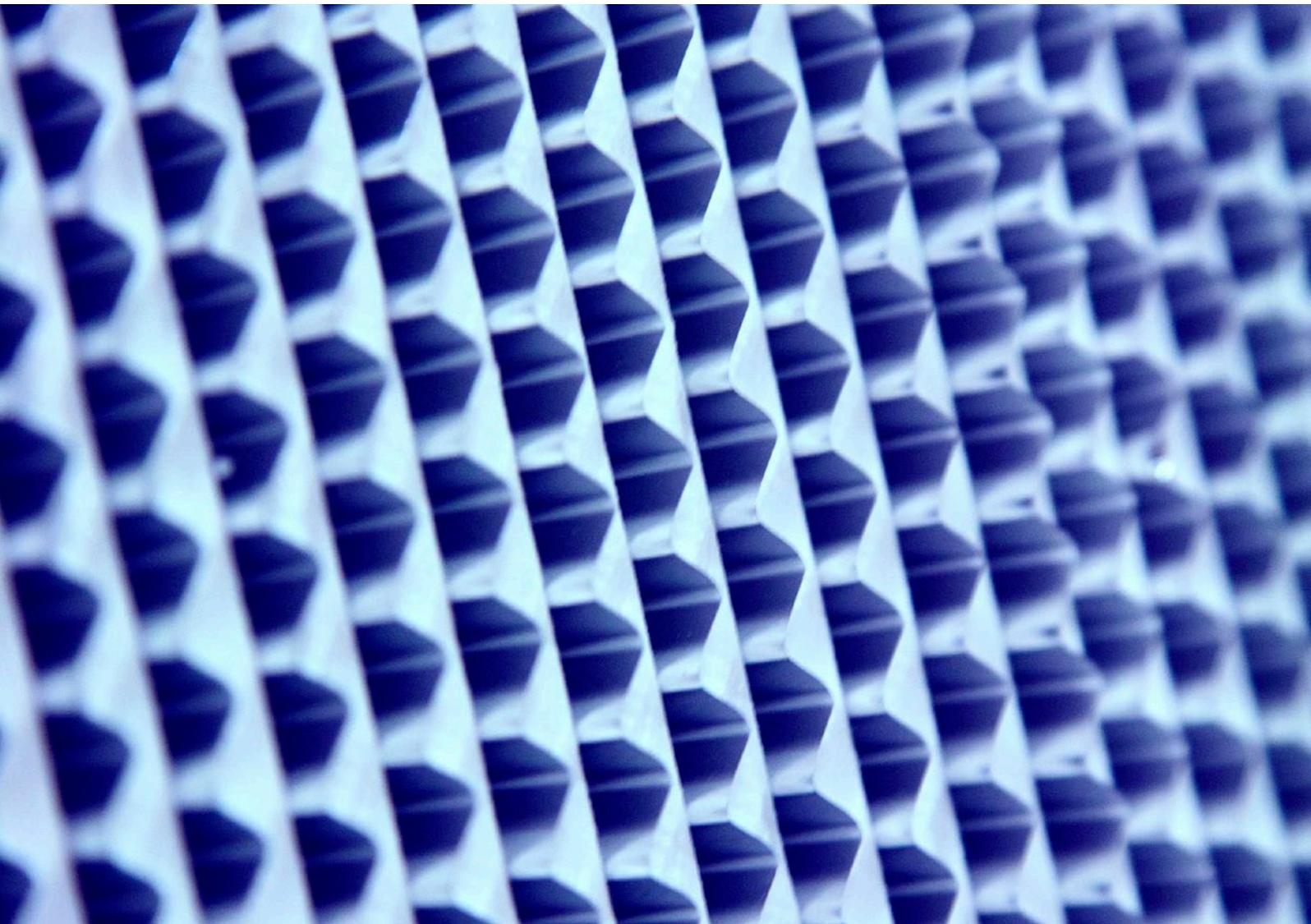




Australia's National  
Science Agency

# CSIRO Modern Slavery Statement 2025

Published December 2025



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# Message from our Chief Operating Officer

For over a century, the Commonwealth Scientific and Industrial Research Organisation (CSIRO) has contributed to the advancement of Australia and the global community through world-leading science and innovation. Our work has delivered lasting benefits to society and we are equally committed to ensuring that our operations reflect the highest standards of ethical conduct.

Modern slavery is a serious and complex global issue that affects millions of people worldwide, including within Australia and addressing it requires collective responsibility.

At CSIRO, we recognise our role in preventing modern slavery and are committed to identifying, assessing, and mitigating risks across our operations and supply chains. Since publishing our first Modern Slavery Statement in 2020, we have continued to strengthen our approach. This current statement reflects our ongoing commitment to continuous improvement and to upholding and respecting human rights across all aspects of our organisation.

**Tom Munyard**

CSIRO Chief Operating Officer

December 2025

## Approval by the CSIRO Board

This Modern Slavery Statement (Statement) sets out the CSIRO's actions to meet reporting obligations under the *Modern Slavery Act 2018* (Cth) (the Act) for the period 1 July 2024 to 30 June 2025.

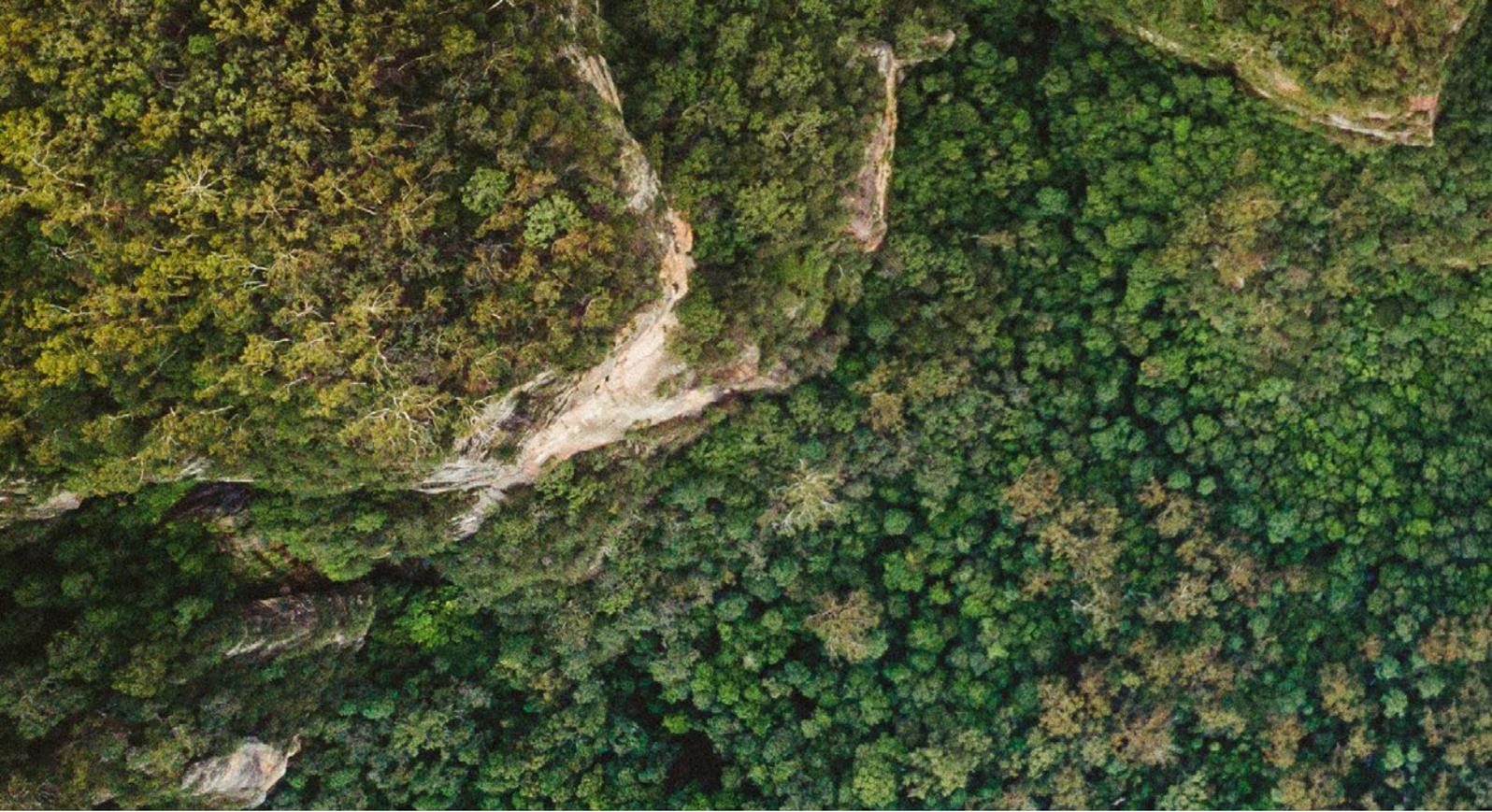
This Statement has been approved by the CSIRO Board and signed by Ms Ming Long AM, Chair of the CSIRO Board on 3 December 2025.<sup>1</sup>

Signature:



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<sup>1</sup> Ms Ming Long AM, Chair of the CSIRO Board is a responsible member of the principal governing body as defined by the Act.



# Introduction

At CSIRO, we continue our commitment to prevent modern slavery<sup>2</sup> and to continually improve our efforts to assess and address modern slavery risks in our operations and supply chains.

This Statement outlines our progress, and an improved understanding of risks and actions undertaken during the reporting period. This Statement also describes our efforts to monitor the effectiveness of our actions and sets out our plans for the coming year.

Addressing modern slavery reflects our wider approach to sustainability and actions to address our potential impacts to people and planet. This Statement complements our Annual Report 2024-25<sup>3</sup> which this year includes our 2025 Sustainability Compliance Report,<sup>4</sup> further expanding on our performance reporting.

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<sup>2</sup> Modern slavery is defined under s.4 of the Act and includes trafficking persons and the worst forms of child labour.

<sup>3</sup> <https://www.csiro.au/en/about/Corporate-governance/annual-reports/24-25-annual-report>

<sup>4</sup> <https://www.csiro.au/en/about/Corporate-governance/annual-reports/24-25-annual-report> (Appendix C)



# Consultation in the development of this Statement

This section details content to satisfy mandatory criteria 1(f) under section 16 of the Act, including a description of the process of consultation in the development of the Statement with any entities owned or controlled.

To prepare this Statement, we consulted a range of internal stakeholders, including entities owned and controlled by CSIRO. The consultation processes included:

- Corresponding with entities owned and controlled by CSIRO to understand how they are managing modern slavery risk factors, and to identify mitigation actions undertaken during the reporting period.
- Conferring with internal stakeholders across business areas in CSIRO with potential modern slavery risk factors or who play a role in risk controls. Engaging with these stakeholders creates awareness of modern slavery, CSIRO's reporting obligations under the Act, and is designed to capture any relevant risks or actions during the reporting period. These stakeholders included representatives from procurement, sustainability, facilities management, capital works, business and information services, information management and technology functions, CSIRO Publishing, the Research Vessel (RV) *Investigator* team (marine services), the small and medium-sized enterprise (SME) engagement unit<sup>5</sup> and various research units.
- A review of the Statement's contents by members of: Finance, Sustainability and Legal.

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<sup>5</sup> <https://www.csiro.au/en/work-with-us/funding-programs/sme>

# Our organisation

This section details content to satisfy mandatory criteria 1(a) and 1(b) under section 16 of the Act, including identification of the reporting entity, a description of its structure, operations and supply chains.

## Our purpose

We describe our purpose as ‘We deliver the science Australians need for the nation they want – productive, sustainable, healthy and secure’. Our purpose has endured for more than 100 years and will continue to guide us into the future. As one of the world’s largest multidisciplinary science and research organisations, we focus on issues that matter the most for Australia’s quality of life, the economy and our environment. Since 1916, CSIRO has been improving the lives of people everywhere with our science. We are one of the largest and most diverse scientific research organisations in the world. Our research focuses on the biggest challenges<sup>6</sup> facing our nation. We manage state-of-the-art research facilities, for greater collaboration and the development of new technologies to support Australia.

We have advanced Australia with a range of inventions and innovations that have had significant positive impacts on the lives of people around the world. Some of these include polymer bank notes, fast WiFi, Aerogard and the Hendra Virus vaccine.

Our objectives explain how we will deliver on our purpose. They are the higher-level key activities that reflect the requirements of the *Science and Industry Research Act 1949* (Cth), Minister’s Statement of Expectations and respond to the national and global innovation system. The objectives are underpinned by our values and clearly prioritise where we are directing our focus and investments.

We have four primary objectives<sup>7</sup> to help us deliver on our purpose:

1. Drive science and technology for impact.
2. Steward research infrastructure.
3. Connect science and innovation to society.
4. Create an enduring and empowered CSIRO.

## Identification of the reporting entity

CSIRO is a corporate Commonwealth entity, with a Board and Chief Executive. We are constituted by and operate under the provisions of the *Science and Industry Research Act 1949* (Cth) (SIR Act), which sets out our functions and powers, as well as those of the Federal Minister for Industry and Science (Minister), our Board and Chief Executive.

CSIRO (ABN 41 687 119 230) meets the reporting threshold of the *Modern Slavery Act*. We have a number of owned and controlled entities set out in Appendix 1, that contribute to the delivery of our purpose, vision and objectives. These entities do not meet the reporting threshold set out by the Act. Some operate as trusts managed by CSIRO subsidiaries for the purpose of investment and funding.

## Governance

The governance, performance and accountability requirements of our operations, including the use and management of public resources, are set out in the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and related rules, insofar as they apply to corporate Commonwealth entities.

At CSIRO, our Chief Financial Officer prepares the modern slavery statement and presents it to our Chief Operating Officer (COO), the Executive Team and the Board for approval. Our COO is a member of the CSIRO Sustainability Steering Committee, and Executive sponsor of the CSIRO Sustainability Strategy 2020–2030.<sup>8</sup>

<sup>6</sup> <https://www.csiro.au/en/about/challenges-missions/Challenges>

<sup>7</sup> <https://www.csiro.au/en/about/Corporate-governance/Corporate-Plan/25-26-corporate-plan>

<sup>8</sup> <https://www.csiro.au/en/about/strategy/sustainability/Sustainability>

## Our operations

The majority of our business activity is centred on scientific research and development<sup>9</sup> spanning astronomy and space, disasters, environmental impacts, animals and plants, natural environments, farming and food production, health and medical, information technology, renewable energy, and mining and manufacturing.

Our research and development activities include:

- collaboration and cooperation with Australian governments, national and international universities, and research institutions
- collaboration with industry and with businesses of all sizes
- funding and programs<sup>10</sup>
- education and scholarship opportunities.<sup>11</sup>

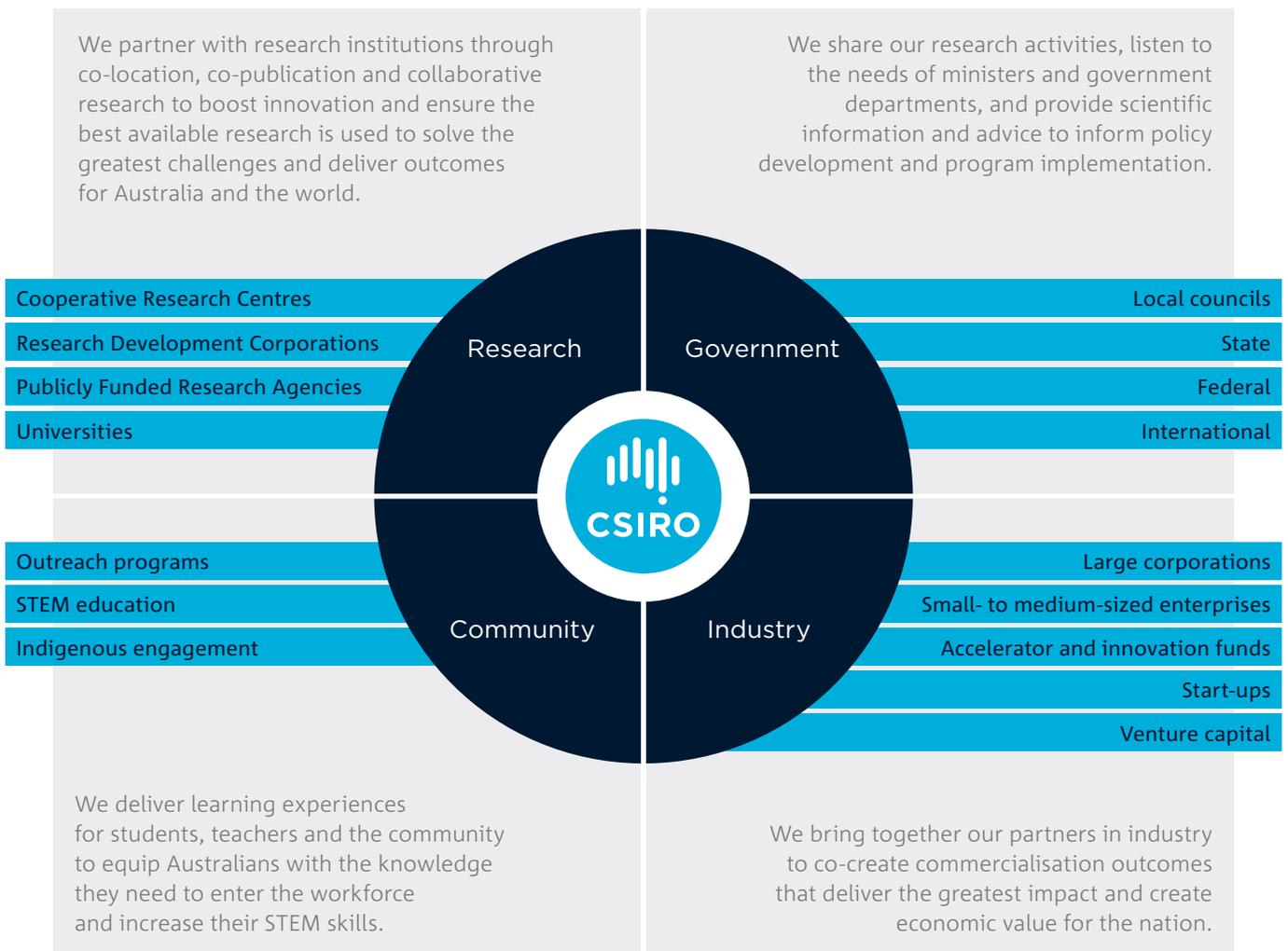
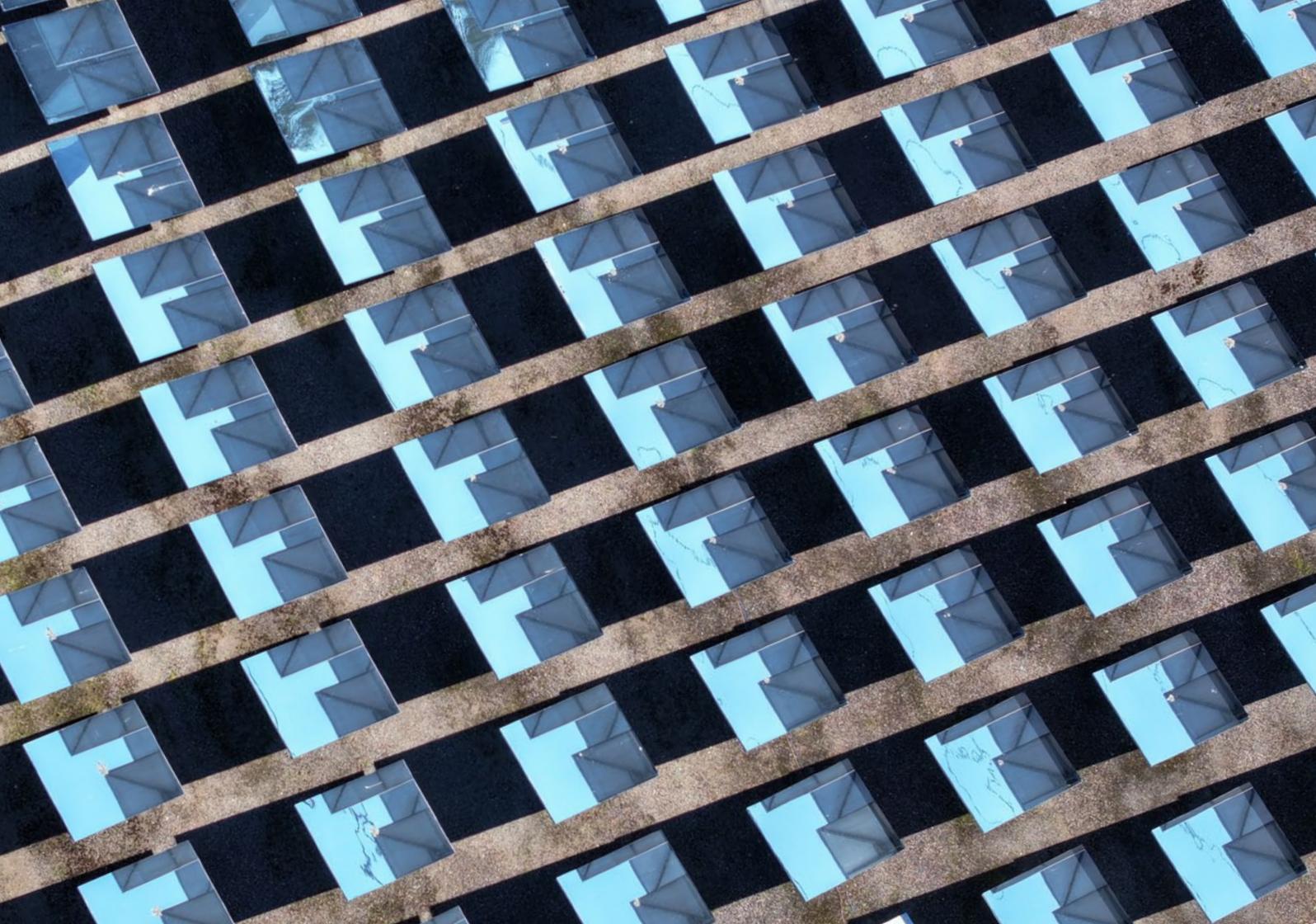


Figure 1. How we engage and collaborate

<sup>9</sup> <https://www.csiro.au/en/research>

<sup>10</sup> <https://www.csiro.au/en/work-with-us/funding-programs>

<sup>11</sup> <https://www.csiro.au/en/work-with-us/funding-programs>; <https://www.csiro.au/en/careers/Scholarships-student-opportunities>



Some of our other activities include:

- managing Australia’s national research collections and facilities,<sup>12</sup> including the Australian Centre for Disease Preparedness, the Pawsey Supercomputing Centre, and the Atlas of Living Australia
- publishing and distributing physical and digital journals, books and magazines centred on scientific and educational content
- intellectual property and proprietary research tool ownership including generating patent ownership and revenue
- generating and funding ‘spin-out’ companies to commercialise our research activities such as BARLEYmax™ and FutureFeed<sup>13</sup>
- assigning funding and establishing partnerships on behalf of The Science and Industry Endowment Fund (SIEF) and the SME Connect program<sup>14</sup>
- operating our Marine National Facility’s RV *Investigator*, supporting Australia’s atmospheric, oceanographic, biological and geoscience research from the tropical north to the Antarctic ice-edge<sup>15</sup>
- supporting our core business activities through corporate functions including administration, facility management, finance, communications and marketing, information technology services, integrity, partnerships and business development, government engagement, strategy and engagement, human resources, health, safety and environment, legal and sustainability services.

<sup>12</sup> <https://www.csiro.au/en/about/facilities-collections>

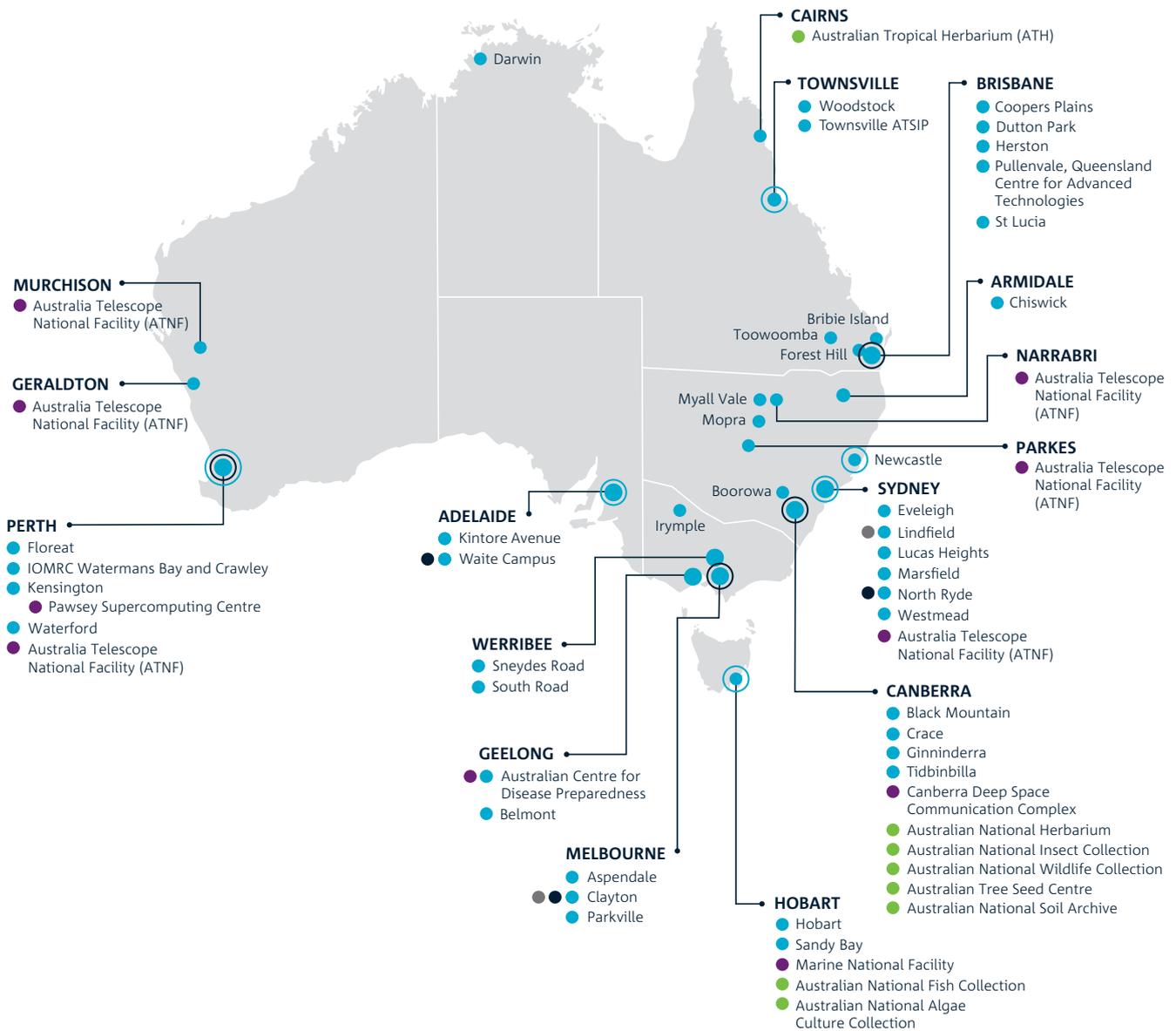
<sup>13</sup> These ‘Spin-Outs’ are not considered reporting entities for the purpose of this Statement and are not majority owned or controlled.

<sup>14</sup> <https://www.csiro.au/en/work-with-us/funding-programs/SME>

<sup>15</sup> <https://mnf.csiro.au/>

# Our sites

As at 30 June 2025, we operated 47 sites across Australia and 1 site overseas (Montpellier, France). Our people also access desks or small areas of land for research purposes in 37 minor locations.



- CSIRO people work at **sites** throughout Australia and overseas.
- Our **global precincts** bring together partners to support research and development of global standing and scale.
  - Canberra – National Agricultural and Environmental Sciences Precinct
  - Brisbane – Ecosciences Precinct
  - Perth – National Resource Sciences Precinct
  - Clayton – Australian Manufacturing and Materials Precinct
- Our **national centres** are research centres of national standing and scale.
  - Sydney – Digital Services
  - Hobart – Marine and Atmospheric Sciences
  - Adelaide – Food, Health and Nutrition
  - Perth – Space Sciences
  - Townsville – Tropical Innovation
  - Newcastle – Energy Technology
- We host Australia's national **research facilities** and scientific **collections** that are available to Australian and international users.
  - Our **collaboration hubs** are spaces dedicated to translating research outcomes to industry.
  - Our **testing service centres** provide testing and certification services for industry.

## Our people

As of 30 June 2025, we had 5,998 directly employed people. Over 77 per cent are classified within the research function. Our diverse workforce of people come from more than 145 countries, ranging from trainees and apprentices to emeritus researchers and support staff. This diversity of minds and lived experiences breeds innovation and is critical to overcoming the challenges we need to tackle.

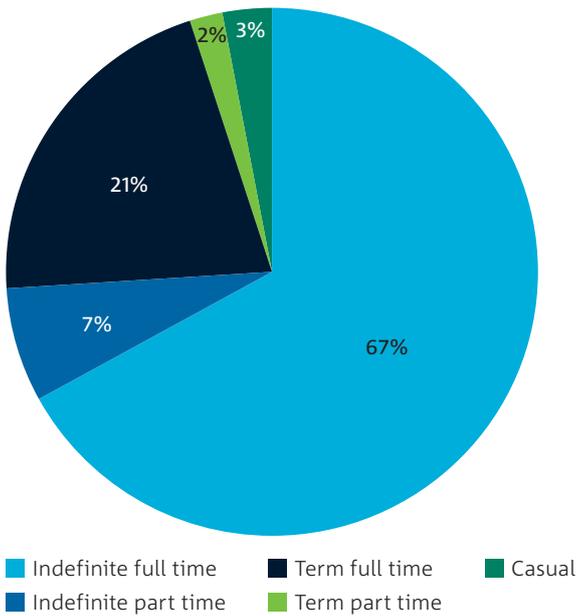


Figure 2: Employment type

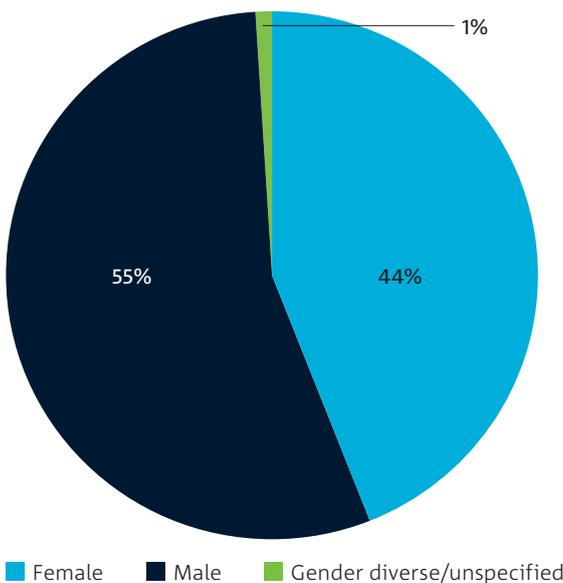


Figure 3: Gender

## Our supply chain

CSIRO procures a range of products and services to support our main activities. We source a broad array of procurements from construction services to scientific equipment to professional services, to name a few. In line with the Senate Order for Entity Contracts, CSIRO is required to publish biannually on its website a list of all current contracts with a value of \$100,000 or more.<sup>16</sup> We also publish an Annual Procurement Plan (APP)<sup>17</sup> on AusTender, which provides information on significant procurements that CSIRO plans to undertake over the coming 12 months. The APP includes a strategic procurement outlook statement that broadly sets out major or strategic initiatives from which CSIRO expects procurements to arise.

Our top categories, by percentage of total spend for the 2024–25 financial year, include:

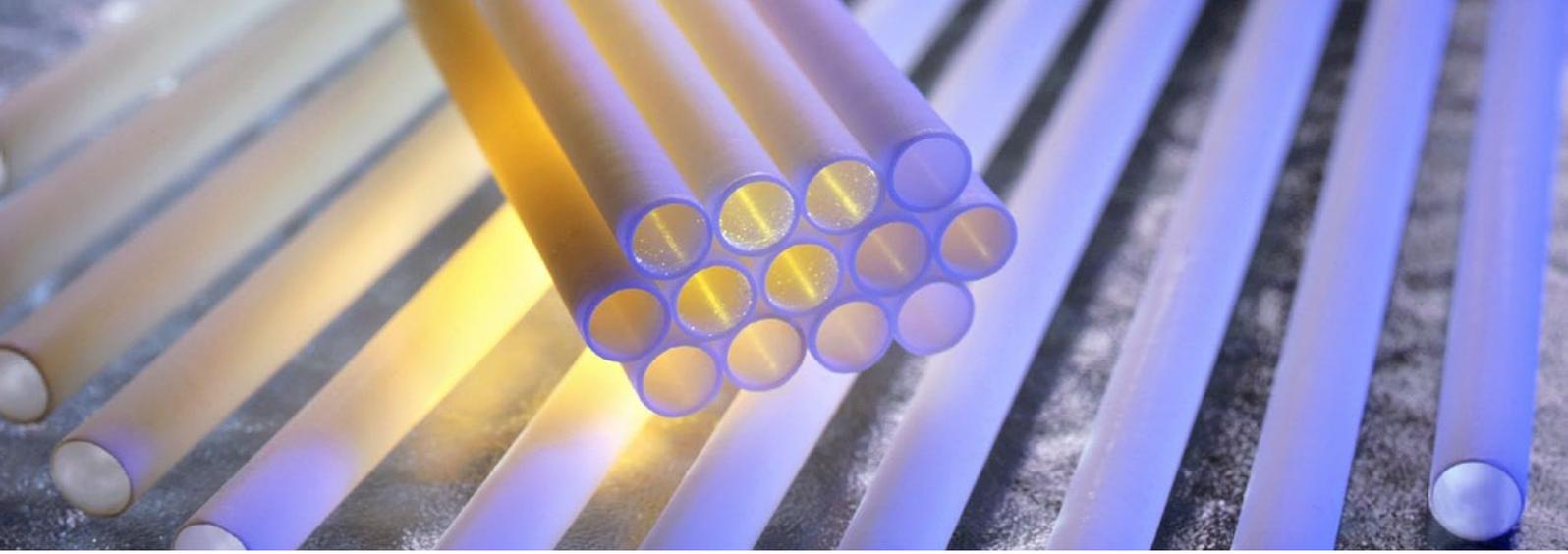
- research supplies and consumables
- contractors – temporary positions and research and development personnel
- computing/IT costs
- repairs and maintenance
- travel expenses
- utilities
- operating leases
- seminar and conference fees, training costs
- cleaning and waste management
- telecommunications.

For our invoiced spend, the vast majority of our direct (tier 1) suppliers are Australian businesses. At present we do not compulsorily collect the country of origin for our lower value goods purchased, however we are working to improve the collection of supply chain data<sup>18</sup> as part of our tendering process. We aim to improve our understanding of geographic risks as we develop more comprehensive systems to improve transparency and monitor risk in our supply chains. Further information about our supply chains is described later in this statement.

<sup>16</sup> <https://www.csiro.au/en/about/Corporate-governance/Access-to-information/Contracts>

<sup>17</sup> <https://www.tenders.gov.au/App/Show/4FDC9EA2-9DD7-B623-2CE6-67947907F0F0?ppId=&btnsubmit=View+Annual+Procurement+Plan>

<sup>18</sup> This spend analysis excludes credit card spend, which are all low value purchases made by CSIRO personnel to support research activities.



# Assessing and addressing risk in our operations and supply chains

## Our risk assessment methodology

Our approach to risk assessment reflects that modern slavery risk is risk to *people*, not entity or business risk, although these may intersect.

In 2023 we completed an independent risk assessment using the following methodology:

- Quantitatively analyse our spend data for both operations and supply chain, which considers risk based on category, industry, geography, and potential intersections with vulnerable people.<sup>19</sup>
- Qualitatively reviewing the nature of our operational activities for exposure to worker vulnerability and industries exposed to modern slavery risk in each geography.
- Conducting internal stakeholder interviews to validate findings and check for any additional information not found in spend or public data.
- Consideration of CSIRO's proximity to impact according to the 'caused, contributed, or linked' framework set out by the UN Guiding Principles on Business and Human Rights (UNGPs) continuum of involvement.<sup>20</sup> This considers the nature of the relationship and degree of influence, to determine the extent of potential involvement.

Since the independent risk assessment was undertaken there have been no material changes to our business model and activities that would impact our modern slavery risk profile. Our full modern slavery risk assessment will need to be refreshed in future years.

<sup>19</sup> This approach is based on best practice according to the Commonwealth Guidance for Reporting Entities. Research sources for these risk factors includes: The International Trade Union Confederation Global Rights Index, The Walk Free Foundation Global Slavery Index, ILO Global Estimates of Modern Slavery: Forced Labour and forced marriage, The US Department of State Trafficking in Persons Report, The US Department of Labor List of Goods Produced using Child Labour or Forced Labour, and the Verite Research in 43 Commodities Worldwide. This analysis is quantitative as each data source have been combined as a centralised dataset to compare our areas of spend to known likelihood in each area of risk.

<sup>20</sup> [https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr\\_en.pdf](https://www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf)

## Modern slavery risk in our operations

This section details content to partially satisfy mandatory criteria 1(c) and 1(d) under section 16 of the Act. This includes description of risks of modern slavery practices specific to CSIRO's operations which includes services conducted at our sites, and the actions taken by CSIRO to assess and address these risks including due diligence and remediation processes.

The most salient areas of operational risk of modern slavery continue to include:

- operations and maintenance of the RV *Investigator*<sup>21</sup>
- contracted services such as repairs, maintenance, labour hire and outsourced publishing design services
- construction services
- on-site cleaning services
- offshore activities in higher risk geographies such as Vietnam.<sup>22</sup>

These are areas where our operational activities may potentially be linked to, or contribute to a risk of modern slavery, per the UN Guiding Principles continuum of involvement. We have therefore prioritised these areas for risk mitigation, considering our leverage and ability to influence.

Our risk assessment determined that our research activities and direct employees are considered low risk for modern slavery. This is due to our strict onboarding and recruitment requirements, relatively low geographic risks,<sup>23</sup> and a high barrier to entry as most of our people are highly trained and specialised. In addition, CSIRO undertakes a range of actions to ensure compliance with relevant workforce laws and to protect our people, including those involved in our research.

Our policies include:

- the Ethical Human Research Policy<sup>24</sup> which states our commitment to upholding the rights of all people involved in our research as subjects and participants
- the Child Safe Policy<sup>25</sup> which states our commitment to the safety and wellbeing of children and young people involved in our activities, research and education programs
- the CSIRO Code of Conduct,<sup>26</sup> People Policy,<sup>27</sup> and Health, Safety and Environment Policy<sup>28</sup> which all state commitments to the provision of a safe work environment where our people are treated in a safe and equitable manner with respect and integrity
- the Commonwealth Supplier Code of Conduct<sup>29</sup>, which outlines the Commonwealth's minimum expectations of suppliers and their subcontractors while under contract with the Commonwealth.

The CSIRO Public Interest Disclosure Scheme<sup>30</sup> and associated protections. As a Commonwealth entity, all of our people are covered by the *Public Interest Disclosure Act 2013* (Cth)<sup>31</sup> (PID Act) which outlines protection from reprisal should they wish to raise concerns as a whistle-blower.

21 The RV *Investigator* has been highlighted due to risk exposures in seafaring and maritime industries according to the risk sources listed above.

22 This includes research in agriculture and fisheries where risks may be in partner and collaborator value-chains. Note that our operations in Chile were wound down by 30 June 2025.

23 Australia is ranked with relatively low risks on most external modern slavery risk indices such as the ITUC Global Rights Index, Global Slavery Index and Trafficking in Persons Report.

24 <https://www.csiro.au/en/about/Policies/Ethical-human-research>

25 <https://www.csiro.au/en/about/Policies/Child-Safe-Policy>

26 <https://www.csiro.au/en/about/Policies/Code-of-Conduct>

27 <https://www.csiro.au/en/about/Policies/People-Policy>

28 <https://www.csiro.au/en/about/Policies/Health-Safety-and-Environment-Policy>

29 <https://www.finance.gov.au/government/procurement/commonwealth-supplier-code-conduct/commonwealth-supplier-code-conduct>

30 <https://www.csiro.au/en/about/Corporate-governance/Access-to-information/Public-Interest-Disclosure-Scheme>

31 <https://www.legislation.gov.au/Details/C2013A00133>

## Contracted services for repairs and maintenance

Contracted services for repairs and maintenance, particularly those involving low-skilled labour or outsourced arrangements, can present several modern slavery risks. These risks may include:

- Labour hire exploitation: Use of third-party labour hire agencies or subcontractors can obscure employment relationships, increasing the risk of exploitative practices such as underpayment, excessive working hours, or unsafe working conditions.
- Vulnerable worker populations: Workers engaged in cleaning, maintenance, and general repair services are often migrant, temporary, or visa-dependent workers. These groups are more susceptible to coercion, deceptive recruitment practices, or threats of deportation.
- Wage theft and inadequate conditions: There is a heightened risk of wage underpayment, denial of entitlements, or deductions that leave workers with little or no income, particularly where there is limited oversight or transparency in subcontractor arrangements.
- Withholding of identity documents: In some instances, workers may be required to surrender passports or work permits, restricting their freedom of movement and increasing dependency on their employer.
- Lack of access to grievance mechanisms: Workers in contracted services may lack clear pathways to report misconduct or abuse, especially when the principal organisation does not directly employ them.
- Opaque supply chains: Repairs and maintenance services may involve procurement of materials or parts from overseas suppliers, where forced labour risks in the manufacturing or transport stages may be hidden and difficult to trace.
- Pressure to reduce costs: Commercial pressure to deliver services at the lowest possible cost can incentivise cost-cutting measures that compromise labour conditions, such as outsourcing to low-cost, high-risk providers without adequate due diligence.

While skilled contractors pose a generally lower risk, it is critical to remain vigilant, particularly in areas of low-skilled labour, high subcontracting, or services provided by temporary or migrant workers. The controls used by CSIRO to mitigate any posed modern slavery risk include requesting national police clearance documentation, listing the use of subcontractors, temporary monitored access to sites, transparency of rates for technical disciplines, and disclosure of cleaning staff wages for cleaning contractors.

## Risks associated with the RV *Investigator*

Seafaring and maritime industries carry an increased risk of modern slavery. However, during the risk assessment process we were able to determine that the residual risks associated with the RV *Investigator* are low due to the following factors:

- CSIRO owns the RV *Investigator* and manages the recruitment and contracts of all people working on the ship. We contract an external provider for the day-to-day management of ship operations under strict contract requirements, which include modern slavery protections.
- Union representation of crew members is at or close to 100 per cent.
- The RV *Investigator* utilises strict quarantining processes for crew safety and does not onboard unregistered or guest passengers for safety reasons.

Due to these factors, we consider the operation of the RV *Investigator* to have lower residual risks than the seafaring industry at-large.

## Cleaning services

The cleaning services industry carries a heightened inherent risk of modern slavery, driven by factors such as limited transparency, extensive subcontracting across multiple business layers, and reliance on low-skilled labour. In response, our Facilities Management and Contracting team continues to critically review baseline costings and performance expectations for site services contracts, with a specific focus on the known vulnerabilities within the cleaning sector. As we progress through the procurement phase for new cleaning service providers, we are implementing targeted contractual measures to mitigate modern slavery risks and to reinforce ethical labour standards in all new agreements.

## Future focus areas

Some areas for further review and assessment include:

- addressing possible risks associated with the maintenance of the RV *Investigator* during port and maintenance schedules
- review of outsourced offshore services such as design services for publishing
- review of construction contracts and activities to determine worker vulnerabilities and protections
- implementation of a Sustainable Capital Works Procedure along with new Capital Works business case templates and how to guides
- review of offshore research activities in higher-risk geographies.

## Modern slavery risk in our supply chain

This section details content to partially satisfy mandatory criteria 1(c) and 1(d) under section 16 of the Act. This includes description of risks of modern slavery practices specific to CSIRO's supply chains and the actions taken by CSIRO to assess and address these risks, including due diligence and remediation processes.

Applying the risk assessment methodology, the most salient purchasing categories for modern slavery risk include:

- laboratory supplies
- materials supplies and services
- computer hardware and other computer materials
- health safety environment items, and
- agricultural supplies.

The risks associated with the above purchasing categories are largely driven by risks in the manufacturing industry, which is estimated by the International Labour Organisation to account for 15 per cent of all victims of forced labour.<sup>32</sup> Geographic differences between these risks has not yet been calculated due to a lack of data. CSIRO will continue to monitor risks where data is available for assessment.

Although CSIRO has likely not caused or contributed to these risks, according to the UNGP framework we acknowledge that we have direct linkage through our business relationships and will therefore aim to use our leverage where possible to mitigate these risks.

## Responsible and ethical procurement

The Australian Government is taking steps to strengthen integrity and ethical conduct in its operations and that of its suppliers who deliver goods and services. A new *Commonwealth Supplier Code of Conduct* came into effect from 1 July 2024. The code sets the Commonwealth's expectations that suppliers must take all reasonable efforts to ensure that they, and organisations in their supply chain, are not causing, contributing to or directly linked to human rights abuses such as coercion, involuntary and underage labour, or modern slavery practice. This includes undertaking risk assessments to identify the risk of human rights breaches, particularly in vulnerable industries.

The Commonwealth Environmentally Sustainable Procurement (ESP) Policy came into effect on 1 July 2024. While the ESP Policy is primarily focussed on achieving metrics and benchmarks for environmental sustainability in procurement, its application to Construction procurement includes achieving a minimum 4 star Green Star rating independently assessed by the Green Building Council of Australia. This enables at minimum a best practice approach to construction projects and includes a credit for Responsible Procurement in line with ISO20400. CSIRO's approach to the implementation of this Policy includes consideration of human rights (and thereby modern slavery) impacts at material financial thresholds for capital works projects.

Over the reporting period, we have updated our procurement suite of templates (Goods Contract, Services Contract, Goods/Services Contract), Purchase Order terms and conditions and our construction contracts to reflect the Commonwealth Supplier Code of Conduct. We are continuing to implement the code and will update our leasing contract templates accordingly.

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<sup>32</sup> ILO Global Estimates of Modern Slavery: Forced labour and forced marriage.

## Computer hardware and other computer materials

Information technology hardware products are high-risk for modern slavery due to diverse, multi-tiered supply chains, and geographic factors. CSIRO's technical vendors are, by and large, major information technology companies that source resources and skills from across many of the high-risk categories for modern slavery. To mitigate modern slavery risks associated with computer hardware procurement, CSIRO:

- procures hardware from reputable vendors that have extensive modern slavery commitments (along with auditable supply chains, responsibly and ethically sourced minerals and other consumables)
- reviews vendors' modern slavery statements, to assist in verifying processes around materials and labour sourcing
- will introduce a new requirement for vendors on the 'IT Hardware – Scientific Computing Panel' to comply with the new Commonwealth Supplier Code of Conduct (which includes obligations in relation to modern slavery) in an upcoming panel extension in the 2024–25 financial year.

We recognise that risks still could exist in our supply chain even with these mitigation measures and will continue to work with suppliers to communicate a zero-tolerance stance to modern slavery in our technology sourcing.

## Raising concerns

We have implemented internal procedures to comply with the *Public Interest Disclosure Act 2013* (Cth) (PID Act) through a Public Interest Disclosure Scheme (the PID Scheme).<sup>33</sup> The PID Scheme promotes integrity and accountability by encouraging the disclosure of information about suspected wrongdoing, protecting people who make disclosures and ensuring we take appropriate action.

There are a number of other mechanisms within CSIRO to raise concerns. These include emails and contact lines, a centralised case management team, the Ethics and Integrity Team and Research Integrity Advisors. For non-PID matters, the recently launched SpeakUp@CSIRO platform provides a simple clear pathway to report concerns, allowing individuals to remain anonymous and to only be identified if they choose to be. The platform acts as a triage point and refers matters to the most appropriate teams to investigate, resolve or manage, and allows for consolidated reporting and monitoring of matters. SpeakUp@CSIRO was launched to create a safer CSIRO for everyone and to ensure that there are safe and trusted avenues, in addition to the already established pathways for our people and external stakeholders to speak-up on issues that are of concern to them.

<sup>33</sup> <https://www.csiro.au/en/about/Corporate-governance/Access-to-information/Public-Interest-Disclosure-Scheme>

# Assessing the effectiveness of our actions

This section details content to satisfy mandatory criteria 1(e) under section 16 of the Act. This includes how CSIRO assesses the effectiveness of actions taken to assess and address risks.

We monitor the effectiveness of our modern slavery approach and are committed to continuous improvement. To measure the effectiveness of our actions, we track our progress against the commitments and activities set out in Table 1.

This includes previous, updated, or newly established commitments, with comments and progress noted against each. As our approach matures, we aim to further refine our systems and processes to continually improve outcomes.

This year represented a time of change for our organisation, with an ongoing organisational review of our structures and processes. This has meant that some of our commitments have been on hold during the 24–25 financial year. We expect to resume work on these commitments once the organisational review has been completed.

Table 1: Table of commitments

COMMITMENT	STATUS	COMMENT
<b>Governance controls</b>		
Explore opportunities for the development of a CSIRO Corporate Social Responsibility Statement or other relevant policy changes to frame modern slavery across the whole of business.	●	Changes to policy are currently on hold while we complete a review of our policy environment.
Review existing grievance mechanisms considering UNGP guidance.	●	We completed an independent review of our grievance mechanisms against UNGP Guidance in FY23.
Define responsibilities for ongoing review of modern slavery risks and actions.	●	CSIRO leadership have confirmed internal responsibilities for assessing and addressing modern slavery. However, this may need to be reviewed following completion of an organisational review of our structures and processes.
Review and update contract and Purchase Order templates to include environmental, social and governance (ESG) requirements as required.	●	This task is ongoing as new requirements arise under legislation and Commonwealth policy.
<b>Risk assessment</b>		
Conduct a modern slavery risk assessment for CSIRO operations and supply chain.	●	An independent risk assessment was completed in FY23. This risk assessment will require a refresh in future years.
Define the review schedule for modern slavery risk assessments across our operations and supply chains.	●	Determination of the review schedule for modern slavery risk assessments is currently on hold while we complete an organisational review of our structures and processes.

● Ongoing   ● On hold   ● Complete

COMMITMENT	STATUS	COMMENT
<b>Training</b>		
Training relevant workforce in our responsibilities and requirements to comply with the Act.		Training is available to all CSIRO people through the Attorney-General's Department. Introductory information about modern slavery is available to staff on CSIRO's intranet.
<b>Monitoring and mitigation</b>		
Review our sustainable procurement capabilities and develop an action plan for integrating modern slavery risk into procurement processes by the end of FY21.		Independent expertise was sought to assess our sustainable procurement capabilities (ISO20400) and guide the development of the SPIP in FY21.
Define 'risk' clearly within the procurement standard and ensure procurers are aware of the products and services that constitute 'high risk' procurements.		Changes to procedures are currently on hold while we complete an organisational review of our structures and processes.
Update procurement procedures, processes and standards as required to promote continuous improvement.		Changes to policy are currently on hold while we complete an organisational review of our structures and processes.
Develop a Supplier Code of Conduct to communicate and guide expectations for ethical conduct and sustainability.		CSIRO has implementing the Commonwealth Supplier Code of Conduct, which applies from 1 July 2024.
Set sustainable procurement targets for areas of modern slavery risk.		Setting targets is on hold while we complete an organisational review of our structures and processes.
<b>Consultation</b>		
Engage independent expertise to assist with the SPIP and modern slavery risk assessment.		Independent experts were engaged to review CSIRO's internal processes including human rights and modern slavery governance, conduct risk assessments, and assess viability of grievance mechanisms.
Define an ongoing consultation framework to utilise for ongoing statement preparation.		This process has been defined to guide consultation for risk assessment and statement preparation in ongoing reporting years. Key internal stakeholders have been identified for this Statement and will be reviewed for future statements.
<b>Disclosure</b>		
Ensure that the next Modern Slavery Statement addresses all mandatory criteria as set out in the Act.		The mandatory criteria have been included and are referenced in the Mandatory Criteria Index.
Develop measures to assess the effectiveness of actions and update as required.		Effectiveness will be assessed through this Table of commitments, and annual progress reports.
Review year on year commitments, annual progress report to the Board and publicly report on progress made.		This ongoing commitment will be actioned each year during the drafting, review and publication of our Modern Slavery Statement.

 Ongoing    On hold    Complete

# Mandatory Criteria Index

The table below details the page number and section of this Statement that addresses each of the mandatory criteria in section 16 of the Act.

MANDATORY CRITERIA 1	CONTENT LOCATION	PAGE
Identify the reporting entity	Our organisation	
Describe the reporting entity's structure, operations and supply chains	Our organisation	
Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity and any entities it owns or controls	Assessing and addressing operations risk Assessing and addressing supply chain risk	
Describe the actions taken by the reporting entity and any entities it owns or controls to assess and address these risks, including due diligence and remediation processes	Assessing and addressing operations risk Assessing and addressing supply chain risk	
Describe how the reporting entity assesses the effectiveness of these actions	Assessing the effectiveness of our actions	
Describe the process of consultation on the development of the Statement with any entities the reporting entity owns or controls	Consultation in the development of the Statement	
Any other information that the reporting entity, or the entity giving the Statement, considers relevant	n/a	

# Appendix 1

## Entities owned or controlled by CSIRO

The Science and Industry Endowment Fund ('SIEF') was established under the *Science and Industry Endowment Act 1926*. The principal activity of the SIEF Trust is to provide assistance to persons engaged in scientific research and in training of students in scientific research. The SIEF Trustee is the CSIRO Chief Executive and SIEF is a wholly controlled entity. The SIEF's separate financial statements are reported in the CSIRO Annual Report.

Chile Research Fundación ('Fundación') was established in October 2013. The Fundación is a controlled entity governed by a Board in accordance with the Constitution of the Fundación. The Fundación was created to work with industry and leading Chilean Universities to develop cutting-edge technologies to reduce the environmental impact of mining and increase productivity. The Fundación has wound down its operations and is in the process of deregistration.

National ICT Australia ('NICTA') is Australia's ICT Research Centre of Excellence and undertakes internationally recognised research in partnership with industry, government and researchers to create national benefit and wealth for Australia. NICTA is the parent entity of NICTA IPR Pty Ltd. NICTA IPR Pty exists to hold intellectual property and commercialise research. CSIRO obtained full control of NICTA on 28 August 2015, when the members of the NICTA Board resolved to adopt a revised company constitution which provided CSIRO with effective control over NICTA. NICTA is currently in the process of voluntary deregistration.

CSIRO has established the Innovation Fund with Commonwealth funding support to invest in the development of early stage technology opportunities from the public research sector, to increase their translation into commercial opportunities to be taken up by Australian industry. The Fund has been established through a structure of entities whose purpose is to manage and operate the Fund.

The entities that comprise the Innovation Fund are:

- CSIRO Innovation Fund 1, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It is unconditionally registered by Innovation and Science Australia as an Early Stage Venture Capital Limited Partnership (ESVCLP). It was established in January 2017.
- CSIRO Management Partnership, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It was established in January 2017 as a Venture Capital Management Partnership and acts as the general partner of the CSIRO Innovation Fund 1, LP.
- CSIRO General Partner 2 Pty Ltd was established in December 2016 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company acts as the general partner of CSIRO Management Partnership, LP.
- CSIRO Fund of Funds, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)* and is registered by Innovation and Science Australia as an Australian Venture Capital Fund of Funds. It was established in May 2016, and its sole limited partner is CSIRO. CSIRO Fund of Funds is a limited partner of CSIRO Innovation Fund 1, LP.
- CSIRO Innovation Holding Trust is a unit trust established in July 2018. Its sole member is CSIRO. CSIRO Innovation Holding Trust is a member of the CSIRO Innovation Follow-On Fund 1, Main Sequence Core Fund 3 LP, Main Sequence Parallel Fund, Main Sequence Opportunity Fund 3, and Main Sequence Atmosphere Fund.
- CSIRO General Partner Pty Ltd was established in May 2016 and is a small proprietary company limited by shares, which are solely held by CSIRO. It acts as the general partner of CSIRO Fund of Funds LP and as the trustee of CSIRO Innovation Holding Trust. CSIRO General Partner Pty Ltd does not earn any income in the course of its business, as a result, it relies on CSIRO to pay any reasonable expenses it incurs including audit and regulatory expenses.

- CSIRO Financial Services Pty Ltd (trading as Main Sequence) was established in December 2015 and is a small proprietary company limited by shares, which are solely held by CSIRO. The company has been issued an Australian Financial Services License by ASIC and acts as Manager of various funds under management.
- CSIRO Follow-On Services Pty Ltd was established in April 2018 and is a small proprietary company limited by shares, which are solely held by CSIRO. It serves as trustee of the CSIRO Innovation Follow-On Fund 1.
- CSIRO Innovation Follow-On Fund 1 was established October 2018 and is structured as an attribution managed investment trust, formed to provide follow-on investment to companies supported by CSIRO Innovation Fund 1, LP.
- CSIRO Innovation Services Pty Ltd was established in October 2016 and is a small proprietary company limited by shares, which are solely held by CSIRO. It acts as trustee of:
  - discretionary trusts (see below) established to distribute certain returns from CSIRO Innovation Fund 1, LP, CSIRO Innovation Fund 2, LP and Main Sequence Core Fund 3, LP:
    - CSIRO Innovation Fund Discretionary Trust
    - CSIRO Innovation Fund 2 Discretionary Trust
    - Main Sequence Core Fund 3 Discretionary Trust
  - unit trusts (see below) established to distribute certain returns from CSIRO Innovation Follow-On Fund 1, CSIRO Innovation Follow-on Fund 2, CSIRO Innovation Coinvestment Fund (Class A units), CSIRO Innovation Coinvestment Fund 2 (Class C units), Main Sequence Opportunity Fund 3, and Main Sequence Parallel Fund;
    - CSIRO Follow-on Sponsor Trust
    - CSIRO Follow on 2 Sponsor Trust
    - CSIRO Innovation Coinvestment Trust
    - CSIRO Innovation Coinvestment 2 Trust
    - Main Sequence Opportunity Fund 3 Sponsor Trust
    - Main Sequence Parallel Fund Sponsor Trust
- CSIRO Innovation Fund 2, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It is unconditionally registered by Innovation and Science Australia as an Early Stage Venture Capital Limited Partnership (ESVCLP). It was established in March 2020.
- CSIRO Management Partnership 2, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It was established in March 2020 as a Venture Capital Management Partnership and acts as the general partner of the CSIRO Innovation Fund 2, LP.
- CSIROGP Fund 2 Pty Ltd was established in March 2020 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company acts as the general partner of CSIRO Management Partnership 2, LP.
- CSIRO Follow-On Services 2 Pty Ltd was established in March 2020 and is a small proprietary company limited by shares, which are solely held by CSIRO. It serves as the trustee of CSIRO Innovation Follow-On Fund 2.
- CSIRO Custodial Services Pty Ltd was established in April 2020 for the purpose of providing custodial services under an Australian Financial Services Licence to the Innovation Fund entities.
- CSIRO Innovation Follow-on Fund 2 was established November 2021 and is structured as a managed investment trust, formed to provide follow-on investment to companies supported by CSIRO Innovation Fund 1, LP and CSIRO Innovation Fund 2, LP.
- CSIRO Innovation Coinvestment Services Pty Ltd was established in September 2021 and is a small proprietary company limited by shares, which are solely held by CSIRO. It serves as the trustee of CSIRO Innovation Coinvestment Fund.
- CSIRO Innovation Coinvestment Fund was established March 2022 and is structured as an attribution managed investment trust, formed to invest with CSIRO Innovation Follow-on Fund 2 and to provide follow-on investment to companies supported by CSIRO Innovation Fund 1, LP and CSIRO Innovation Fund 2, LP.
- Main Sequence Core Fund 3, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It is unconditionally registered by Innovation and Science Australia as an Early Stage Venture Capital Limited Partnership (ESVCLP). It was established in November 2022.

- Main Sequence Management Partnership 3, LP is an incorporated limited partnership formed under the *Partnership Act 1892 (NSW)*. It was established in November 2022 as a Venture Capital Management Partnership and acts as the general partner of Main Sequence Core Fund 3, LP.
- Main Sequence GP Fund 3 Pty Ltd was established in October 2022 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company acts as the general partner of Main Sequence Management Partnership 3, LP.
- Main Sequence Parallel Fund Pty Ltd was established in October 2022 and is a small proprietary company limited by shares, solely held by CSIRO. It serves as the Trustee of Main Sequence Parallel Fund.
- Main Sequence Parallel Fund was established January 2023 and is structured as a managed investment trust, formed to coinvest alongside Main Sequence Core Fund 3, LP.
- Main Sequence Opportunity Fund 3 Pty Ltd was established in October 2022 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company acts as the trustee of Main Sequence Opportunity Fund 3.
- Main Sequence Opportunity Fund 3 was established in January 2023 as a managed investment trust with the purpose to make follow-on investments from CSIRO Innovation Fund 1, LP, CSIRO Innovation Fund 2, LP, Main Sequence Core Fund 3, LP, and Main Sequence Parallel Fund.
- Main Sequence NGS Pty Ltd was established in October 2022 and is a small proprietary company limited by shares, which are solely held by CSIRO. It serves as the trustee of the Main Sequence NGS Coinvestment Fund.
- Main Sequence NGS Coinvestment Fund was established in November 2022 as an attribution managed investment trust to coinvest alongside CSIRO Innovation and Main Sequence Funds.

- Main Sequence Atmosphere Fund was established in May 2024 and is structured as a unit trust.
- Main Sequence GP Fund 4 Pty Ltd was established in March 2025 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company will act as the general partner of Main Sequence Management Partnership 4, LP.
- Main Sequence Opportunity Fund 4 Pty Ltd was established in March 2025 and is a small proprietary company limited by shares, which are solely held by CSIRO. This company will act as the trustee of Main Sequence Opportunity Fund 4.

All of the above Innovation Fund related entities are under the sole control of the CSIRO as at 30 June 2025. The above listed entities sit outside the General Government Sector with the exception of:

- CSIRO Financial Services Pty Ltd;
- CSIRO Innovation Services Pty Ltd;
- CSIRO Custodial Services Pty Ltd;
- CSIRO Innovation Fund Discretionary Trust;
- CSIRO Follow-on Sponsor Trust;
- CSIRO Follow on 2 Sponsor Trust;
- CSIRO Innovation Coinvestment Trust;
- CSIRO Innovation Fund 2 Discretionary Trust;
- CSIRO Innovation Coinvestment 2 Trust;
- Main Sequence Core Fund 3 Discretionary Trust;
- Main Sequence Opportunity Fund 3 Sponsor Trust; and
- Main Sequence Parallel Fund Sponsor Trust.

CSIRO USA LLC and CSIRO Innovations LLC were established in February 2017 to support the establishment of a CSIRO presence in the United States of America. Both entities are incorporated within Delaware and are wholly controlled by the CSIRO.

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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