



Providing a Positive Work Environment

CSL is committed to having a safe, fair and rewarding workplace, which is exemplified by our employee brand.

Our employee brand – Promising Futures – represents our commitment to having a diverse, global workplace where people may fulfill their career aspirations, realise their potential and be inspired to be part of a purpose-driven company with a values-based culture.

We have an inclusive culture where all employees are respected, valued and able to freely share their perspectives, experiences and ideas. We have zero tolerance for harassment or discrimination.

CSL leaders are expected to create a culture that appreciates and leverages differences, build diversity into their teams and role model CSL's Values.

CSL's Code of Conduct, which is set by the Board, guides our approach to human resource (HR) management. The executive management team for each CSL business unit and at each CSL manufacturing site is accountable for implementing HR policies, practices and programs that fulfil our employment responsibilities and support the business strategy.

Talent and Culture

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Pictured: CSL employees in Switzerland

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At CSL, we reward fairly and competitively. We leverage a market-based approach to offering competitive rewards, always keeping in mind alignment between employee and shareholder interests. We have instituted a global career framework to make our job structure transparent and to better compare jobs to the external market to ensure rewards are market driven. An employee's remuneration is directly related to his/her position, to other employees in a similar position and to local market practices.

We focus on equal pay for equal work and have audit procedures in place to ensure there is no bias in our remuneration practices.

We use a consistent job architecture across the CSL Group, enabling comparison of job size, and we monitor the market value of roles across different locations.

Our performance management framework involves the establishment of performance objectives and values-based behaviours. These are formally reviewed twice per year and through regular conversations between a manager and employee, and management of performance-related remuneration. We have a pay-for-performance culture, and living our CSL Values is a non-negotiable performance expectation.

CSL is committed to investment in learning and development to continually improve the ability of employees to carry out their roles in a way that results in superior performance and is compliant, safe and effective. We make professional development opportunities available to employees at all levels and we build a pool of talented leaders ready to assume future leadership roles across the group.

CSL scholarship program

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CSL believes in the power of education to create opportunities and change peoples' lives. CSL's Promising FUTURES Scholarship Program provides financial assistance to employees and their dependents for technical school, vocational school, two- and four-year colleges or advanced education. The program was specifically designed to support individuals from traditionally underprivileged, underrepresented communities – those who have had to overcome substantial obstacles to pursue their studies or first-generation college students.

We launched the program in 2021 in the US, and expanded it to Australia the following year. In Australia in 2022, we awarded two scholarships and in 2023, there were three successful applicants. In 2025, we awarded 37 scholarships in the U.S. to provide financial support for the growth, development and future success of our employees and their dependents who represent diverse communities in the biotechnology industry. The scholarships help cover the cost of technical school, vocational school, college or other advanced education.

Celebrating employees' contributions



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CSL's global recognition program, Celebrate the Promise, is an online platform that allows employees and leaders to easily send recognition to anyone at any time and for

any reason – from a simple "thank you" to acknowledgement of a major accomplishment. Each recognition is tied to a specific CSL Value. For more significant achievements, employees may receive points to purchase merchandise from an online catalogue. During the 2023/24 financial year, employees and leaders shared more than 92,400 global recognition moments, with Collaboration and Superior Performance being the top two most-recognised CSL Values.

Developing our future leaders



CSL provides learning and development opportunities for employees at all levels. We aim to continually improve our employees' capabilities to help them fulfil their roles safely, effectively and consistently. This enhances our performance as a company and facilitates employees' development as they pursue their career goals and ambitions.

We maintain a wide range of professional and personal development programs to meet the evolving needs and expectations of our leaders, whether they manage a team or a project and need to get work done through others. From developing strategy and executing with excellence to driving innovation and fostering an inclusive culture, the role of a leader has never been more critical. That is why we continue to support the ongoing development of CSL's leaders now and for the future. Following are descriptions of some of our development offerings.

Mentoring: Our Global Mentoring Program brings together mentors and mentees from around the world and improves collaboration, knowledge sharing and strategic capabilities across the organisation.

Leadership Development: In 2024, CSL launched CSL Academy to both inform and inspire employees and leaders about the Learning & Development programs, services and solutions available to them. CSL Academy reflects CSL's investment in its people and contains a range of learning opportunities, including:

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- dedicated Leadership Academy that hosts a suite of formal development programs aligned to different levels within the organisation, all anchored to CSL's Leadership Capabilities;
- a Professional Skills Academy, designed to provide employees with the ever-evolving knowledge and skills needed to support their professional development;
- information on how to leverage Learning & Development Services and Solutions, including coaching, mentoring, 360 leadership assessments and future ways to work;
- resources and guides on career and development planning; and
- a Social Lounge where employees can join communities of practise and discussion forums.

Frontline Leader Development: The Frontline Leader program provides foundational business and people management skills for supervisors and newly promoted managers across the operations organisation. Coursework is designed to enhance leadership and management skills, Human Resources & Legal compliance knowledge, and Enterprise Operations business acumen. The program was launched in 2022 and is offered at all CSL manufacturing sites.



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