

15

DEAKIN UNIVERSITY
**SUSTAINABILITY
REPORT**





CONTENTS

01	INSIDE FRONT COVER	3	10	CREATING MORE SUSTAINABLE CAMPUSES	18
	Contact point for questions	3		More sustainable transport	18
02	ABOUT THIS REPORT	3		Campus Environments	19
	Our stakeholders	3		Biodiversity	21
03	VICE-CHANCELLOR'S MESSAGE	4		Optimising natural resources, lowering impacts	21
04	DEAKIN FACTS	5		Energy and Carbon	22
05	SUSTAINABILITY HIGHLIGHTS	6		Waste Management	23
06	OUR TOP ISSUES AND CHALLENGES	6		Sustainable procurement	25
				Local procurement	25
07	ENGAGING STUDENTS AND STAFF	7	11	CONNECTING WITH INDUSTRY, PARTNERS AND COMMUNITIES	26
	Student engagement	7		Connecting with industry and partners	26
	Staff engagement	8		How our research contributes to the sustainability agenda	27
	Staff benefits	8		Deakin's role in local economies	28
	Sustainability in our courses and communication	8	12	BUILDING A SOUND FUTURE	29
08	SUPPORTING OUR STUDENTS	9		Governance structure	29
	Enhancing our graduates' employability	9		How we plan and drive sustainability	31
	Keeping our students healthy and safe	10		Planning and approval	32
	Building a diverse, accessible campus	10		Quality and standards	32
	Student Access and Inclusion	11		Financial sustainability and investments	32
				Our economic sustainability	32
				Our approach to investment	32
09	FORGING AN INCLUSIVE AND SUPPORTIVE WORKPLACE	13	13	APPENDIX	33
	Our workforce	13		Material issues	33
	Attracting and retaining our talented people	13	14	GRI CONTENT INDEX	35
	Workforce training and education	14			
	Staff inclusion and diversity	15			
	Disability inclusion	15			
	Cultural awareness	15			
	Gender diversity	16			
	Staff wellbeing and on-campus safety	17			

01

CONTACT POINT FOR QUESTIONS

Enquiries regarding organisational sustainability please contact:

EMMA CONNAN

Manager Organisational Sustainability
sustainability@deakin.edu.au

02

ABOUT THIS REPORT

This is our third annual sustainability report, following our first publication in 2013. Our sustainability approach relates to Deakin University's overall strategy, LIVE the future: Agenda 2020. The report covers the calendar year 2015 and is in accordance with the Global Reporting Initiative (GRI) G4 Guidelines' core option. For more details about the GRI please see: www.globalreporting.org.

The GRI Content Index on page 35 maps where our responses to the GRI indicators are found in our report. There are no significant changes to the scope of the report, nor any restatements of information provided in previous years.

We undertook a detailed materiality assessment to inform our reporting this year (see page 33) to ensure we are reporting on 'what matters most' to our stakeholders. Our key stakeholders are summarised below.

This year, for the first time, we have mapped our sustainability initiatives and approach to the new UN Sustainable Development Goals (SDGs). The goals were adopted globally in September 2015 and provide a framework for measuring progress towards a more sustainable world. Where our activities map to the 17 SDGs and their associated targets they are noted throughout this report using the icons associated with the SDGs. For more information about the goals see www.sdgcompass.org/sdgs/

Our sustainability reporting strategy is endorsed by University Executive, and this 2015 Sustainability Report was approved by the Executive Director Campus Services, who ensures the 'material aspects' are addressed on behalf of the University Executive and University Council. Refer to page 29 for more details on how we plan and manage sustainability at Deakin.

OUR STAKEHOLDERS

We view our stakeholders as those who are impacted by our activities and/or those who can impact our ability to achieve our goals. We consulted students, staff and some external stakeholders such as suppliers and partners as part of the process of compiling this report. For more detail see the report section 'Our top issues and challenges' on page 6.



THE GLOBAL GOALS
For Sustainable Development



STAKEHOLDER	ENGAGEMENT METHOD	FREQUENCY
Students	<ul style="list-style-type: none"> Surveys Website information Newsletters/magazines and other materials Sustainability survey and forums 	<ul style="list-style-type: none"> Frequently Ongoing Monthly / ad-hoc Bi-annually
Staff	<ul style="list-style-type: none"> Staff satisfaction survey Newsletters Vice-Chancellor email updates Vice-Chancellor town hall meetings Sustainability survey 	<ul style="list-style-type: none"> Bi-annually Monthly Monthly Quarterly Bi-annually
Community, Government and Partner Organisations	<ul style="list-style-type: none"> Meetings Written communication Sustainability survey/interviews Website information 	<ul style="list-style-type: none"> Ad hoc As-needs Annually Ongoing

03

VICE-CHANCELLOR'S MESSAGE



I am delighted to introduce Deakin's 2015 Sustainability Report.

Sustainability matters to Deakin staff and students for a very simple reason – we care about our shared future. Whether it's sustaining the diversity of life on Earth, sustaining the viability of our work, or sustaining enjoyment of our environment, sustainability is central to maintaining our quality of life without compromising the needs of future generations.

At its core, sustainability is about equity. A sustainable society is one where there is equitable access to the Earth's resources, both within and across generations, and a sustainable organisation acts not only to ensure its own success, but also to benefit the wider community.

Deakin University strives for an embedded and transparent approach to sustainability; we focus on 'what matters most' across our social, environmental and economic sustainability performance.

We aim to promote sustainable working and living practices, embedding principles of sustainability in our structures, governance, decision-making and operational processes. We aim to minimise our environmental

footprint, optimising our efficiency in our use of resources and reducing our carbon emissions and waste production. And we aim to lead in generating knowledge which will enhance understanding of sustainability across society.

Deakin has introduced a range of initiatives, activities and actions that contribute to this position. Our design standards for both new buildings and refurbishment of existing buildings include ecologically sustainable development principles, and our redevelopment master plan includes a biodiversity zone at our Geelong Waurn Ponds Campus.

Deakin's intercampus bus service, the use of videoconferencing technology and carpooling booking systems have all contributed to a significant reduction in Deakin's carbon impact. We have also made great progress in reducing waste through recycling programs and through initiatives to significantly reduce paper consumption.

This is our third report developed in accordance with the Global Reporting Initiative G4 Guidelines. For universities, as for businesses everywhere, what gets measured gets done, and Deakin believes that in sharing our sustainability performance in the most

transparent and accountable way, we can measure and manage change, identifying risks and opportunities and generating innovation and improvement in the areas that matter most.

A handwritten signature in black ink that reads "Jane den Hollander".

Jane den Hollander

Vice-Chancellor and President

DEAKIN FACTS

The principal activities of Deakin University consist of providing education at undergraduate and postgraduate level, undertaking research and providing academic and other expertise to industry, the professions and government. This takes place primarily at four campuses located in Victoria, Australia: Melbourne Burwood, Geelong Waurn Ponds, Geelong Waterfront and Warrnambool.

Our activities also involve student exchange partnerships with universities in more than 30 countries, as well as research projects and offices in India, China and Indonesia and three regional learning centres in Victoria. In 2015, more than 12,800 students studied entirely 'in the cloud', considered to be Deakin's fifth campus.

The University incorporates four 'wholly owned' controlled entities and five associated entities. More detailed information regarding the University's structure and this commercial activity can be found in the Deakin University 2015 Annual Report, see: www.deakin.edu.au/about-deakin/leadership-and-governance/reports-and-publications



CAMPUSES & LAND AREA (hectares)

Melbourne Burwood	27
Geelong Waurn Ponds	325
Geelong Waterfront	4
Warrnambool	94
Total	450

STAFF

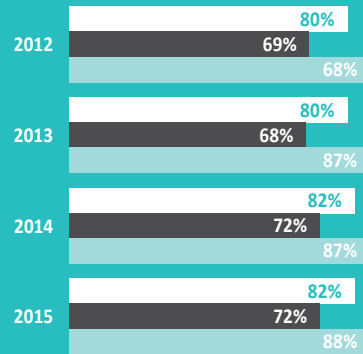
Full time equivalent	
Full time / part time	3,461
Casual	757
Total	4,218
By staff type	
Academic	1,922
General	2,296

STUDENTS

Course enrolments	53,314
Student Load (Equivalent Full time)	37,000
Course completions	11,550

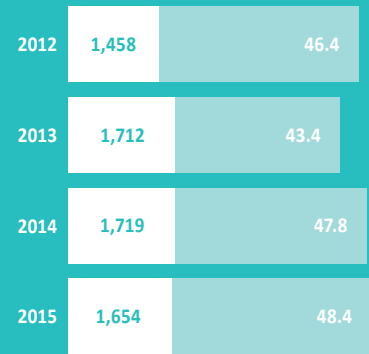
COURSE SATISFACTION

Bachelor Degree Graduates



■ Generic skills
■ Good teaching
■ Overall satisfaction

RESEARCH PERFORMANCE



■ Research income (\$ million)
■ Research publications



A SIGNATORY TO THE TALLOIRES DECLARATION

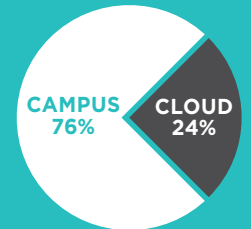


a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. The Faculty of Business and Law also maintains a commitment to the United Nations Principles of Responsible Management Education (PRME).

DEAKIN'S FIFTH



and fastest growing campus is in the cloud (online). Deakin also has a corporate centre in the Melbourne CBD, learning centres across outer-metropolitan Melbourne and international offices in India, China and Indonesia.



DEAKIN'S FOUR FACULTIES



offer a comprehensive range of courses across the arts, science, sport, nutrition, architecture, business, law, medicine, optometry, engineering, nursing, allied health, psychology and teaching.



INTERNATIONAL STUDENTS:

Over 8,000 students from 127 countries around the globe.



THE FIRST UNIVERSITY

in regional Victoria and the first to specialise in distance education.

PROUD TO BE MEMBERS OF



the Green Building Council Australia, Australian Campuses Towards Sustainability, Tertiary Sustainability Network, Committee for Geelong and the G21 – Geelong Regional Alliance.



ALMOST A QUARTER

of our 53,000 students choose to study wholly in the cloud.

05

SUSTAINABILITY HIGHLIGHTS

MAJOR ACHIEVEMENTS FOR DEAKIN IN 2015 INCLUDED:

- Employer of Choice for Gender Equality (EOCGE) by the Workplace Gender Equality Agency for the ninth year in a row.
- The highest representation of women in the professoriate in seven years, at 36.3 per cent.
- Bachelor of Environmental Science (Environmental Management and Sustainability) was shortlisted as a finalist in 2015's ACTS Green Gown Awards under the category 'Learning, Teaching and Skills'.
- Decreased our energy intensity by 4 per cent despite an approximate 13 per cent increase in equivalent full time student load between 2013 and 2015.
- Introduced scrap metal collection at our Burwood and Waurn Ponds campuses, recycling a total of 17.82 tonnes.
- For six consecutive years, Deakin has ranked first in Victoria for graduate satisfaction in the Australian Graduate Student Survey.
- First university in Australia to appoint a Pro Vice - Chancellor for Graduate Employment.
- Began developing a Sustainability Plan 2016-2020.

06

OUR TOP ISSUES AND CHALLENGES

We have been steadily improving our sustainability performance but we recognise we still have more opportunities and challenges ahead to achieve our ambitions.

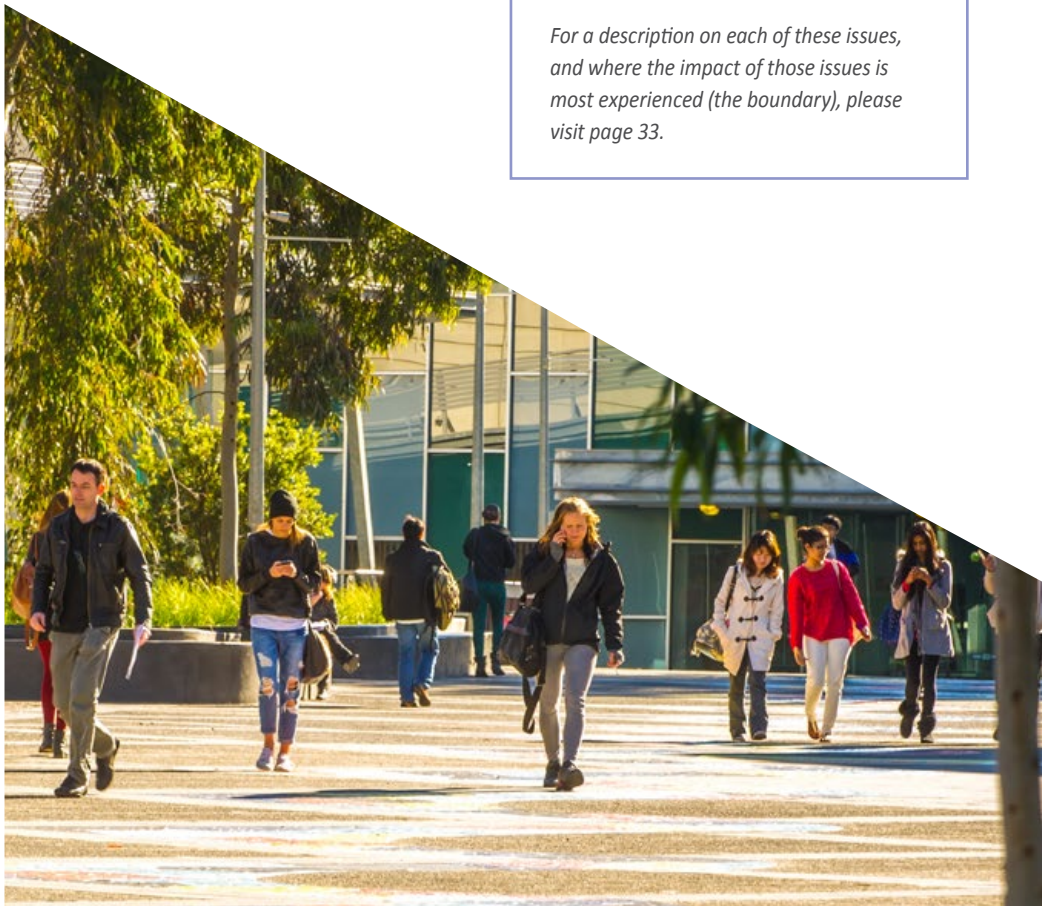
This year, we engaged students, staff, senior management and some of our partners in the wider community to understand our most significant sustainability impacts and to guide us in developing this report. We also considered sustainability in the context of our corporate strategy, *LIVE the Future: Agenda 2020*. The issues identified were then reviewed by selected senior management, staff and students and prioritised according to the significance of the impact and the degree to which the issue was likely to influence stakeholder assessments of Deakin.

The prioritised issues were then validated by the Chief Operating Officer and Executive Director Campus Services. Some related issues were consolidated and the list reduced to the highest priority issues.

OUR HIGHEST PRIORITY ISSUES ARE:

- engaging staff and students
- student employability and internationalisation
- student experience and welfare
- access and equity
- staff wellbeing and safety
- workforce attraction and retention
- workforce diversity and inclusion
- sustainability management
- sustainability research
- sustainability in the built environment
- resource efficiency
- developing sustainable transport options
- sustainable procurement
- role in the local economy
- community partnerships and engagement
- financial sustainability.

For a description on each of these issues, and where the impact of those issues is most experienced (the boundary), please visit page 33.



07

ENGAGING STUDENTS AND STAFF

Deakin's purpose and success lies with how well we engage our students and staff. Students are at the centre of everything we do, and student completion and satisfaction is enduringly our true north. We recognise that students who are engaged in university life will have a better chance of successfully completing their studies.



4 QUALITY EDUCATION

SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Target 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

Target 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

STUDENT ENGAGEMENT

Deakin has been rated first in Victoria for student satisfaction for six consecutive years (Australian Graduate Survey 2010–2015). Despite this success, we want to keep strengthening our engagement with students. In 2015, the bi-annual 'Getting Started at

Deakin' survey asked new undergraduate and postgraduate coursework students, in the first six weeks of study in Trimester 1, about their expectations and perceptions of their early university experience. Some 3,949 students responded, representing an overall response rate of 34 per cent.

On the overarching satisfaction measures in the survey, over 86 per cent of students agreed that they would recommend Deakin to others, and 82 per cent were satisfied overall with their experience of Deakin. In the Getting Started survey in 2013, the corresponding outcome measures were 87 and 82 per cent respectively.

A clear challenge is how to engage the increasing numbers of students who interact with Deakin primarily via 'the cloud' – learning experiences delivered digitally. Almost a quarter of our 53,000 students choose to study wholly in the cloud, but as we grow, we expect that number will increase.

To foster ongoing engagement in the cloud, we have introduced initiatives such as our innovative online library services (allowing students to access library services 24/7), cloud based study support services and counselling.

Over the last year we have also seen radical changes to the design of our courses, in part driven by digital opportunities. Through the Centre for Research in Assessment and Digital Learning (CRADLE), we are undertaking essential research to ensure the success of emerging digital environments.

CASE STUDY:

STUDENT SERVICES NETWORK AT THE WATERFRONT CAMPUS

For many students, universities can be bewildering places. There is a lot of information to access and take in, and a new environment to navigate. Recognising that, in 2015 we piloted an innovative approach to make the student journey as smooth as possible from the first to final time they engage with us.

As part of the Student Service Network (SSN) initiative, we set up a Student Central hub at our Waterfront Campus to provide a 'one stop shop' where students can get information and advice on everything from courses to university administrative services as well as connections to specialised services. The SSN brings together course advisors and student services advisors in a single area that was fitted out to make it welcoming and easy to access, especially for new students.

Instead of multiple, tricky to find service points around the campus, students only have to negotiate one. To make the experience even easier, we recruited a number of student mentors to act as the first point of contact to ensure that students did not feel intimidated to ask questions.

This student-focussed approach was a resounding success. At the end of the trial, more than 85 per cent of students surveyed voted the SSN either four or five stars on a scale of 1-5.

We are now setting up similar Student Central hubs at other campuses, starting with Burwood in 2016/17.

Thoughts and Feelings about Being a Student at Deakin (per cent agree)	Agree	Strongly Agree	Percentage Agreement
Happy with level of interaction with students	47.7	14.4	62.1
Feel a sense of belonging to Deakin University	42.5	13.7	56.2
Really like being a university student	47.0	25.5	72.5
Would recommend Deakin to others	50.6	35.5	86.1
Overall satisfied with the Deakin University experience so far	55.0	27.3	82.3



STAFF ENGAGEMENT

Institutional excellence comes from the exceptional talent and commitment of individuals working together for a shared vision. We aim to foster that through staff engagement. A pleasing 92 per cent of Deakin's staff participated in the 2015 bi-annual staff survey, undertaken by Voice Project, with very high levels of support (90 per cent) for Deakin's mission, vision and leadership. These results are benchmarked at number one in Australia.

Our staff engagement was up four percentage points from 2013 to 83 per cent (seven points above Australian university benchmarks). In the key measure of satisfaction with progress, Deakin is at 80 per cent (22 points higher than the sector benchmark). Across the survey as a whole, the average shift since the 2013 survey was upwards by six points.

An area for improvement is internal communication. Although 94 per cent of our respondents reported they had good working relationships with co-workers, only 45 per cent thought we had good cross-unit communication.

STAFF BENEFITS

We offer a variety of benefits to all staff members to enhance their work life, ensuring they feel valued at work. On all campuses, we have support services that may include parent rooms, childcare services, medical centres, counselling services and multi-faith chaplains. For more detail see: <http://www.deakin.edu.au/about-deakin/careers-at-deakin/your-employer-of-choice>.

Our Staff Development Program offers a range of courses that enable skill development, career progression and personal growth.

We also provide secondment opportunities to eligible staff to support their career development goals, academic study options including study support, financial assistance and study leave.

Staff achievements are acknowledged through granting a number of awards, including the Alfred Deakin Professor and Vice-Chancellor Awards.

FACILITIES AND TECHNOLOGY



79%

Are happy with Facilities



87%

Feel that Deakin is technologically up-to-date

PEOPLE



94%

Have good working relationships with co-workers



79%

Think the Executive Keep us informed

TEACHING AND RESEARCH



65%

Feel supported to achieve teaching goals



57%

Feel they receive enough support to achieve research goals

SUSTAINABILITY IN OUR COURSES AND COMMUNICATION

We are committed to offering sustainability courses at Deakin. Two key courses for sustainability education are our Sustainable Management (Business and Law) and Bachelor of Environmental Science (Environmental Management and Sustainability) which was shortlisted as a finalist in 2015's ACTS Green Gown Awards under the category 'Learning, Teaching and Skills'.

The Faculty of Business and Law has committed to the Principals of Responsible Management Education (PRME). The vast majority of courses offered by the Faculty incorporate relevant sustainability components. For example, the Masters of Business Administration (MBA) and MBA International courses are oriented around the major themes of:

- Globalisation
- Risk and Sustainability
- Social Responsibility.

We recognise there is work to be done to embed sustainability across all disciplines. During the consultation for this report, students told us that they would like to see better communication around Deakin's sustainability performance.

This report is part of our response to that request. For the first time through an interactive discussion, we invited students to provide input to the assessment of our material issues via student forums.

08

SUPPORTING OUR STUDENTS

Ensuring that students have the support they need to complete their studies and successfully transition into life after university is an important part of how Deakin delivers a positive student experience. We aim to foster an inclusive, supportive and safe environment for students, to nurture their health and wellbeing and support their success in learning.

ENHANCING OUR GRADUATES' EMPLOYABILITY

We support our students by helping them succeed after they leave us. Programs to enhance graduate employment beyond graduation are integral to our way of operating.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Target 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

In 2015, we appointed a Pro Vice-Chancellor, Graduate Employment, the first such position in an Australian university (see the case study in this section). This crucial role underlines the emphasis we place on student employability.

The Deakin Graduate Learning Outcomes encompass discipline-specific knowledge and capabilities, but also transferable skills such as communication, digital literacy, critical thinking, problem solving, self-management, teamwork and global citizenship that are relevant in diverse situations. These will ensure our leaders of tomorrow are equipped for an uncertain future.

The Australian Graduate Survey (AGS) data showed that 66.5 per cent of Deakin domestic graduates available for full-time work were in full-time work. This result is slightly above the Victorian university average of 65.5 per cent but below the national average of 68.9 per cent. Although this was a slight increase on our 2014 results, graduate employability remains a key focus for us. For further information on the survey results please refer to page 19 of our 2015 Annual Report.

In an increasingly connected and global world, we have taken steps to develop our students to be global and digital citizens.

In 2011, we established the Global Citizenship Program to help develop our students to be globally aware, culturally sensitive, and able to live and work independently. In 2015 more than 4,000 students registered and gained access to a number of activities and initiatives including:

- international study experiences
- participation in internationally-focused units
- seminars on international topics
- international internships
- international-centred volunteering
- foreign language studies
- peer mentoring.

In 2015 we piloted Deakin Hallmarks – a program that awards students with digital credentials, recognising outstanding achievement of Deakin's Graduate Learning Outcomes. These awards were established in consultation with Faculties, relevant employers, and industry and professional bodies to ensure they signify outstanding achievement relative to professional life. The first Deakin Hallmark was awarded in November 2015 to Michelle Worsley, a fourth-year Bachelor of Environmental Science student.

CASE STUDY:

FIRST PRO-VICE CHANCELLOR FOR GRADUATE EMPLOYMENT

In 2015 we appointed our first Pro-Vice Chancellor (Graduate Employment) Professor Dineli Mather. This was the first time any Australian university has employed someone to look after graduate employment at such a senior level. Our aim is to make Deakin the leading university for graduate employment outcomes.

Since her appointment, Professor Mather has been designing a new compulsory course in career planning for all students completing either a commerce, arts or science degree. These degrees have been chosen given their large number of potential career pathways.

The career planning unit will guide students in identifying potential future roles and prospective employers, and guide them to explore various ways they can make themselves marketable.

We are currently in the process of developing our own portal similar to LinkedIn. This

platform will allow students to develop their employee profiles and engage with prospective employers through a controlled environment.





KEEPING OUR STUDENTS HEALTHY AND SAFE

The health and wellbeing of our students on campus remains pivotal to their learning experience during their time with us. We have a range of security, health, safety and wellbeing initiatives in place to keep both students and staff healthy and safe on campus.

One such initiative is SafeZone. This is an application (app) that allows users to contact the 24-hour on-campus security team for assistance and provides the team with the user's exact on-campus location. In 2015, we had over 890 new registrations to our SafeZone app, bringing total registered users to over 3,000.

We also offer sporting and recreational facilities, counselling services and on-campus medical services to support student wellbeing. In 2015, we extended a number of these services to our Cloud Campus so that all students have access to services to help them successfully complete their studies.

For more details on how we ensure the health and safety of our students, staff and contractors, see page 17.

BUILDING A DIVERSE, ACCESSIBLE CAMPUS

Deakin fosters an inclusive culture that respects, values and encourages diversity across our student population. At Deakin, we see diversity as a strength and asset that improves educational and employment outcomes, whilst also delivering enduring community benefit.

We believe everyone should have access to higher education irrespective of their upbringing or situation. For this reason, we undertake a number of strategic initiatives

and activities across the University to enable full participation and success for students from all walks of life.

Our selection process is based on the principle of entry pathways for all. In 2015, we undertook a major review of our domestic scholarship and bursary scheme to ensure those from various equity backgrounds were rewarded for their excellence.

Part of our approach is the University's outreach program, Deakin Engagement and Access Program (DEAP). DEAP works with partner schools in communities of Melbourne, Geelong and the Barwon South experiencing socio-economic and educational disadvantage. The program aims to improve post-school education through the delivery of on-campus and in-school activities to students in Grade 3 to Year 12. The program reached more than 11,000 students, parents, teachers and community members in 2015. Over 6,700 students who have participated in DEAP have transitioned to University since the program began in 2010. See the case study on page 28.

4 QUALITY EDUCATION



SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Target 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

CASE STUDY:

DEAKIN ELITE SPORTS PRECINCT

In 2015 we built a new \$8.4 million Deakin Elite Sports Precinct at our Waurn Ponds Campus. The precinct provides world-class facilities for our Bachelor of Exercise and Sport Science and other sports courses, student engagement and community sport.

The arena includes an MCG-sized AFL oval, a FIFA-grade soccer pitch, an eight-lane 400-metre athletics track, a synthetic baseball diamond and a magnificent outdoor, trackside teaching facility.

The new facilities will support our world-recognised sports courses, including Bachelor of Exercise and Sport Science, Bachelor of Business (Sports management), Bachelor of Sport Development, health and physical education (teaching) and engineering science (sports technology).

The precinct is open to both the University and the wider community, allowing enhanced access and participation for the regional, rural and Indigenous community to sports and recreation facilities, and further consolidating the broader community's engagement with Deakin.

STUDENT ACCESS AND INCLUSION

Deakin continues to have the highest percentage of Indigenous enrolment of any Victorian university and the third highest in Australia. This has been supported by Deakin's Institute of Koorie Education (IKE), which was established in 1991.

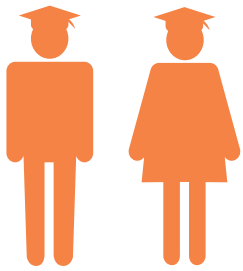
IKE supports Aboriginal and Torres Strait

Islander students to complete their studies without leaving their communities for substantial periods, through on and off campus teaching.

We are also continuing to grow our enrolment of international students, with more than 8,700 students enrolled (up 9.6 per cent from 2014) from around the world. We were recently ranked among the world's most international universities by the Times Higher

Education world university rankings.

Our international student population is a great addition to Deakin and we continue to offer courses and support via the Deakin University English Language Institute (DUELI) to ensure our international students have a successful, enjoyable experience. Our language centre represents the second largest university language centre in the country.



FOR EVERY 100 DOMESTIC STUDENTS, THERE ARE...

- 2 who are Aboriginal or Torres Strait Islanders
- 3 from a non-English speaking background
- 7 who have some level of disability
- 14 from low socio-economic areas
- 17 who were born overseas
- 22 from a regional or remote home location
- 61 females
- 78 who live in a major city

CASE STUDY:

30 YEARS OF KOORIE GRADUATES FROM THE INSTITUTE

Our students and staff are celebrating the unique achievements of Deakin's Institute of Koorie Education (The Institute) and its leadership in Indigenous learning and academic inclusion.

Beginning in 1986 when two teaching programs for Victorian Koories were first offered through Deakin University, the Institute was formally structured and proclaimed in 1991 after the University and the Victorian Koorie Community explored joint authority and joint management of Koorie education initiatives.

Since then the Institute has grown to become a highly successful community-based learning model for Aboriginal and Torres Strait Islander students from Victoria. The Institute involves well supported on and off-campus teaching, interactively designed to be culturally inclusive and appropriate, and to enable age and ability-diverse students to study without being removed from their communities and obligations for long periods.

In Australia, only a very small number of universities offer degree courses through off-campus study, and among these, it is Deakin that has sustained a comprehensive range of course offerings.

The Institute develops customised courses negotiated between the Institute and Faculty staff, structured around off-campus community-based delivery, supported by on-

campus intensive study blocks — and student accommodation — complemented by local tutors at regional study centres.

Students love the flexible nature of the programs and the support received from the Institute's team. The Institute also strengthens community connections through hosting and promoting community groups and their cultural initiatives, adding to the richness of the learning experience for students.

Over 30 years the Institute has produced almost 1000 graduates, which is progress worth celebrating.

In October 2015, Deakin and the Institute won top place in the Training Provider category of the 2015 VAEAI Wurrerker Awards held at the Aborigines Advancement League.





We also have enrolled more than 2,900 students with a disability, the highest number for any Australian university. A dedicated Disability Resource Centre promotes inclusion and access, and provides information and services for students with a disability, health or mental health condition that affects their study or participation in university life.

In 2015, we completed our 2012-2015 Disability Action Plan. Over the four-year period, we implemented initiatives to improve access for our students, including:

- developing a University-wide mental health strategy which includes policy and training
- a coordinated approach to improving the accessibility of the online learning and digital environments
- an audit to comprehensively review and improve the accessibility of the University's existing built environment.

A review of our 2012-2015 Disability Action Plan will take place in the second half of 2016.

CASE STUDY:

FOSTERING ABILITIES TO SUCCEED AT UNIVERSITY

People with a disability – students, staff and visitors – must be able to fully participate in the life of Deakin and be inspired to succeed equally in their endeavours.

Through the Deakin University Disability Action Plan 2012–2015 we have completed a number of important, inclusive changes to how we support and harness the contributions of people with a disability, who make up roughly 7 per cent of our campus population.

Launched in 2011 at the Deakin University Social Inclusion and Innovation Conference,

the Plan involved a consultative, working-group based review of Deakin's policies and practices, building on the substantial work of our first voluntary Disability Discrimination Act Action Plan.

Using the AAA framework of Aspiration, Access (and experience), and Achievement outlined in the University's Widening Participation Plan, the 2012-2015 Action Plan recognised that genuine inclusion involves much more than physical accessibility and individual adjustments.

The Plan involved reviewing or developing policies to support inclusion and actions aimed at ensuring all aspects of Deakin life are open to people with disability.

FORGING AN INCLUSIVE AND SUPPORTIVE WORKPLACE

OUR WORKFORCE

Deakin is committed to an inclusive and rewarding workplace, with a culture that fosters and supports excellence in teaching, research, community engagement and the services that enable these activities.

In 2015 staff numbers continued to grow, primarily through increases in the number of full time and part time staff employed.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

ATTRACTING AND RETAINING OUR TALENTED PEOPLE

Supporting our staff remains a top priority for us, and we understand the need to support and foster our employee culture to ensure we attract and retain our talented people.

Our workplace flexibility and leave program supports our people's work-life balance and satisfaction with their employment at Deakin, which in turn supports us as an employer of choice. Our rates of return to work from maternity/paternity leave in 2015 were just under 93 per cent.

We offer a variety of working contracts for those who are preparing for or reaching retirement. These include part-time options with the benefits of superannuation contributions maintained at full-time rates or fixed term contracts with the advantage of 10 per cent salary loading for the fixed-term period. The University together with UniSuper offer information sessions on superannuation and financial planning to assist employees prepare for retirement age. These sessions can be paid for from the staff member's super fund.

Deakin staff 2012-2015

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	%(2014 -15)
Full Time/Part Time	2,964	3,098	3,284	3,461	5.11%
Casual (Estimate)	662	730	747	757	1.32%
Total	3,626	3,828	4,031	4,218	4.43%
Academic	1,661	1,787	1,881	1,922	2.13%
General	1,965	2,041	2,150	2,296	6.36%

Deakin staff 2012-2015 (gender and age)

FULL TIME EQUIVALENT STAFF	2012	2013	2014	2015	%(2014 -15)
GENDER	FTE	FTE	FTE	FTE	%
Female	1729.63	1824.49	1923.66	2022.9	4.90%
Male	1234.29	1273.42	1360.05	1437.9	5.41%
TOTAL	2963.92	3097.91	3283.71	3460.7	5.12%
AGE BRACKET	FTE	FTE	FTE	FTE	%
Less than 20	0	1	1	2	50.00%
20-30 years	295.49	284.06	274.4	369.9	25.82%
30-40 years	832.31	905.37	995.95	1066.8	6.64%
40-50 years	810.62	848.82	893.48	943.17	5.27%
above 50	1025.5	1058.66	1118.88	1078.9	-3.71%
Total	2963.92	3097.91	3283.71	3460.7	5.12%





WORKFORCE TRAINING AND EDUCATION

To develop the performance and capability of our people, we offer a range of programs including customised professional development and support designed on an as-needs basis to build internal capability. These programs include:

- Deakin Managers' Advancement Program
- Senior Management Group Leadership Program
- Staff Development Program
- Lynda.com
- Professional Development tools
- Study support
- Academic study program
- Mentoring partnership program
- Vice-Chancellor's Professional Development Awards
- TeachAssist.

A refreshed evaluation framework for measuring outcomes of these programs will be implemented by December 2016. In 2015, 984 staff attended at least one of the 25 courses offered through the Staff Development Program (across 60 sessions) on offer.

YEAR	No. of courses	No. of sessions	No. of staff attendees
2013	45	148	1508
2014	37	119	1088
2015	25	60	984

**This does not capture the amount of staff utilising the number of online courses available.*

We also continued to undertake specific OHS training for managers and supervisors with a total of 316 staff attending. Over 900 staff have attended in the last three years.

In addition, from July 2015 to June 2016, 85 per cent of Executive Officers attended OHS Due Diligence Training, and we are on track to meet our target of 100 per cent for this training over a three-year cycle.

Type / Gender	Female	Male
Maternity Leave	174	0
Paternity Leave	7	73
Return-to-work Leave	88	0
Child Rearing Leave	10	1

Type	2015
Staff who took maternity leave	174
Staff who returned after maternity leave or have taken other leave	161
Exited after maternity leave	12
Return from maternity leave rate (%)	92.53%

Turnover Data – 2015

Type / Gender	Female	Male
< 25	9	4
25-30	32	13
30-40	103	76
40-50	76	43
50-60	54	25
60 +	30	33
Grand Total	304	194

New Starters Data - 2015

Type / Gender	Female	Male
< 25	17	9
25-30	35	32
30-40	102	63
40-50	47	44
50-60	29	22
60+	3	5
Grand Total	233	175





STAFF INCLUSION AND DIVERSITY

Deakin prides itself on its longstanding history of valuing diversity and ensuring inclusion for all of its staff, students and communities. The University does not tolerate bullying, discrimination, harassment, victimisation or any other inappropriate, unwelcomed or illegal behaviour.

Our principles and ethical practices are underpinned by the Deakin Code of Conduct. We communicate our Code of Conduct to all staff members through an e-learning module, which all staff must complete during their induction. We also undertake a number of activities to manage discrimination, including:

- a network of trained Harassment and Discrimination Officers (HDCOs) who provide advice and support to students and staff who believe they are experiencing discrimination
- all of our full and part-time staff members are required to complete online training so they understand their obligations and our Equity and Diversity team runs face-to-face training for managers
- Student Designated Complaints Contacts in each area are encouraged to do the HDCO's face-to-face training as well.

In 2015, there were 24 one-off general enquires which required Equity and Diversity to provide referrals and/or information and nine formal discrimination and sexual harassment complaints lodged with Equity and Diversity or externally.

Reported complaints were investigated and managed through a number of channels, including our Equity and Diversity Division, Human Resources Division, University Solicitor or the Student Complaints Manager.

DISABILITY INCLUSION

We work hard to ensure our staff are supported in their roles, including the 12 per cent who identify as having a disability. In 2016, we will be undertaking the Equity and Diversity Staff Survey (last undertaken in 2013) which aims to provide a snapshot of the diversity of Deakin's staff and to identify any relevant issues that they are experiencing. In 2015 we celebrated International Day of People with Disability (IDPwD) and highlighted the successes of staff and students with disability at Deakin. IDPwD is a United Nations sanctioned day that aims to promote an understanding of people with disability and encourage support for their dignity, rights and wellbeing.

CULTURAL AWARENESS

Every year, we undertake a number of cultural awareness initiatives to help support inclusion and diversity at Deakin's campuses. This year was no exception and we:

- participated in a Cultural Awareness and Inclusion session to celebrate Harmony Day
- developed seminar series on cultural diversity and inclusion
- sponsored the Pako Festa Festival in Geelong, Australia's largest celebration of cultural diversity
- held community celebrations for Diwali, Chinese New Year and Iftar
- delivered equal employment opportunity (EEO) and diversity training for managers, supervisors and team leaders with a total of 109 managers completing the training.

We also began rolling out Aboriginal and Torres Strait Islander cultural awareness training to all University staff. Our Human Resource Division in collaboration with IKE developed this program in 2014.





GENDER DIVERSITY

Supporting gender diversity is fundamental to the success of the University. In 2015 we were recognised as an Employer of Choice for Gender Equality (EOCGE) by the Workplace Gender Equality Agency for the ninth year in a row.

Since 2009, we have achieved steady improvement in overall gender equity with most gains attained in the last two years. The 2015 University-wide gender pay gap was 15.3 per cent, a reduction of 1 per cent from 2014. 2015 saw the highest representation of women in the professoriate in seven years, at 36.3 per cent, and women are well represented in the ranks of professional staff with the exception of positions above HEW 10 level.

To help us drive action towards gender diversity, we set the following measurable targets for gender representation at senior levels:

- 50 per cent women at above academic level E
- 37 per cent women at academic level D and E
- 50 per cent women at above HEW 10.

In 2015 we achieved:

- a significant gain at the Professor level (E) where the number and percentage of women increased from 46 (28 per cent) to 55 (30 per cent), the highest representation of female professors in four years.

- a notable gain at the Associate Professor level (D) where the number and percentage of women increased from 57 (37 per cent) to 65 (39 per cent). This is the highest number and representation of female Associate Professors in six years.
- more women than men applying for promotion (43 women and 39 men), with over half of all successful applicants being women (52 per cent). The highest success rate was for the promotion of women from Level D to Level E (100 per cent).
- the representation of women at classification level 'above HEW 10' increase, from 42 per cent (31 individuals) in 2013 to 47 per cent (42 individuals) in 2015.

Although good results, there is more work to be done. In 2016, we will review our gender equity strategy through a broad consultation process to help us to build a picture of our diverse workforce and inform the development of effective strategies and initiatives to promote a genuinely diverse and inclusive workplace.

5 GENDER EQUALITY

SDG 5 Achieve gender equality and empower all women and girls.

Target 5.1 End all forms of discrimination against all women and girls everywhere.

STAFF WELLBEING AND ON-CAMPUS SAFETY

Deakin is committed to providing a safe and healthy working environment for all staff, students, contractors and visitors. We pursue this commitment through the University's Occupational Health and Safety (OHS) Management System. Of particular focus are our higher risk areas, these include laboratory work, and tasks involving lasers, radiation, asbestos management, chemicals, plant and equipment and carcinogens. At each campus and at a University-wide level we hold consultations between management and the various campus communities about our Health, Wellbeing and Safety program.

Our OHS program in 2015 included safety audits and inspections, training programs, risk assessments, reviews of new and refurbished buildings, upgrading of access and facilities and asbestos abatement works.

Our efforts in workplace safety have led to progressively lower Lost Time Injury Frequency Rates (LTIFR). In 2015 we maintained an overall LTIFR of 0.6, compared to 1.5 in 2013. Further information about the University's OHS performance is on page 36 of the 2015 Deakin University Annual Report.

In 2015/16 Deakin achieved three full certifications with Healthy Together Victoria in smoking, mental health and physical activity. This Victorian government program provides a structured and measurable way to improve organisational health and wellbeing, and ultimately workplace safety.

Full Certification in the alcohol pillar is being sought in 2016.

Among the programs and practices to maintain staff and student safety and security, the University has established Safer Community. This program aims to empower the Deakin community with the

skills and knowledge to keep themselves safe. We respond to all reports of concerning, inappropriate or threatening behaviour and offer support to all parties involved taking all complaints seriously to address allegations and incidents.

3 GOOD HEALTH AND WELL-BEING

SDG3 Ensure healthy lives and promote well-being for all at all ages.

Target 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

8 DECENT WORK AND ECONOMIC GROWTH

SDG8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

CASE STUDY:

CRITICAL INCIDENT MANAGEMENT

A critical incident is a high consequence event (or series of events), either on and off-shore, that threatens, or has potential to threaten, Deakin University's people, operations, assets, environment, reputation, or long-term prospects, and requires urgent attention.

During 2015 we worked with industry and subject matter experts to implement the Australasian Inter-Service Incident Management System (AIIMS) at Deakin. The AIIMS model is used by emergency services within Australia and implementing it at Deakin allows us to respond to an incident in a way that integrates seamlessly with emergency services. The work has included developing and implementing a critical incident management (CIM) framework, structure, systems, documentation and set of procedures.

Deakin now uses a three tiered, risk-based critical incident classification and escalation process in alignment with the University's Risk Assessment Matrix. We also established a Critical Incident Management Plan (CIMP) and a trained and competent Critical Incident Management Team (CIMT) to control our strategic response and provide executive decisions and strategic direction relating to any critical incident.



10

CREATING MORE SUSTAINABLE CAMPUSES

Deakin’s campuses are cities in microcosm, with ebbs and flows of people throughout the day and night, using large amounts of energy and water, and occupying large areas of land. The environmental and social impacts of our campuses are considerable. We are conscious of this, and of the opportunity to manage our impacts more effectively.

Our key impacts come through transporting students and staff to and from our campuses, through our energy and water use and through the design of our campus environments.

MORE SUSTAINABLE TRANSPORT

Given the locations of our campuses and our growing student enrolment rates, sustainable transport remains a focus area for the University.

Over the years, we have developed and implemented a comprehensive sustainable transport model to guide staff and students and reduce pollution and greenhouse gas emissions.

We have reduced our vehicle fuel consumption over the past three years by approximately 133,000 litres. This is an approximate 30 per cent reduction in both consumption and associated carbon emissions and it is a direct result of our fleet optimisation initiatives, carpooling for transit between campuses and increasing use of our excellent video conferencing facilities.

We do not currently measure or mitigate the environmental impact associated with transporting goods and services. However, in 2016 we will implement a new sustainability data management tool whereby we can capture and report these emissions. We have plans in place to monitor these emissions in the coming years, with a particular focus on business air travel and waste management.

11 SUSTAINABLE CITIES AND COMMUNITIES 

SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable.

Target 11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

CASE STUDY:

COMMUNITY GARDENS

New community gardens at the Geelong Waurn Ponds and Melbourne Burwood Campuses are reaping environmental, health and wellbeing benefits.

The Deakin Edible Nursery, or DEN as it is affectionately known, was founded by a group of green-thumbed students at the Geelong Waurn Ponds Campus in 2015.

Following DEN’s success, a new community garden at the Burwood Campus has been established. An initiative of the student-led Deakin Sustainable Food Movement, the Burwood garden is supported by DUSA, the Division of Student Life, the Campus Services and Facilities Services Divisions and the Health Nature and Sustainable Research team.

The Burwood Campus community garden is open to all staff and students and is intended to be a place where the entire Deakin community can come and relax or tend to the garden. Events such as sessions on the benefits of insects and companion planting and a workshop on composting and worm farms are in the pipeline. Cooking classes for international students will be supported by produce directly from the garden.

John Devereaux, Executive Director of Deakin Student Life, explained that “helping local and international students to stay healthy and safe – physically, mentally and spiritually – is our focus at Student Life and a priority for Deakin”.

Throughout 2015, we worked with Public Transport Victoria to improve the public transport to our Burwood Campus. The results of this initiative are highlighted in the case study below.

During the year we also conducted a transport and sustainability survey, to which over 1,000 people responded.

Key insights from this survey include:

- around 21 per cent of respondents currently use an active travel option (bicycle, public transport, walk etc)
- active travellers were satisfied with the Waurm Ponds, Waterfront and Burwood Campuses end of trip facilities, however more promotion of these spaces was needed
- access to public transport remains a key concern for our students.

CAMPUS ENVIRONMENTS

We strive to be a sustainable education enterprise, across the environmental, social and economic pillars. We are committed to designing and operating our campus environments to the best practicable environmental standards, whilst also having a focus on the user experience, social sustainability and economic impacts or opportunities.

11 SUSTAINABLE CITIES AND COMMUNITIES



SDG 11 Make cities and human settlements inclusive, safe, resilient and sustainable.

Target 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.

Target 11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.

Target 11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

CASE STUDY:

A NEW SHUTTLE BUS MEANS MORE SUSTAINABLE TRAVEL OPTIONS

Commuting between Box Hill Transport Interchange and Deakin University's Burwood Campus has become faster, more convenient, and less carbon intensive thanks to a new public shuttle bus launched by Public Transport Victoria in February 2015.

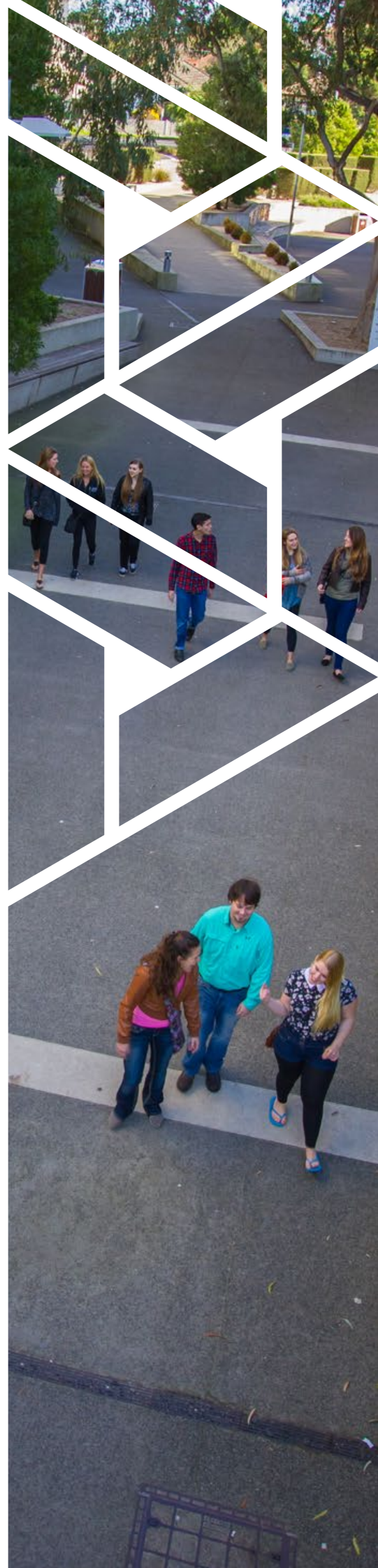
Running every 20 minutes between 7 am and 10 pm Monday to Friday, on university days and public holidays, directly between Box Hill Transport Interchange and the Burwood Campus, the new 201 Route complements other increasingly busy routes. A key feature of the new shuttle is its low floor, providing a service accessible to all.

This shuttle broadens our sustainable transport options by offering a handy link to local rail and bus services, further reducing the need to drive cars. In the first month of operation alone, 13,000 passengers used the service, helping to ease local congestion.

Vice-Chancellor Professor Jane den Hollander said the new service would be in high demand.

"Transport disadvantage – that is, difficulties in accessing and affording transport – is often most keenly felt by people in outer-urban or fringe areas and those with a disability," Professor den Hollander explained.

"The new shuttle helps to widen access to university study by providing an accessible, convenient and low-cost transport option for staff and students in the Box Hill area and surrounds."



All new buildings are designed and built to align with the Green Building Council of Australia's 5 star Green Star rating. In 2016, we plan to review our approach to the design of the built environment and develop an internal standard that is more considerate of the Deakin values, social and economic sustainability, environmental goals and importantly user experience.

Key initiatives in 2015 included:

- **Burwood Link:** Planning and community engagement for this project which is aimed at improving pedestrian access between the two sides of the Burwood Campus. With more than 43,000 pedestrian trips per week across the existing small bridge, including 1,000 pedestrian movements an hour at busy times, the proposed new Burwood Link will provide a safe, accessible and environmentally friendly crossing for users. Work on this project will continue into 2016.
- **Burwood centralised heating and cooling upgrade:** From June 2015 we began work on a centralised air-conditioning plant upgrade project within Buildings B, C, J, Y and W at the Burwood Campus. This project will improve both user experience and energy efficiency by addressing areas that had either no air-conditioning or inadequate systems.

- **Geelong CBD accommodation:** In 2015 Deakin Residential Services refurbished the historical T&G Building in the Geelong central business district. The refurbishment has transformed the 1930s art deco building, providing quality, affordable accommodation for 33 students. Deakin University has invested \$7.1 million into the redevelopment, above the purchase price, after buying it in 2014.

In 2016, we plan to reduce our carbon emissions by around 3,000 tonnes a year by undertaking more than 100 environmentally focused building enhancements across our campuses, based upon the outcomes of a 2013 level 3 energy audit. More information about how Deakin is enhancing the campus environments and responding to climate risks is available on our website.

CASE STUDY:

CADET BUILDING, WAURN PONDS

At its Waurn Ponds Campus, Deakin University has built a new home for its Centre for Advanced Design and Engineering (CADET). The CADET building is a teaching and learning space which aims to provide an environment that nurtures and develops the next generation of leaders in engineering and design for Australia and the world.

The building, at its heart, is innovative because it embodies so many sustainable living and design principles. Exposed infrastructure, natural ventilation and day lighting systems combine seamlessly with passive warming monitored by intelligent building dashboards that tune and zone the building for thermal comfort while reducing energy usage. Chilled radiant cooling beams are used as both a functional and visual feature and the grey water and water saving measures are extensive.

To harness continuous learning and promote sustainable transport, a new bus stop location was created at CADET's doorstep and the shelter was designed by a Deakin student to be complementary to the CADET building aesthetic. A nearby kinetic statue is also part of the CADET building project. Located opposite the CADET building, the statue moves with the same kinetic energy and wind elements the CADET building uses to be sustainable.

The CADET building is a \$55 million project that took 2.5 years to complete and has achieved 5-star Green Star rating equivalent. It has won a commendation award from the Victorian Chapter of Australasia Region of the Council of Education Facilities Planners International and has been entered into the Australian Institute of Architects Victorian Chapter Awards programme.

CADET is a beautiful, seamless, well considered sustainable design that appeals to the eye, heart and brain of all its users.





CASE STUDY:

TREE MANAGEMENT SYSTEM

Deakin values its grounds and natural environment and has invested in Arborplan which supports the University in the management of ‘high value’ trees.

Arborplan is a user friendly tree management software system used in conjunction with advice from arborists to perform tree risk assessments, tree surveys, provide tree health care advice, undertake tree preservation and protection reporting, and provide tree selection planning and design services. The Arborplan system is a key auditing tool for managing the ever changing hazards posed by trees and to meet “duty of care” requirements. Providing specifications and estimates that are “reasonably practicable” to control hazards and risks are important features of the system.

Adopting this scientific reporting approach creates a single source of truth in the management of this important asset. Each individual tree’s health history itemises remedial work that has been performed on the tree, and once aggregated, the data produces a variety of maps so that target trees are clearly identified for future capital project planning. The system assists in assessing ongoing amenity value and provides a record of expenditure, used to plan a budget for ongoing tree maintenance and can be used for landscape master planning.

Emphasising its sustainability credentials, the system has assisted to preserve significant trees which may otherwise have been destroyed by identifying those requiring testing to identify the extent of problems.

Additionally, some trees identified as having specific health risks receive injections and/or spraying of various insecticides and growth hormones. The treatment/s is applied either directly into the trunks or via the leaves of the tree and can be fast acting or slow releasing.

BIODIVERSITY

Our students, staff and local communities value Deakin’s vibrant campus life. Our campuses offer a unique experience with a diversity of flora and fauna. Conservation and continuous improvement of existing biodiversity values remains an important focus. We work to enhance native vegetation in accordance with legislation and best practice, while creating a delightful environment for teaching, learning and recreation.

Our broader commitments to sustainability – such as our sustainable procurement and water and energy management commitments – also indirectly support biodiversity and natural resource management through ensuring we optimise the use of products, facilities, services and resource that minimise or offset ecosystem impacts.

To ensure greater biodiversity at our campuses, we only plant native trees. Furthermore, if a tree needs to be removed at our grounds, we aim to replace it with ten more. To help inform our gardeners, we have begun mapping out our current tree stocks at our Waurin Ponds campus. This is the beginning of what will be a holistic biodiversity mapping exercise in the future, which we hope can be made accessible to our students and staff for educational purposes.

OPTIMISING NATURAL RESOURCES, LOWERING IMPACTS

Deakin has continued to enjoy prolonged growth over the last five years. Whilst this provides the University with greater financial strength and resilience, we need to ensure the appropriate management of our growing environmental footprint. We report our energy and greenhouse gas emissions annually under the National Greenhouse Gas and Energy Act 2007 and benchmark our performance with other institutions

through the Tertiary Education Facilities Management Association (TEFMA) which shows that compared to other similarly sized universities, we are performing favourably. In particular, our emissions per Equivalent Full Time Student Load (EFTSL) is around 7 per cent better than the average of this selected group.

The University’s goal is to reduce the amount of energy consumed and emissions caused from daily operations including electricity, gas, vehicles and facilities to minimise our impact on climate change.

7 AFFORDABLE AND CLEAN ENERGY



SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all.

Target 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix.

Target 7.3 By 2030, double the global rate of improvement in energy efficiency.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

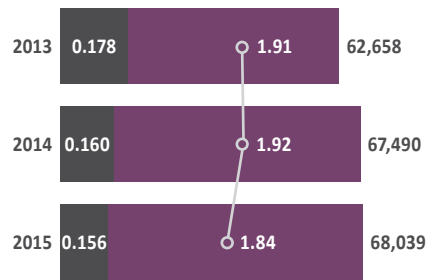
ENERGY & CARBON

In the 2015 calendar year, Deakin emitted just over 68,000 tonnes of CO2 equivalent emissions across all operations. Almost 50 per cent of these emissions (30,100 tCO2e) were from our Waurn Ponds Campus, which was also the only campus to report an increase in emissions (sum of all sources) from 2014.

When measured as an intensity, the University's total emissions equate to 1.84 tonnes per Equivalent Full Time Student Load (EFTSL). This represents an overall improvement of around 4 per cent on 2013 figures, despite our total EFTSL increasing by almost 13 per cent.

EMISSIONS

Scope 1 & 2



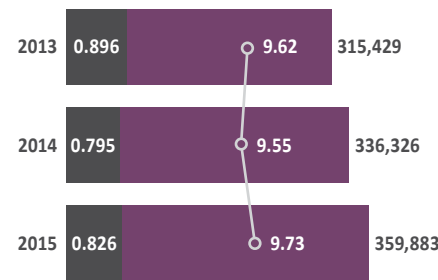
- Scope 1 and 2 emissions (tCO2e)
- Emissions (tCO2e) / GFA
- Emissions (tCO2e) / EFTSL

Emissions per square meter of Gross Floor Area (GFA) has also improved, and although our GFA has increased by almost 24 per cent from 2013, our emissions per square meter of GFA has reduced by over 12 per cent, with 0.156 tonnes per square meter achieved in 2015.

This intensity-based improvement is due in part to the success of our Campus Infrastructure Utilisation Plan. This is a comprehensive plan to redesign and renew our building spaces to optimise the user experience and overall people-to-space ratio. We expect that over the next 4-5 years, this initiative alone will help to reduce the resource consumption per person within our facilities.

ENERGY

Electricity, Gas, fuel



- Energy (Gj)
- Energy (Gj) / GFA
- Energy (Gj) / EFTSL

However, we face a challenge. Since 2013, our total greenhouse gas emissions (tCO2e) have increased by almost 9 per cent. This is predominantly caused by an increased electricity consumption from 45 Million Kwh in 2013 to just over 50 Million Kwh in 2015, mostly at our Waurn Ponds Campus.

We expect this challenge to increase in the coming years, specifically at our Waurn Ponds Campus, due to anticipated growth of our Innovation Precinct. While this is good news for the University overall, it could see the campus consuming up to 24 per cent more grid-supplied electricity than in 2013 and producing additional annual emissions equivalent to 1,000 plus cars.

Student growth is also expected to increase markedly and by 2020, the EFTSL at Waurn Ponds is projected to be over 6,000 students, around 20 per cent more than 2013.

To tackle this challenge, we plan to develop a new Carbon Strategy. The strategy will bring together the work already undertaken across the University to reduce our carbon emissions and provide a springboard for new initiatives. We will also undertake a detailed feasibility analysis and develop a business case for establishing a renewable energy microgrid to meet our growing energy requirements in a sustainable and carbon conscious way.

CASE STUDY:

SPACE OPTIMISATION

We have embedded the principle of space optimisation as a guiding principle when considering capital works to ensure that Deakin is a sustainable and enjoyable place to work. We use space modelling programs to forecast our future space needs and to facilitate effective space allocation to minimise surplus and underutilised space.

This approach drives other sustainable and innovative behaviours - redeveloping staff accommodation spaces is an opportunity for getting creative and thinking outside the

square. This creative thinking has led to a 'hot desk' philosophy which applies across all campuses. We encourage a "we share" rather than an "I own" approach. This has not only increased flexible working spaces and staff mobility across campuses, but also provided an environment with more interaction and creativity.

At our Burwood Campus we've seen increased student capacity whilst improving the student experience, flexible and more efficient accommodation for staff, consolidation of University services on the main campus, and a significant improvement to the overall quality of learning spaces as well as increased specialized teaching labs and improved service delivery to students.

Deakin's ethos of creatively adapting and reusing space will continue not only because it is an efficient use of resources, avoiding \$500 million of additional capital expenditure from 2012-2020 – but more importantly because it delights its people and promotes a sustainable work culture.



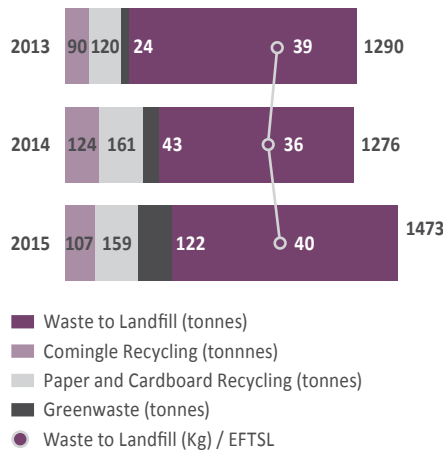


WASTE MANAGEMENT

With our growing numbers of students and staff, waste management is naturally an area of focus for Deakin. We aim to continuously improve waste management practices, in particular reducing the amount of waste to landfill. In 2015 we improved recycling practices at Deakin by:

- introducing scrap metal collection at the Burwood and Waurn Ponds Campuses where we collected and recycled a total of 17.82 tonnes
- recycling of approximately 1,500 batteries
- increasing our on-site green waste mulching, which saw over 65 tonnes, or almost 50 per cent of our total green waste mulched on-site and used landscaping at our campuses.

WASTE



In 2015 we recorded an increase in our paper, cardboard and comingled recycling from 2013 figures. The production of general waste to landfill has also increased, in line with student growth. We estimate that organic materials represent approximately 25 per cent by weight of this total general waste.

To tackle this challenge we have collaborated with a State Government initiative called Future Proofing Geelong to develop a precinct based organics recycling initiative at our Waurn Ponds Campus, and in 2016 we plan to pilot organics recycling technologies at our hospitality venues.

In 2016 a comprehensive waste audit is also scheduled, and will provide insight into our waste streams and the necessary data to drive further enhancement of our waste management practices.

CASE STUDY:

WAURN PONDS ESTATE



WAURN PONDS ESTATE DEAKIN GEELONG

The Waurn Ponds Estate is a shining example of how thoughtful changes to business practices, embracing the great outdoors and a sharpening of focus on sustainability can create an environment that purposefully reduces waste and nurtures the natural environment.

Nestled in the Barrabool Hills adjacent to the Waurn Pond Campus, the Estate is a conference centre and urban lodge serving the community, general public, visiting business and educational patrons from around the world.

It has established an extensive vegetable garden that provides food for the Estate's kitchen. The highly skilled Chef focusses on sustainable food and all waste is separated, with organic waste composted and cycled back into the vegetable garden. The Estate has a zero tolerance for paper cups and disposable food service items and only uses biodegradable food packing for take away food.

To reduce its carbon footprint, the Estate has also chosen to support as many local Geelong providers as possible. In addition to local food, all outdoor furniture is locally made.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



SDG 12. Ensure sustainable consumption and production patterns.

Target 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

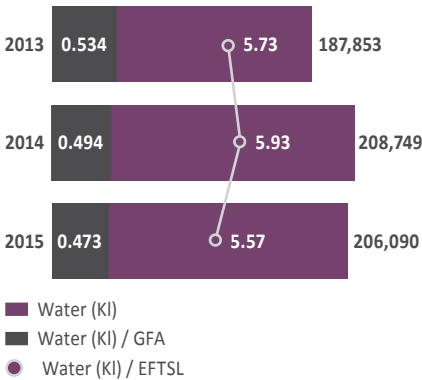
WATER

Our responsibility is to ensure water resources (surface water, groundwater and waterways) are managed in an efficient and sustainable way.

To achieve this we aim to reduce potable water consumption per capita by continually measuring, monitoring and managing water use to identify areas of improvement. We also strive to achieve best practice stormwater management to prevent pollution in our waterways such as Gardiners Creek, Burwood, Waurm Ponds Creek and the Hopkins River in Warrnambool.

In 2015, total potable water consumption was up by around 10 per cent on 2013 figures, however we achieved a 2.8 per cent intensity based reduction, when compared to EFTSL numbers.

WATER



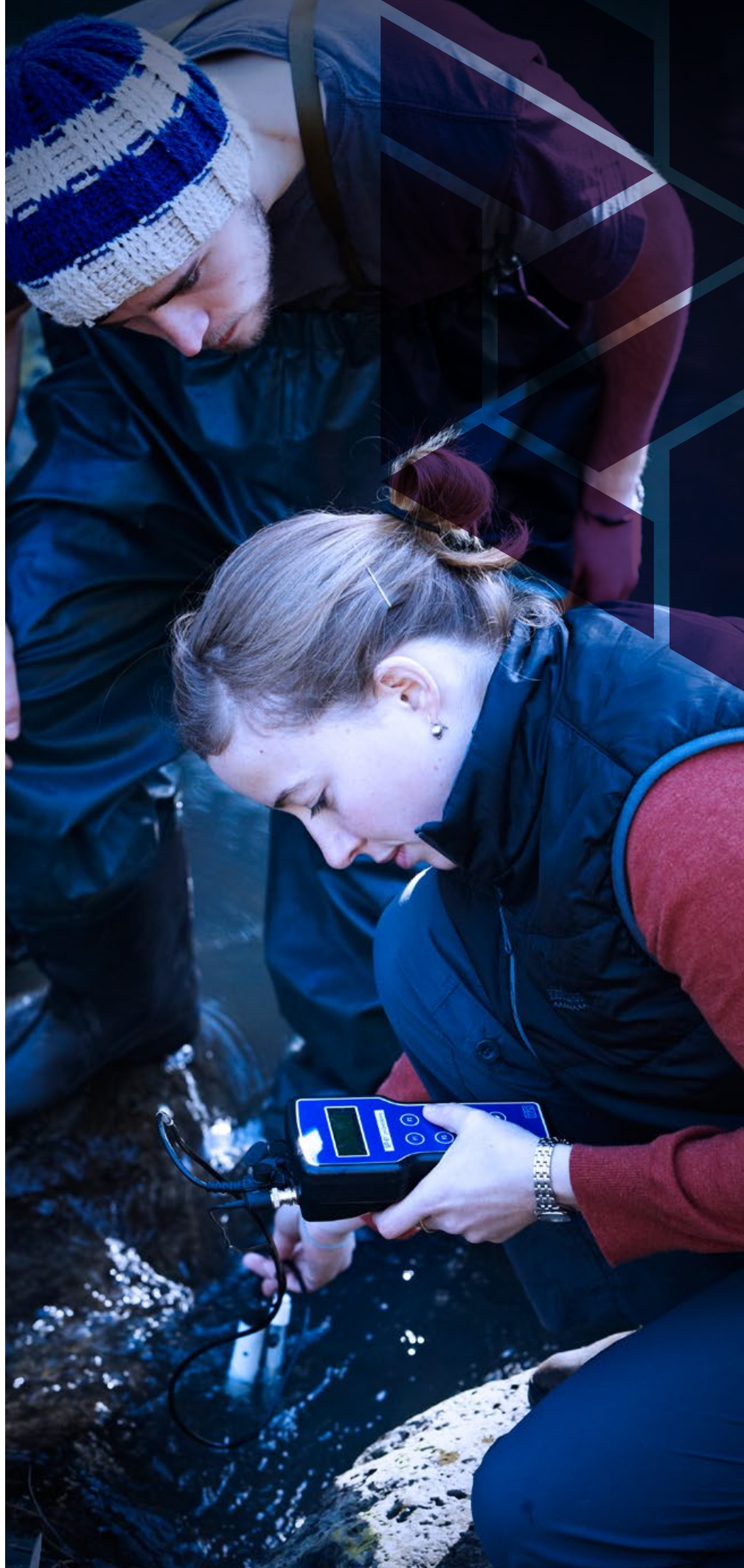
6 CLEAN WATER AND SANITATION



SDG 6 Ensure availability and sustainable management of water and sanitation for all.

Target 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

Target 6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate.





CASE STUDY:

GROWING REGIONAL ECONOMIC INCLUSION

Deakin's commitment to sharing operational benefits and opportunities with our local communities broadened in 2015 when we became a Compact signatory to the G21 Region Opportunities for Work (GROW) initiative in South West Victoria.

The G21 is an alliance of government, business and community organisations working together to build economic strength and social inclusiveness across five member municipalities within the greater Geelong region.

The GROW Compact – under a ten-year strategy – commits local organisations to working together to address persistent place-based disadvantage by focusing on joblessness.

Deakin's head of Procurement Services, Ian Clifton said "the Compact aligns strongly to our strategic focus and organisational sustainability commitments. It is especially relevant to our dedication to the career and employability outcomes for our students – particularly those who face disadvantage to employment and/or participation in higher education."

Under the Compact, as part of doing business, partners of GROW have committed to supporting small to medium sized business viability, creating employment and training opportunities for long-term jobseekers, and working together as GROW partners with social and non-profit enterprises that deliver the scheme's socio-economic outcomes.

Ian said "We will also be fulfilling a Compact requirement by reflecting GROW's commitments in our policies and practice, and by reporting annually on our achievements under the initiative."

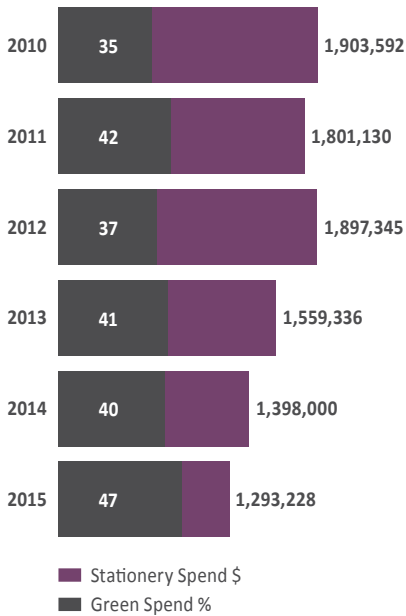
Underlining Deakin's commitment to the region, and the aspirations of GROW, Vice-Chancellor Professor Jane den Hollander is a Patron of the initiative.

SUSTAINABLE PROCUREMENT

Sustainable procurement at Deakin is supported by our robust governance framework and policy and is incorporated into Deakin's decision-making. This policy ensures equal consideration is given to the social and environmental impacts from supplier practices as is given to the economic costs of the suppliers goods or services.

We undertake assessments of all suppliers for environmental and social impacts to support our sustainable procurement practices and ensure new and existing suppliers are well managed.

GREEN SPEND % of Stationery Spend



LOCAL PROCUREMENT

We measure our local spend through annual spend profiles. Postcode related data is the most effective way of managing this for the University, and enables us to measure our impact across our significant locations of operation. See the table below.

Campus	Municipalities	2014 spend millions (percentage)	2015 spend millions (percentage)
Burwood	Melbourne CBD and surrounds, Whitehorse, Monash, Stonnington and Boroondara.	\$140 (50%)	\$170 (50%)
Geelong and Wurn Ponds	Greater Geelong, Queenscliff, Golden Plains, Surf Coast and Colac Otway.	\$56 (20%)	\$68 (20%)
Warrnambool	Warrnambool and Moyne	\$6 (2%)	\$5 (2%)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SDG 12 Ensure sustainable consumption and production patterns.

Target 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.



11

CONNECTING WITH INDUSTRY, PARTNERS AND COMMUNITIES

The third element of our Live the future: Agenda 2020 strategy is to continue advancing value by strengthening our communities, enabling our partners and enhancing our enterprise. Deakin understands the importance of engaging in strategic partnerships with communities, government, business and educational institutions to deliver greater educational and research outcomes.

Our award-winning partnerships help the University to:

- strengthen connections and add value
- develop targeted commercial research partnerships
- progress a sustainable and competitive enterprise.

CONNECTING WITH INDUSTRY AND PARTNERS

We engage with industry and partners to achieve the best outcomes for our students and communities, across all that we do.

This year we leveraged our research and development capability in Geelong to support local industries and jobs growth. Through a research partnership between the Deakin Business School and the Geelong Chamber of Commerce, we conducted the first survey of business confidence and industry activity in the Geelong region. The research measured the necessary benchmarks to track short and long-term trends in business activity, confidence and behaviour in the Geelong region.

Deakin Research Commercial is an innovation-focussed program established to build robust partnerships with industry and business to deliver commercially relevant research across a number of disciplines.

One example is Deakin's Geelong Innovation Precinct at the Waurn Ponds Campus. The precinct is providing an important link between technological innovation and performance outcomes, integrating research capabilities with specialised research equipment and industrial scale infrastructure.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



SDG 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Target 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 17 Revitalise the global partnership for sustainable development.

Systemic issues.

Multi-stakeholder partnerships.

Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

HOW OUR RESEARCH CONTRIBUTES TO THE SUSTAINABILITY AGENDA

At Deakin, we believe in the power of research and innovation. We strive to ensure our research practices contribute to the communities we operate. With the world facing many complex sustainability and development challenges, quality research has never been so important. Deakin is well placed to contribute to this research as 89 per cent of research at Deakin is rated at or above world standard (ERA 2015).



At Deakin, we have four key areas where our researchers make a difference:

- improving health and wellbeing
- designing smarter technologies
- enabling a sustainable world
- advancing society and culture.

Our Centre for Sustainable and Responsible Organisations has been working with industry partners, social enterprises, business and not-for-profits to focus academic theory and practice in the field of Corporate Social Responsibility (CSR). The centre brings together researchers from various disciplines to research long-term sustainable and responsible organisational behaviours in the area of community engagement, employee volunteering initiatives, supporting the development of social enterprises and measuring social impact.

In 2015, we established the Alfred Deakin Institute for Citizenship and Globalisation. The Institute aims to understand complex social issues through innovative, mixed-method, multidisciplinary research. Some of the themes explored include culture and heritage, development and human rights, diversity and identity, and governance and security.

Ecologist Dr Emily Nicholson (Deakin School of Life and Environmental Sciences) was awarded an inaugural VESKI (Victorian Endowment for Science, Knowledge and Innovation) Inspiring Women Fellow for her outstanding work in science and technology. Dr Nicholson was part of team of researchers who received an Australian Museum Eureka Award for their work on the Red List project, the global standard for assessing risk to ecosystems.

CASE STUDY:

BLUE CARBON

Some of Deakin's brightest minds are finding innovative ways to tackle existing carbon levels in the atmosphere. Known as "Dr Seagrass", Deakin marine biology researcher Dr Peter Macreadie's work on carbon storage techniques has inspired the Blue Carbon Initiative, an emerging strategy to mitigate climate change.

At its heart, this initiative is designed to eradicate the carbon that has already been emitted into the atmosphere and lock it away safely in the sediment deep into Victorian coastal ecosystems. The existing natural mangrove forests, seagrass beds and saltmarshes can absorb carbon 40 times faster than a tropical rainforest and keep carbon from escaping for much longer. Plus they are significantly more economically and environmentally efficient than alternative carbon storage options such as planting trees.

"Australian seagrass ecosystems are among the most powerful carbon sinks in the world," Dr Macreadie says. "There is estimated to be some 200,000-600,000 square kilometres of seagrass in the world, and around 100,000 kilometres of this exists along the Australian coastline." Blue Carbon is literally changing the global landscape of climate change solutions.

Studies show that when sea grass ecosystems are disturbed, the "blue carbon" that has been locked away in their sediments for millions of years can disappear and may be released into the atmosphere. Given the potential major global warming consequences of such activity, blue carbon has highlighted the importance of preserving established blue carbon ecosystems and planting new ones.



DEAKIN'S ROLE IN LOCAL ECONOMIES

Across our regions, Deakin engages with our local communities in a number of positive and mutually beneficial ways. We actively support and contribute to the social, economic and cultural fabric of our local communities through our teaching, research, corporate education, partnership activities, sponsorship and our work integrated learning programs.

Some of our local sponsorships and partnerships in 2015 included:

- The Geelong Jobs Fair
- Give Where You Live
- 2015 Light in Winter Festival
- Melbourne Chamber of Commerce 'Perfect match: Endless possibilities of industry research collaboration'
- Great South Coast Small Business Festival
- South West Primary Care.

8 DECENT WORK AND ECONOMIC GROWTH



SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Target 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

CASE STUDY:

DEAKIN ENGAGEMENT AND ACCESS PROGRAM (DEAP)

Through DEAP, Deakin collaborates with school communities to widen participation in higher education. This involves a coordinated program of activities from Grade 4 to Year 12 that builds on student's aspirations to introduce university as a desirable and achievable pathway.

The key aims of the Program are to inspire students to consider and access university as a pathway and to engage parents and carers to nurture that aspiration. DEAP familiarises students with university life, supports schools in preparing students for the transition to university and finally aims to enhance students' belief in themselves and their ability to achieve their goals.

DEAP collaborates with primary and secondary schools to deliver highly engaging and creative activities. For example, students in Years 11 and 12 can attend study skills workshops where current Deakin University students share their top study tips. Deakin staff and students also help participants prepare Special Entry Access Scheme (SEAS) and scholarship applications. All students at DEAP partner schools are eligible under at least one category of the VTAC's SEAS, which makes the University selection process fairer for students who have experienced circumstances that have impacted their education.

DEAP partner schools are located in Melbourne Geelong and the Barwon South Western Region.



12

BUILDING A SOUND FUTURE

Deakin strives to embed sustainability into its activities with a focus on ‘what matters most’ across our environmental, social and economic sustainability performance. The University’s aim is to ‘strengthen our communities, enable our partners and enhance our enterprise’. Our longevity and contribution as an organisation depends on a successful foundation – one that is based on the right principles and appropriate structures. Deakin is committed to ensuring that it remains financially sound in order to progress a sustainable and competitive enterprise.

LIVE THE FUTURE: AGENDA

2020 is Deakin University’s plan for a bold and exciting future, defining and distinguishing it through to the end of 2020. *LIVE the future:* Agenda 2020 brings the opportunities of the digital age into the real world of Learning, Ideas, Value and Experience.



GOVERNANCE STRUCTURE

Deakin University is governed in accordance with the Deakin University Act 2009 (Vic) and the University Council is ultimately responsible for implementing good governance practices in line with the Act.

Council break down

- 17 MEMBERS
- 8 MALES
- 9 FEMALES
- 1 PERSON UNDER 30
- 16 PEOPLE OVER 50

The following diagram represents Deakin University’s structure: (see next page)

“Sustainability is fundamentally about doing the right thing and it’s what our students, our staff, our partners and our communities expect of us.”

Jane den Hollander,
Vice-Chancellor

DEAKIN UNIVERSITY COUNCIL

Vice-Chancellor
Professor Jane den Hollander

Chair, Academic Board
Professor Chris Hickey

Director, Internal Audit
Mr Peter Clarke

Chief Digital Officer
Mr William Confalonieri

- Cyber security
- Digital strategy
- Technology services

Chief Advancement Officer
Mr Ron Fairchild

- Alumni relations
- Community relations
- Donor relations
- Media and corporate communications

Deputy Vice-Chancellor (Global Engagement)
Professor Gary Smith

- Deakin International
- Graduate employment
- Marketing
- Recruitment

Deputy Vice-Chancellor (Research)
Professor Peter Hodgson

- Deakin Research
- Institute for Frontier Materials
- IISRI*
- IPAN*

Deputy Vice-Chancellor (Education)
Professor Beverley Oliver

- Academic governance
- Academic information services
- Learning and teaching services

Chief Operating Officer
Mr Kean Selway

- Campus services
- Human resources
- Infrastructure services
- Student services

Chief Financial Officer
Ms Kerrie Parker

- Financial management
- Commercial management
- Strategic data and analytics
- Risk and compliance
- Legal services

Executive Dean
Faculty of Arts and Education
Professor Brenda Cherednichenko

School of:

- Communication and Creative Arts
- Education
- Humanities and Social Sciences
- Institute of Koorie Education
- Alfred Deakin Institute

Executive Dean
Faculty of Business and Law
Professor Michael Ewing

- Deakin Business School
- Deakin Law School

Executive Dean
Faculty of Health
Professor Brendan Crotty

School of:

- Exercise and Nutrition Sciences
- Health and Social Development
- Medicine
- Nursing and Midwifery
- Psychology

Executive Dean
Faculty of Science, Engineering and Built Environment
Professor Trevor Day

School of:

- Architecture and Built Environment
- Engineering
- Information Technology
- Life and Environmental Sciences

IISRI* *Institute for Intelligent Systems Research and Innovation*
IPAN* *Institute for Physical Activity and Nutrition*



HOW WE PLAN AND DRIVE SUSTAINABILITY

We have made great strides in embedding sustainability practices across our organisation; however we recognise there is still more work to be done.

In 2012, we became a signatory to the Talloires Declaration, a 10-point action plan to incorporate sustainability and environmental factors into teaching, research, operations, and outreach at colleges and universities around the world. In 2012, our Faculty of Business and Law signed up to the United Nations Principles for Responsible Management Education: a framework to transform, incorporate and advance social responsibility in to curricula and research.

In 2015, the University's Organisational Sustainability team:

- completed an initial feasibility analysis for a Renewable Energy Microgrid at the Waurn Ponds Campus to address increasing energy consumption and carbon emissions
- implemented Kinesis, an integrated data and reporting system that will be Deakin's 'single source of truth' for sustainability metrics and will allow the Sustainability and Facilities teams to monitor the performance of our built environment
- developed new Sustainability Policy encompassing environmental, social and economic aspects of sustainability
- established a Sustainability Steering Group to concentrate on the sustainability of our services, resources and facilities
- embedded sustainability features into the Deakin Design Standards so that sustainability is incorporated into every new build and major refurbishment
- developed an Enterprise Sustainability Plan which drives actions and initiatives in relation to our services, resources and facilities
- established a Sustainability Communications Plan including social media and website.

SUSTAINABILITY AT DEAKIN

We focus on 'what matters most' across our environmental, social and economic sustainability performance to maintain our quality of life without compromising the needs of future generations

VISION

The Sustainability Policy outlines the broad principles and commitments that embed and guide enhanced Sustainability at the University

SUSTAINABILITY POLICY

The Enterprise Sustainability Plan outlines the key focus and initiatives that will deliver on the University's commitments

ENTERPRISE SUSTAINABILITY PLAN: 2016 - 2020

We monitor our progress in achieving the goals of the Enterprise Sustainability Plan and associated initiatives through the University's Sustainability Steering Group, which is chaired by the Chief Operating Officer.



QUALITY AND STANDARDS

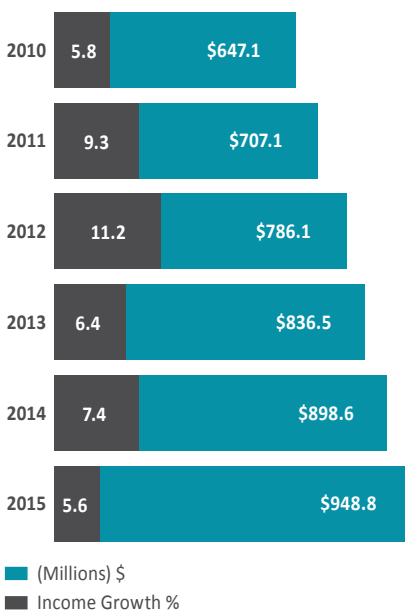
Deakin maintains the quality, standard and integrity of our academic programs through our policies and by planning, conducting surveys, analysing business intelligence data and ensuring we comply with the Tertiary Education Quality Standard Agency (TEQSA) requirements.

Our standards are guided by the University's Code of Conduct. This Code aims to confirm the standards of responsible and ethical behaviour expected by all University staff and associates. For more information regarding our Code of Conduct, please visit our website <https://policy.deakin.edu.au/view.current.php?id=00084>.

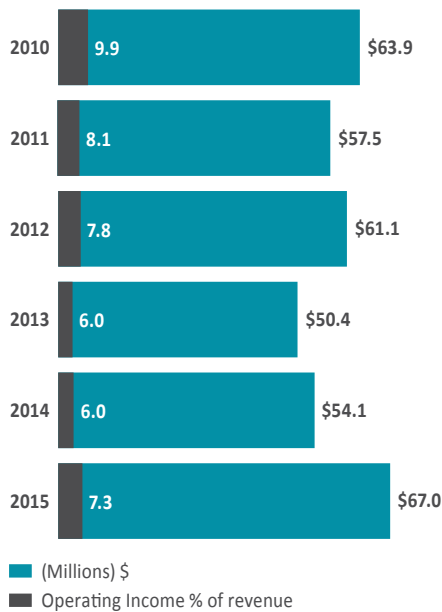
FINANCIAL SUSTAINABILITY AND INVESTMENTS

The financial and organisational viability of our university empowers the delivery and progress of our sustainability ambitions. We have continued to grow as an organisation, including improving our financial position and resilience.

OPERATING INCOME



UNDERLYING SURPLUS



OUR APPROACH TO INVESTMENT

Deakin has an Environmental, Social and Governance Investment strategy in place, approved by the University Council. Our Investment Management Policy states that "The University will endeavour to ensure that its investments are undertaken in a manner that befits a contemporary university incorporating appropriate Environmental, Social and Governance (ESG) considerations with the ultimate aim of meeting its stated investment objectives."

The University's Investment Committee monitors the Investment Management Policy and the performance of investments. Following detailed investigation the Committee concluded in 2013 that divesting from coal, oil and gas would be complex, excessively disruptive and commercially risky because we invest via fund managers into funds which track the market index and we do not choose which specific companies we invest in or divest from.

Instead the Investment Committee has taken two approaches to increase ESG investment.

1. We make investments via fund managers with established ESG credentials and with processes to measure the environmental and social impact of their investments. These managers seek to balance financial and ESG outcomes and are taking an increasingly sophisticated approach to measuring their ESG and investment performances, underpinned by international indices.
2. In 2014 we established an ESG Pool within the Future Fund. This actively invests in specific ESG positive items. The ESG Pool, over and above the use of fund managers with ESG credentials, gives Deakin a progressive, sustainable approach to managing our investments.

13

APPENDIX

MATERIAL ISSUES

The below table indicates the issues, and where the impact of those issues (both positive and negative) is most experienced (the boundary).

Material issue	Description	Boundary	Report reference
Engaging students and staff	How Deakin engages students and staff in the broader life of the University – including in sustainability. This includes engagement of the rising numbers who are enrolling in ‘cloud based’ learning through Deakin and improving communications around sustainability initiatives and performance.	Students and Staff at Deakin campuses, including ‘the cloud’. Potential students and staff.	Page 7
Student employability and internationalisation	How Deakin works to ensure the future employability of its diverse and increasingly international graduates.	Students at Deakin campuses, including ‘the cloud’. Potential students Industry partners and potential partners.	Page 9
Student experience and welfare	How Deakin fosters an inclusive and supportive environment for students, to nurture their health and wellbeing and support their success in learning.	Students at Deakin campuses, including ‘the cloud’.	Page 10
Access and equity	Access to learning for Indigenous people, people with disability, disadvantaged groups and their ongoing engagement in studies.	Students at Deakin campuses, including ‘the cloud’, especially from disadvantaged groups or those that experience difficulty accessing further education Potential students from these groups.	Page 11
Staff wellbeing and safety	How Deakin supports staff wellbeing and on-campus safety.	Staff and potential staff at Deakin, students, contractors and visitors.	Page 17
Workforce attraction and retention	Deakin’s approach to addressing issues of attracting and retaining a high-performing workforce, including the challenges of an ageing academic cohort.	Staff and potential staff at Deakin.	Page 13
Workforce diversity and inclusion	How Deakin supports a diverse (gender, race, religion, sexuality) and inclusive workforce to encourage staff engagement and satisfaction.	Students and staff.	Page 15
Sustainability management	Improving the way sustainability is embedded in Deakin’s overall strategy and decision-making, including developing and publishing performance metrics and structures to ensure sustainability is visible in governance processes.	At senior management level and throughout our organisation.	Page 31
Sustainability research	How Deakin’s research contributes to the sustainability agenda, and embedding sustainability principles into research.	Deakin researchers and industry partners.	Page 27



Material issue	Description	Boundary	Report reference
Sustainability in the built environment	How Deakin incorporates sustainability principles into its built environments, including how it protects biodiversity at its locations and responds to climate change risks. This connects with Deakin's goals of: student and staff engagement and satisfaction and optimising resource utilisation.	Deakin students and staff and potential students. Firms supplying building design and construction services to Deakin.	Page 18
Resource efficiency	How Deakin is addressing resource efficiency throughout its campuses, including its approach to using renewable energy.	Deakin students and staff and potential students.	Page 22
Developing sustainable transport options	Deakin's efforts to encourage more sustainable travel to and from the University for staff and students.	Students and staff and providers of public transport, roads and parking services.	Page 18
Sustainable procurement	Maintaining and improving a program of sustainable procurement including: Supplier assessments for environmental and social impacts, local procurement, supported by a robust governance framework and incorporated into Deakin's decision-making.	Our suppliers and potential suppliers. Staff making decisions about procurement.	Page 25
Role in the local economy	Deakin's role in the economies of the communities in which it is a part and how it fits into a changing economic base in regional/local economies. This is part of addressing Deakin's connections with, and adding value to, the industries and communities that Deakin serves.	The communities in which Deakin is situated – Burwood, Geelong and Warrnambool.	Page 28
Community partnerships and engagement	How Deakin engages with governments, industries and communities to: Strengthen connections and add value, develop targeted commercial research partnerships and progress a sustainable and competitive enterprise. This includes how Deakin responds to community expectations and local disadvantage, as well as how it is embedded into community life in the locations where it operates.	Deakin's industry and community partners and potential partners. Communities and individuals that benefit from Deakin's activities.	Page 26
Financial sustainability	Deakin's efforts to ensure that it remains financially sound in order to progress a sustainable and competitive enterprise.	The whole of Deakin, its partners and local communities.	Page 32
Investment	Deakin's approach to investment including ESG matters and policy on divestment in fossil fuels.	Deakin and its fund managers.	Page 32

14

GRI CONTENT INDEX

Disclosure / Indicator	Description	Reference or response
STRATEGY AND ANALYSIS		
G4-1	A statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Vice Chancellor's Message – pg 04
ORGANIZATIONAL PROFILE		
G4-3	Name of the organisation	Deakin University – pg 01
G4-4	Primary brands, products, and services	Deakin facts – pg 05
G4-5	Location of the organisation's headquarters	Deakin facts – pg 05 For our campus addresses and contact numbers please see: http://www.deakin.edu.au/contact
G4-6	Where the organisation operates or has significant operations	Deakin facts – pg 05
G4-7	Nature of ownership	Deakin facts – pg 05
G4-8	Markets served	Deakin facts – pg 05
G4-9	Scale of the organisation	Deakin facts – pg 05
G4-10	Number of employees	Forging an inclusive and supportive workplace – pg 13
G4-11	Coverage of collective bargaining agreements	Deakin's Enterprise Agreement covers all staff employed by the University except for the Vice-Chancellor and members of the Executive.
G4-12	Describe the organisation's supply chain	Major inputs are capital works, professional services, facilities maintenance, contractor services, IT hardware, laboratory equipment, library materials, advertising and promotions. Our suppliers are both local, national and international.
G4-13	Significant changes during the reporting period	About this report – pg 03 Deakin facts – pg 05
G4-14	Whether and how the precautionary approach or principle is used	To the extent possible we utilise the precautionary approach to managing risks across our operations and activities
G4-15	Charters, principles, or other initiatives	Deakin facts – pg 05
G4-16	Memberships of associations and advocacy organisations	Deakin facts – pg 05
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Entities included in the Financial Statements	http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Page 60 The data in this report is limited to the five campuses described in Deakin facts – pg 05
G4-18	Reporting Principles for Defining Report Content	About this report – pg 03
G4-19	Material Aspects	Appendix – material issues – pg 33 and this Content Index
G4-20	Aspect Boundary within the organisation.	Appendix – material issues – pg 33
G4-21	Aspect Boundary outside the organisation	Appendix – material issues – pg 33
G4-22	Restatements	About this report – pg 03
G4-23	Significant changes from previous reporting periods	About this report – pg 03

Disclosure / Indicator	Description	Reference or response
STAKEHOLDER ENGAGEMENT		
G4-24	Stakeholder groups	About this report – pg 03
G4-25	Identification and selection of stakeholders	About this report – pg 03
G4-26	Approach to stakeholder engagement	About this report – pg 03
G4-27	Key topics and concerns raised through stakeholder engagement	About this report – pg 06
REPORT PROFILE		
G4-28	Reporting period	About this report – pg 03
G4-29	Date of most recent previous report	About this report – pg 03
G4-30	Reporting cycle	About this report – pg 03
G4-31	Contact point for questions regarding the report	About this report – pg 03
G4-32	'In accordance' option and GRI Content Index	About this report – pg 03 and this Content Index
G4-33	External assurance	External assurance has not been provided specifically for this report, although data in our Financial Statements has been audited. See: http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Pages 104-5
GOVERNANCE		
G4-34	Governance structure	Governance structure – pg 29 http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Page 49
ETHICS AND INTEGRITY		
G4-56	Values, principles, standards, codes of conduct and codes of ethics	https://deakin-governance.deakin.edu.au/TheGuide/TheGuide2011.nsf/191d0d51322b3a04ca2576be00064063/Code%20of%20Conduct
SPECIFIC STANDARD DISCLOSURES		
CATEGORY: ECONOMIC		
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	Disclosure on Management Approach	Financial sustainability and investments – pg 32
G4-EC1	Direct economic value generated and distributed	Deakin's role in local economies – pg 28 http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Page 63 onwards



Disclosure / Indicator	Description	Reference or response
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-DMA	Disclosure on Management Approach	Deakin's role in local economies – pg 28 See also: http://www.deakin.edu.au/__data/assets/pdf_file/0003/293601/Deakin-Universitys-Economic-Contribution-Warrnambool-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT http://www.deakin.edu.au/__data/assets/pdf_file/0005/293603/Deakin-Universitys-Economic-Contribution-Geelong-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT http://www.deakin.edu.au/__data/assets/pdf_file/0006/293604/Deakin-Universitys-Economic-Contribution-Burwood-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT
G4-EC8	Significant identified positive and negative indirect economic impacts	Deakin's role in local economies – pg 28 See also: http://www.deakin.edu.au/__data/assets/pdf_file/0003/293601/Deakin-Universitys-Economic-Contribution-Warrnambool-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT http://www.deakin.edu.au/__data/assets/pdf_file/0005/293603/Deakin-Universitys-Economic-Contribution-Geelong-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT http://www.deakin.edu.au/__data/assets/pdf_file/0006/293604/Deakin-Universitys-Economic-Contribution-Burwood-Deloitte-Access-Economics-Final-Report-10-Oct-2014.pdf#search=ECONOMIC%20IMPACT
MATERIAL ASPECT: PROCUREMENT PRACTICES		
G4-DMA	Disclosure on Management Approach	Local procurement – pg 25
G4-EC9	Percentage of the procurement budget used for local suppliers	Local procurement – pg 25
CATEGORY: ENVIRONMENTAL		
MATERIAL ASPECT: ENERGY		
G4-DMA	Disclosure on Management Approach	Energy and carbon – pg 22
G4-EN5	Energy intensity	Energy and carbon – pg 22

Disclosure / Indicator	Description	Reference or response
MATERIAL ASPECT: EMISSIONS		
G4-DMA	Disclosure on Management Approach	Energy and carbon – pg 22
G4-EN15	Energy intensity	Energy and carbon – pg 22
G4-EN18	GHG emissions intensity ratio	Energy and carbon – pg 22
MATERIAL ASPECT: EFFLUENTS AND WASTE		
G4-DMA	Disclosure on Management Approach	Waste management – pg 23
G4-EN23	Total weight of waste by type and disposal method	Waste management – pg 23
MATERIAL ASPECT: TRANSPORT		
G4-DMA	Disclosure on Management Approach	More sustainable transport – pg 18
G4-EN30	Significant environmental impacts of transporting products, materials and members of the workforce	More sustainable transport – pg 18
MATERIAL ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT		
G4-DMA	Disclosure on Management Approach	Sustainable procurement – pg 25 http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Page 39
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	Sustainable procurement – pg 25
CATEGORY: SOCIAL		
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK		
MATERIAL ASPECT: EMPLOYMENT		
G4-DMA	Disclosure on Management Approach	Our workforce – pg 13
G4-LA1	New employee hires and employee turnover	Attracting and retaining our talented people – pg 13
G4-LA2	Benefits provided to full-time employees	Staff benefits – pg 08 http://www.deakin.edu.au/about-deakin/careers-at-deakin/your-employer-of-choice
G4-LA3	Return to work and retention rates after parental leave	Attracting and retaining our talented people – pg 13
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
G4-DMA	Disclosure on Management Approach	Staff wellbeing and on-campus safety – pg 17
G4-LA5	Joint management-worker health and safety committees	Staff wellbeing and on-campus safety – pg 17 http://www.deakin.edu.au/life-at-deakin/health-wellbeing-safety/occupational-health-and-safety/ohs-manual/ohs-management-system-and-compliance
G4-LA6	Type and rates of injury	Staff wellbeing and on-campus safety – pg 17 http://www.deakin.edu.au/__data/assets/pdf_file/0007/549727/updated-final-deakin-annual-report-2015.pdf Page 37
G4-LA7	Occupational diseases	Staff wellbeing and on-campus safety – pg 17

Disclosure / Indicator	Description	Reference or response
MATERIAL ASPECT: TRAINING AND EDUCATION		
G4-DMA	Disclosure on Management Approach	Workforce training and education – pg 14
G4-LA9	Average hours of training per year	Workforce training and education – pg 14 We currently do not track hours of training, but use other metrics. Our training statistics do not track the number of staff using online training courses.
G4-LA10	Programs for skills management and lifelong learning	Staff benefits – pg 08 Attracting and retaining our talented people – pg 13
MATERIAL ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
G4-DMA	Disclosure on Management Approach	Staff inclusion and diversity – pg 15
G4-LA12	Governance bodies and employees by gender, age group and other indicators of diversity	Governance structure – pg 30
MATERIAL ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN		
G4-DMA	Disclosure on Management Approach	Staff inclusion and diversity – pg 15
G4-LA13	Ratio of basic salary and remuneration of women to men	Gender Diversity – pg 16 NOTE: Deakin does not currently measure ratio by employee category but will endeavour to do so in the next report.
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES		
G4-DMA	Disclosure on Management Approach	Sustainable procurement – pg 25
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria	Sustainable procurement – pg 25
SUB-CATEGORY: HUMAN RIGHTS		
MATERIAL ASPECT: INVESTMENT		
G4-DMA	Disclosure on Management Approach	Our approach to investment – pg 32
G4-HR1	Number and percentage of significant investment agreements that include human rights clauses or underwent human rights screening	Our approach to investment – pg 32 NOTE: We believe all of our investments are assessed in this way through our ESG management, however because our investments are managed on our behalf, and their number fluctuates, we currently are unable to include this information. We will aim to report on this in future reports.
MATERIAL ASPECT: NON-DISCRIMINATION		
G4-DMA	Disclosure on Management Approach	Staff inclusion and diversity – pg 15
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Staff inclusion and diversity – pg 15
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT		
G4-DMA	Disclosure on Management Approach	Sustainable procurement – pg 25
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	Sustainable procurement – pg 25
SUB-CATEGORY: SOCIETY		
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY		
G4-DMA	Disclosure on Management Approach	Sustainable procurement – pg 25
G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	Sustainable procurement – pg 25
SUB-CATEGORY: PRODUCT RESPONSIBILITY		
MATERIAL ASPECT: PRODUCT AND SERVICE LABELING		
G4-DMA	Disclosure on Management Approach	Student engagement – pg 07
G4-PR5	Results of surveys measuring customer satisfaction	Student engagement – pg 07

