

Creating Futures



SUSTAINABILITY REPORT 2011

WE CAN ALL MAKE A DIFFERENCE FOR FUTURE GENERATIONS

SUSTAINABILITY VISION 2020

La Trobe University will be at the forefront of addressing key global issues and developing graduates with the skills and knowledge required to address social, environmental and economic sustainability challenges in their chosen field.

Our Sustainability Vision 2020 is informed by our Sustainability Principles and our belief that social, environmental and economic sustainability need to be integrated across everything we do and embedded in our daily work.

Because sustainable development is a key global issue of our times, we believe our success in realising our sustainability principles will be central to how we are judged.

SUSTAINABILITY PRINCIPLES

The University will seek to develop responsible leaders, professionals and citizens by:

Recognising that sustainability encompasses economic, social and environmental dimensions

Integrating sustainability across all operations, curriculum and research

Embedding sustainability in the culture and practices of the University, through the broadest engagement with staff, students, employers and partners in the community and in government

Becoming known as the leading sustainable university in Australia and a leader internationally.

REPORTING FRAMEWORK

Creating Futures:

- reports against the Global Reporting Initiative's G3.1 Sustainability Reporting Guidelines at A+ level
- is our Communication On Progress against the United Nations Global Compact Principles at Advanced level
- follows AccountAbility's AA1000 Principles
- reports against our own targets and actions set out in our 2010 Sustainability Report, *Responsible Futures*.

What is sustainable development?

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

It contains within it two key concepts:

- the concept of 'needs', in particular the essential needs of the world's poor, to which overriding priority should be given; and
- the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.

Thus the goals of economic and social development must be defined in terms of sustainability in all countries – developed or developing, market-oriented or centrally planned.

Interpretations will vary, but must share certain general features and must flow from a consensus on the basic concept of sustainable development and on a broad strategic framework for achieving it.

Development involves a progressive transformation of economy and society.

A development path that is sustainable in a physical sense could theoretically be pursued even in a rigid social and political setting.

But physical sustainability cannot be secured unless development policies pay attention to such considerations as changes in access to resources and in the distribution of costs and benefits.

Even the narrow notion of physical sustainability implies a concern for social equity between generations, a concern that must logically be extended to equity within each generation.

Gro Harlem Brundtland

Chair World Commission on Environment and Development
Our Common Future (1987)

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AT A GLANCE

- 2011 was the first full year of operation at the University's new Shepparton campus, where students and staff enjoyed the comfort and efficiency of the certified 5 Star Green Star building.
- Capital works are taking place on other campuses, with \$116 million spent in 2011, including \$52 million spent on the construction of new facilities at the Melbourne campus.
- La Trobe University received \$44 million in research income in 2011.

352.5 HECTARES

Over six campuses, including some areas managed for significant biodiversity values.

26,064 STUDENTS

EFTSL from over 101 countries in 2011, including off-campus students.

3,100 STAFF

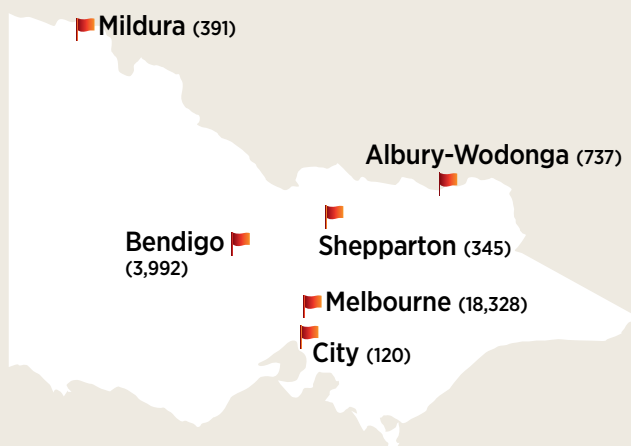
Full-time equivalent, including casual staff.

5 FACULTIES

Business, Economics and Law; Education; Health Sciences; Humanities and Social Sciences; and Science, Technology and Engineering.

EFTSL equivalent full-time student load

CAMPUSES AND STUDENTS (EFTSL)



STUDENTS ¹	2008	2009	2010	2011
Number of students	29,273	30,858	32,373	33,507
Commencing enrolments	11,986	13,358	13,907	13,848
Students with a disability	1,273	1,043	1,182	NA
Non-English speaking background	614	639	666	NA
Rural/remote	7,500	7,640	7,724	NA
Low socioeconomic status	3,844	4,020	3,927	NA
Low socioeconomic status as proportion of total student cohort	17.4%	17.7%	16.6%	NA
Indigenous	111	130	117	NA

PERFORMANCE	2008	2009	2010	2011
Market share of Victorian Tertiary Admissions Centre first preferences ²	10.9%	10.6%	11.5%	12.4%
Retention rate ³	0.78	0.78	0.78	NA

RESEARCH ⁴	2008	2009	2010	2011
Research income (\$000)	40,845	38,627	41,726	43,739
Research publications	1,009	961	1,083	NA
Research higher degree load (Equivalent Full Time Student Load)	876.6	972.8	1,058.8	1,132.5
Research degree completions	92	157	151	162

NA Not available at time of publication.

¹ 2008–2011 data from the University student information systems as at 31 January 2012.

² Applications lodged with the Victorian Tertiary Admissions Centre as at 30 September each year.

³ Retention Rate is the proportion of students commencing who re-enrol at an institution in the following year. It excludes those students who defer their study or transfer to another university.

⁴ Research and finance data relate to year ending 31 December.

Our commitment to sustainability



PROFESSOR JOHN DEWAR

Vice-Chancellor
and President



It was a genuine privilege
to take up the position
of Vice-Chancellor
and President of La Trobe
University in January 2012.

As Vice-Chancellor, I am committed
to continuing the University's inspiring
work and making it an even better place
to learn, teach and research.

I am proud to be leading a university
already known for its commitment to
addressing key social, environmental
and economic issues of our times.

In a global environment concerned with
climate change, finite resources and
broader issues of environmental, social
and economic responsibility, universities
have an important role in transforming their
communities. This transformation is reliant
on universities taking the determined step
of embracing innovation and sustainability
as core aspects of their function. Through
a proactive approach, our sector can ensure
a quality and strength of voice in shaping
the direction of national and international
debates and public policies.

Recent moves towards a market-driven
higher education sector in Australia have
provided challenges to our universities.
This is also an opportunity for La Trobe
University to reaffirm its distinctive values
as a university that is responsive to and
engaged with its community, that instils
leadership by example, and provides
relevant, useful and forward-thinking
skills and knowledge to the next generation
of leaders. We can do this by being active
in debates on social, environmental and
economic issues, and by leading in our
own policies and practices, and by example.

La Trobe University is a signatory to the
United Nations Global Compact. As incoming
Vice-Chancellor and President, I reaffirm the
University's commitment to these principles
through this 'Communication on Progress'.
The United Nations Global Compact Ten
Principles serve to unite organisations
around the world and are an important
step towards addressing the Millennium
Development Goals.

In 2011, La Trobe University took the
ambitious step of becoming, we believe,
the first university in the world to release
a Global Reporting Initiative-compliant,
externally assured sustainability report
using AA1000 standards – *Responsible
Futures* – which outlined the University's
social, environmental and economic
impacts for the year 2010 and signalled
the significant steps the University
has made towards fulfilling its goal to
'operate sustainability and ethically'.

This goal was announced in the
Vision 2015 strategic plan and reflects
the University's long-standing ethos
of social responsibility and leadership.

In August 2011, La Trobe University
was announced as the 'Continuous
Improvement – Institutional Change' Green
Gown Awards Australasia winner for the
development of best-practice sustainability
governance and management structures
since 2009. Along with the Association of
Chartered Certified Accountants 'Best first
time' Sustainability Report award received
for *Responsible Futures*, this shows the
University has taken the next step in its
sustainability journey.

We are proud of these successes and
look forward to the challenges ahead.
The University will seek new ways to
provide opportunities for students from
all backgrounds to develop the skills that
they need for success in every aspect of
their lives. We are focused on delivering
innovative curriculum to our students
through our 'Design for Learning' initiative,
which was developed to address the
changing skill sets required by today's
graduates. The introduction of courses such
as the 'Work Ready' Bachelor of Arts reflects
our ability to listen to employer and student
needs, ensuring that we equip graduates
with the high-quality skills they need as
they transition into the work place.

I want our staff, students, alumni
and communities to be proud of their
university – this means continuing our work
on increasing the number of women in senior
leadership roles and implementing further
plans to reduce energy consumption, waste
and travel. In 2012, we will further embed
social and environmental sustainability in
our curriculum, thereby meeting the skills
requirements of the public and private
sectors. Many of our plans for 2012 are
set out in this 2011 sustainability report,
Creating Futures.

Our sustainability vision, goals and approach



PROFESSOR CAROL ADAMS

Pro Vice-Chancellor
(Sustainability)

Creating Futures, La Trobe University's 2011 sustainability report, is addressed to all our stakeholders, in particular our students, future students, our staff and our communities.

In preparing this report we acknowledge the role of the university sector in driving sustainability change and adaptation. Through education and research, the university sector prepares large numbers of young people for careers where the knowledge and skills required to address sustainability issues, such as critical thinking and team problem-solving, are in increasing demand. Universities have material, direct and indirect social, environmental and economic impacts through the research we do, the experience and education we provide to future leaders, and the ways we engage with communities, government, businesses and our broader society.

The influence of our sector goes beyond the operational impacts that organisations traditionally report – we need to think beyond those impacts and consider our role in society more broadly. At La Trobe University, we pay particular attention to broadening access to students from low socioeconomic backgrounds and to those in regional communities. In this way, we recognise the importance of education in the social, environmental and economic sustainability of those communities.

I would like to see a greater focus on the sustainability performance of the university sector. As Pro Vice-Chancellor (Sustainability), La Trobe University has supported my contribution to the work of the university sector in sustainability during 2011 through my roles as Board Member of the Globally Responsible Leadership Initiative (grii.org), Vice-President (Universities) of Australian Campuses

Towards Sustainability (acts.asn.au) member of the Advisory Council of the Association for the Advancement of Sustainability in Higher Education (aashe.org) and as a member of the working group developing guidelines to apply the United Nations Global Compact Principles to universities.

This report is our 'Communication on Progress' against those Principles. It also reports against the Global Reporting Initiative's Sustainability Reporting Guidelines, our own Sustainability Principles and, where available, performance indicators, targets and plans.

In recognition of the role of universities in sustainable development, La Trobe University is a signatory to the Talloires Declaration (ulsf.org/talloires_declaration.html) and the Ten Principles of the United Nations Global Compact (unglobalcompact.org), and is an Organisational Stakeholder of the Global Reporting Initiative (globalreporting.org).

In our 2010 inaugural sustainability report, *Responsible Futures*, I highlighted some areas of poor performance: high greenhouse gas emissions from building use and the low proportion of women in senior management. In 2011, we took some significant steps to address these issues. It will take some time before our plans and actions result in performance levels with which we can be satisfied.

Our performance in energy consumption, water consumption, emissions arising from staff business travel and the proportion of women in management, is of concern.

While shutdowns of our cogeneration plant increased energy consumption, overall our carbon emissions were lower than 2010 levels due to the increased purchase of GreenPower. We have entered the Greener Government Buildings program in order to achieve our 2020 energy consumption targets.

Responsible Futures was one of only a few comprehensive university sustainability reports and we believe was the first to both follow the Global Reporting Initiative's Sustainability Reporting Guidelines and to be externally assured using the AA1000 Assurance Standard. In the development of our second sustainability report, *Creating Futures*, we have placed more emphasis on our sustainability vision and goals, identifying our stakeholders and means of engagement with them and increasing the number of indicators on which we report. We have used the Global Reporting Initiative's G3.1 Sustainability Reporting Guidelines, reporting to the A+ Application Level (globalreporting.org) and have been guided by the AA1000 Principles of Inclusivity, Materiality and Responsiveness (accountability.org).

We have included data from all our campuses for three years for many indicators. Data for the Australian higher education sector have been provided, where available, as a benchmark for our performance.

We have engaged Net Balance to carry out a Type 2, moderate level of assurance using the AA1000 Assurance Standard (accountability.org). Data on student numbers have been excluded from the scope of the Net Balance audit because student number data are audited annually by the Australian Government Department of Education, Employment and Workplace Relations, as per the requirements of subsection 19-70 (1) of the *Higher Education Support Act 2003*. The student enrolment data included in this report is as at 1 February 2012.

SUSTAINABILITY VISION 2020

La Trobe University will be at the forefront of addressing key global issues and developing graduates with the skills and knowledge required to address social, environmental and economic sustainability challenges in their chosen field.

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Becoming known as the leading sustainable university in Australia and a leader internationally.

SUSTAINABILITY MISSION AND GOALS

In developing plans for the future, we are mindful of the influence universities have on equipping graduates for leadership, professional and other roles in society, and the important role of academic research in developing solutions to climate change, world poverty, food security and other sustainability challenges.

The following pages set out our sustainability goals for 2015 and 2020 in each of our key areas of impact.

We will focus on our most substantial impacts, to:

- engage with students on contemporary social and environmental issues
- develop our interdisciplinary research capabilities through the La Trobe Institute for Social and Environmental Sustainability
- ensure that we offer opportunities to students from a diverse range of backgrounds and are sensitive to issues arising from our cultural diversity
- develop curriculum on social and environmental sustainability issues
- reduce water and energy consumption, and carbon emissions from travel, and invest in energy efficiency.

2015: Many of our staff work in bright open-plan spaces with welcoming social areas, which are almost entirely paper-free; they often work from home; many cycle to work or use public transport; they use the capability of the National Broadband Network to engage with colleagues elsewhere and they travel less for work purposes.

Sustainability goals for 2015



Our Vision

There is national and international awareness of La Trobe University's commitment to sustainability.

This is evident in sustainability performance improvements, media coverage of innovations, involvement of our sustainability leaders in national and international fora, and demand for staff to speak on sustainability issues in operations, education and research.

All students and staff are aware of sustainability issues through the University's focus on sustainability; their personal contributions to reducing the University's environmental impacts and increasing its contribution to social justice; our online training module for staff; and community engagement opportunities in sustainability-related work.

FURTHER INFORMATION

Our quantified targets are on page 8. For more information about our goals and updates on our progress please visit:

latrobe.edu.au/sustainability

Sustainability governance, management and engagement

- 'Whole-of-institution' approach to managing sustainability across operations, curriculum and research
- Partnerships with leading non-government organisations and public and private sector organisations, themselves leading in aspects of sustainability
- Strong senior sustainability leadership providing input into high-level University decision-making
- Recognised internationally as leading the sector in sustainability reporting and performance management
- Staff and students aware and proud of the University's social (responsibility) and environmental sustainability achievements.

Education for future generations

- Cross-faculty master's and undergraduate programs in social (responsibility) and environmental sustainability
- Social and environmental sustainability embedded within subjects where relevant
- The University is known for innovative approaches to cross-faculty program delivery that addresses key contemporary issues
- Provision of executive education on key contemporary sustainability issues.

Research for future generations

- An active cross-faculty network of researchers addressing key contemporary sustainability global and local issues, and influencing policy and practice
- The University is known for engaging with business, the public sector and non-government organisations in developing research proposals and communicating research findings on key sustainability issues.

Our environmental impact

- All new capital infrastructure has high liveability and natural resource efficiency values
- Facility greenhouse gas emissions per gross floor area and from staff business travel per full-time equivalent staff reduced by 15% on 2010 levels
- Work of staff and students conducted largely without paper
- The University achieves minimum energy and water star ratings for appliances, and has investigated more sustainable energy sources.

Our social impact

- Recognised as an institution that enhances and provides career development opportunities for all, and opportunities for women and Indigenous staff
- Equal proportion of women and men in senior professional positions (Higher Education Officer level 10 and above)
- High proportion of low socioeconomic background and Indigenous students relative to other Victorian universities.

Our economic and supply-chain impact

- Engaged with top suppliers to minimise negative social and environmental impacts in the supply chain
- Strong regional campuses and all our campuses contributing to the economies of the communities they serve
- High proportion of Fairtrade products sold on campus and all staff and students are aware that the University is a Fairtrade organisation.

2020: La Trobe University will be at the forefront of addressing key global issues and developing graduates with the skills and knowledge required to address social, environmental and economic sustainability challenges in their chosen field.

Sustainability goals for 2020

Sustainability governance, management and engagement

- La Trobe University is recognised as a leading organisation in best-practice approaches to sustainability management
- Other universities are following our lead in adopting a whole-of-institution approach to sustainability
- The university sector is seen as leading (rather than lagging) in approaches to sustainability management.

Education for future generations

- Every graduate understands sustainability issues relevant to their discipline and chosen field of work
- The University is a leading provider of graduates with critical thinking and problem-solving skills able to address contemporary international social and environmental sustainability issues
- The University supports students to become sustainability leaders in the wider community through extracurricular activities.

Research for future generations

- The University is known for knowledge transfer on a broad range of sustainability issues, and makes significant contributions to policy debates and practice and technological developments
- The University has significant partnerships with business, non-government organisations, and the public sector to address social and environmental sustainability issues.

Our environmental impact

- Our campuses are healthier, more liveable and more sustainable than ever before
- Facility greenhouse gas emissions per gross floor area and from staff business travel per full-time equivalent staff is reduced by 30% on 2010 levels.



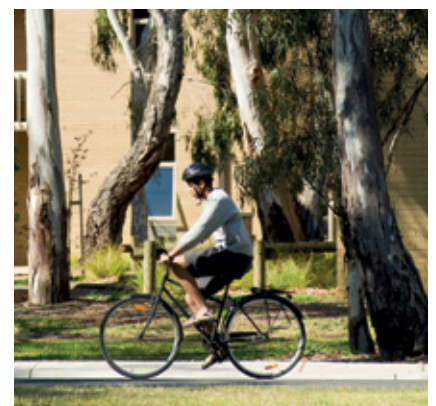
David Myers Building and moat system

Our social impact

- The University's population reflects the gender, cultural and socioeconomic diversity of our wider communities
- We are recognised as providing equal opportunities, with a high proportion of women at Associate Professor and Professor level.

Our economic and supply-chain impact

- The University is known in the university sector and more broadly as a leader in responsible purchasing and investment practices.



Sustainability achievements 2009–2011

2009

- La Trobe Institute for Social and Environmental Sustainability established
- Sustainability Taskforce established
- University's approach to the management and governance of sustainability agreed by the Sustainability Taskforce and Planning and Resources Committee, and included in the 2010 operational plan
- Environmental Sustainability Policy published.

2010

- Office of the Pro Vice-Chancellor (Sustainability) developed
- Fair Trade accreditation received
- New policy for sustainable travel published
- Generations branding developed, to signify a whole-of-institution approach to sustainability and a focus on the University's contribution to environmental, social and economic sustainability.

2011

- External Sustainability Advisory Board established to guide the University's strategic sustainability direction
- Sustainability Management Committee established as a subcommittee of the Planning and Resources Committee
- New policies published for:
 - energy reduction
 - Fairtrade
- Responsible Futures* published – La Trobe University's first sustainability report and we believe the first university report globally to use the AA1000 governance, management and assurance standards; followed the Global Reporting Initiative reporting guidelines
- Business Forum and Academic Symposium on Leadership for Climate Change and Sustainability attracted around 130 and 90 participants, respectively
- David Atkin, CEO of Cbus (an industry super fund), awarded La Trobe University 2010 Distinguished Alumni Award for contribution to social responsibility and sustainability in investment
- Project Manager for the Victorian Government's Greener Government Buildings program appointed
- Principal Fellow in Education for Sustainable Development and Faculty Sustainability Coordinators appointed, to lead curriculum initiatives
- La Trobe Institute for Social and Environmental Sustainability published a report on sustainability research around the University: latrobe.edu.au/sustainability/research
- Pro Vice-Chancellor (Sustainability) invited to speak at numerous conferences and fora on the University's approach to managing sustainability
- Pro Vice-Chancellor (Sustainability) appointed to the United Nations Global Compact working group adapting the United Nations Global Compact Principles to university operations; and AccountAbility's Interim Standards Board.

QUANTIFIED TARGETS	2011	2012	2015	2020
Environmental				
Greenhouse gas emissions (facility tCO ₂ -e/ GFA: staff business travel tCO ₂ -e/FTE)	5% ▼	5% ▼	15% ▼	30% ▼
Energy consumption (GJ per m ² /GFA)	5% ▼	5% ▼	15% ▼	30% ▼
Car use – single occupant (staff and students)	5% ▼	7.5% ▼	15% ▼	30% ▼
Water use (kilolitres per EFTPL)	3% ▼	3.5% ▼	5% ▼	10% ▼
Waste to landfill (kilograms per EFTPL)	5% ▼	7.5% ▼	15% ▼	30% ▼
Recycling (as % of combined recycling and landfill waste)	5% ▲	7.5% ▲	15% ▲	30% ▲
Paper use (reams per EFTPL)	5% ▼	10% ▼	15% ▼	30% ▼
Sustainability education				
Cross-faculty (social and environmental) sustainability master's courses		1	2	4
Cross-faculty undergraduate minor(s)/ major(s) in (social and environmental) sustainability		2	3	4

QUANTIFIED TARGETS	2011	2012	2015	2020
Sustainability research¹				
Staff involved in the La Trobe Institute for Social and Environmental Sustainability				100
Staff with active participation in the Institute				50 per annum
Research publications from active staff				50 per annum
Successful contracts, grants and research consultancies for sustainability research				3 per annum
Social: staff^{2,3}				
Female academic staff at Professor and Associate Professor levels	37%		40%	
Senior female professional staff (HEO10 and above)	42%		50%	
New employment opportunities for Indigenous Australians ⁴			35	
Social: students				
Low socioeconomic student participation rate ³		17.24%	20%	
Indigenous Australian student participation rate ³		160	250 ⁵	

La Trobe University won 'Continuous Improvement – Institutional Change' at the 2011 Green Gown Australia awards, recognised for the development, since 2009, of its best-practice sustainability governance and management structures.

DID WE MEET TARGETS?	2010	2011	2012	Y/N	PLANS/ACTIONS
Environmental	baseline	actual			
Facility greenhouse gas emissions (tCO ₂ -e/GFA)	0.18	0.17	0.13	✓	Participate in Greener Government Buildings Program (see page 22 Greenhouse gas emissions)
Staff business travel greenhouse gas emissions (tCO ₂ -e/FTE)	2.45	2.33	2.60	✗	Improved data reporting and monitoring, Faculty targets
Energy consumption (GJ per m ² /GFA)	0.99	0.94	1.01	✗	Participate in Greener Government Buildings Program (see page 24 Energy consumption)
Commuting (%) by car, single occupant (staff and students)	46%	44%	50%	✗	Promote cycling, public transport and carpooling (see page 26 Commuting)
Water use (kilolitres per EFTPL)	8.72	8.45	9.55	✗	Reuse water, reduce consumption and identify leaks (see page 27 Water use)
Waste to landfill (kilograms per EFTPL)	34.54	32.81	35.92	✗	Bin refurbishment, updated waste guidelines, compostable waste pilot (see page 30 Waste and recycling)
Recycling (as % of combined recycling and landfill waste)	28.0%	29.4%	25.0%	✗	Bin refurbishment, new waste and recycling facilities, updated waste guidelines (see page 30 Waste and recycling)
Paper use (reams per EFTPL)	3.19	3.03	2.58	✓	Limit printer purchase and promote paperless meetings (see page 28 Paper use)
Social: staff					
Female academic staff at Professor level	37%	37%	32.5%	✗	University Council has established a Human Resources Planning Committee which held its inaugural meeting in March 2012. One item it will consider is gender representation at senior levels. (see page 34 Women in leadership)
Female academic staff at Associate Professor level	34%	37%	39%	✓	
Senior female professional staff (HEO10 and above)	40%	42%	38.6%	✗	

1 The targets in this section relate to the La Trobe Institute for Social and Environmental Sustainability. See the 'Research for future generations' section for a discussion of sustainability research in our other institutes.

2 Targets have not been set for each year in some cases where medium and long-term targets have been set.

3 Target for 2020 not yet set for some indicators.

4 Our target is to create 35 new Indigenous employment opportunities between 2010 and 2015.

5 Provisional.

Baselines and targets have been altered due to improved 2010 data availability.

EFTPL Equivalent full-time person load (full-time equivalent staff workload hours + equivalent full-time student load hours at the University's Victorian campuses; excludes international offshore, off-campus and external)

GJ/GFA Gigajoules per gross floor area (GFA in m²)

HEO Higher Education Officer

tCO₂-e/EFTPL Tonnes of carbon dioxide equivalent gases per equivalent full-time person load

tCO₂-e/FTE Tonnes of carbon dioxide-equivalent per full-time equivalent staff workload

tCO₂-e/GFA Tonnes of carbon dioxide-equivalent per gross floor area



ONLINE PRESENCE

Sustainability communications plan, sustainability website, and a La Trobe University Generations presence on Facebook and Twitter developed

latrobe.edu.au/sustainability
facebook.com/ltugenerations
 Twitter: @ltugenerations



Our approach to sustainability and our material impacts

LA TROBE UNIVERSITY'S VISION IS TO:

'...transform the lives of students and communities through learning and knowledge creation. We will be nationally and internationally acclaimed in socially responsible teaching and research'

latrobe.edu.au/about/vision

When La Trobe University was established in 1967, its constitution effected a culture of social responsibility and care for the local community. The University's mission is 'to serve its community through the inclusiveness of its research and teaching and through the production of graduates who are well rounded citizens as well as trained professionals'. Today, this responsibility resonates in the University's commitment to sustainability and in its ambition to be a leading sustainable university by 2020 (*Vision 2015*).

La Trobe University inspires future generations to lead by example, challenge the status quo, and make a difference on issues of social justice and environmental sustainability. We will embed social and environmental sustainability in our operations, curriculum and research, reduce our environmental footprint, maintain principles of equality and diversity, and provide a responsible and viable economic presence to support and contribute to our communities.

Globally, universities and other organisations must respond to pressing sustainability issues in economic, environmental and social arenas, and not only through education and research:

- economic – universities have a role in promoting good governance and management for cooperation, benefit sharing and poverty alleviation, and in recognising and taking advantage of opportunities in a low carbon economy
- environmental – as part of the built environment, universities affect and are responsible for waste and natural resource management, and energy generation and consumption
- social – universities can make a difference in promoting social justice, peace and equality, health and wellbeing, and good design of human settlements and the associated infrastructure.

In recognition of these sustainability imperatives and the role of universities in addressing them, the Vice-Chancellor established a Sustainability Taskforce in 2009, comprising senior managers from key University functions and chaired by Professor Carol Adams.

The culmination of the work of the Taskforce was agreement on the University's Sustainability Principles.

The Sustainability Taskforce also agreed that the University would have a central approach to managing sustainability, and the following was included in the University's *2010 Operational Plan*.

Sustainability section of La Trobe University's 2010 Operational Plan

- Establish a senior academic management position and an associated office for University management of Sustainability.
- Develop a comprehensive set of sustainability key performance indicators across operations, curriculum and research, and set targets for 2013 and intermediate years. This will include a carbon emissions measurement system for whole-of-University operations.
- Develop a comprehensive governance and management reporting system on sustainability.
- Introduce sustainability key performance indicators into staff performance goals where appropriate.
- Identify projects that improve sustainability performance. Identify initiatives that engage staff and students to inspire behavioural change through curriculum, education, research and activities.

STAKEHOLDER ENGAGEMENT

By engaging with stakeholders, the university sector can make an important contribution to global change towards a more sustainable future.

LaTrobe University's contribution to public policy debate includes making submissions to a range of inquiries and reviews on issues affecting the community as well as on more specific higher education policy issues.

Early in 2011, the University established a formal University Engagement Unit to oversee and record engagement activities. The Unit developed an operations plan for community engagement and in 2012 all engagement activities will be recorded and analysed to assess their impact.

The Office of the Pro Vice-Chancellor (Sustainability) was created in 2010 and the Taskforce was replaced with a formal Sustainability Management Committee, chaired by the Pro Vice-Chancellor (Sustainability) and reporting to the University's Planning and Resources Committee. The Pro Vice-Chancellor (Sustainability) leads the University's sustainability focus and has responsibility for embedding sustainability in the University's planning and resource allocation processes. Having established our sustainability governance and management structure, and targets, our current operational plan focuses on developing sustainability education and achieving operational targets.

This work is supported by an External Sustainability Advisory Board and a Sustainability Forum. These governance and management committees allow us to engage with staff, students, the National Tertiary Education Union and key external stakeholders.

In addition to our management and governance committees, we consulted a wide range of sources in identifying key performance indicators, including:

- university sustainability reports available from university websites
- independent, privately held and self-funded CorporateRegister.com, which collects and disseminates corporate responsibility reports worldwide (corporateregister.com)
- Green League Table of UK universities created by People and Planet, a student network campaigning to end world poverty, defend human rights and protect the environment (peopleandplanet.org/greenleague)
- College Sustainability Report Card for North American Universities (greenreportcard.org)

- Association for Advancement of Sustainability in Higher Education (aashe.org)
- Environmental Association for Universities and Colleges (eauc.org)
- Australian Government's *National Action Plan for Education for Sustainability* (environment.gov.au/education/nap)
- Global Reporting Initiative's G3.1 Guidelines for Sustainability Reporting (globalreporting.org)
- Sustainability Victoria (sustainability.vic.gov.au).

We have established short (2012), medium (2015) and long-term (2020) targets, through reviewing:

- best-practice and sector targets, such as those of the Higher Education Funding Council of England (hefce.ac.uk/lgm/sustain/carbon)
- contextual (including state and Australian Government) targets
- the same sources as for determining key performance indicators, where they also identified targets or benchmarking practice.

For example, our targets linked to greenhouse gas emissions were guided by targets set by sustainable organisations in other sectors, the Higher Education Funding Council of England (hefce.ac.uk/lgm/sustain/carbon), and a methodology adapted from Rauch and Newman (2009).¹

See supporting policies at: latrobe.edu.au/policy

¹ Rauch JN and Newman J (2009). Defining sustainability metric targets in an institutional setting *International Journal of Sustainability in Higher Education* 10(2): 107–117.



Sustainability governance, management and stakeholder engagement

Crucial to the achievement of our sustainability goals and targets are the External Sustainability Advisory Board, Sustainability Management Committee and Sustainability Forum. Our sustainability governance and management structure is on our website: latrobe.edu.au/sustainability/governance

The Pro Vice-Chancellor (Sustainability) presented the 2010 sustainability report, *Responsible Futures* and this report, *Creating Futures*, to the University Council; and is a member of the University's Planning and Resources Committee, to assist in embedding sustainability in everything we do.

OUR SUSTAINABILITY VISION, GOALS AND APPROACH

The *La Trobe University Stakeholder Engagement Strategy on Sustainability Issues*, developed by the Office of the Pro Vice-Chancellor (Sustainability) in 2011, explains the process we used to identify and communicate with our stakeholders.

Our first sustainability report, *Responsible Futures*, was distributed widely and presentations seeking feedback on key sustainability issues were made across the University. The feedback received has been incorporated into our 2012 actions and longer-term plans.

Sustainability risks

Key social, environmental and economic sustainability risks facing the university sector can be categorised as reputational, financial, regulatory and governance.

The University's key areas of risk lie in failure to behave in a responsible manner and failures in our governance system. This could involve not meeting our sustainability targets and missing out on realising improved performance opportunities that come from achieving targets. Initiatives in place to address the risks include the development of plans and actions, reporting against those plans, targets and benchmarked data. Targets and performance are reviewed by our External Sustainability Advisory Board as well as internal committees.

Failures in governance could allow unethical and inappropriate behaviour to cause financial, performance, or reputational harm to the University.

Controls in place to manage this risk include:

- a suite of policies and procedures, including professional codes of conduct
- a system of oversight including senior management committees, project development and project control committees for major investments, regular meetings of the University Council (our governing body) and its sub-committees (which include the Corporate Governance and Audit Committee)
- formalised management reporting against strategic and operational objectives
- verification of controls (including an annual internal audit program, and a fraud and corruption investigation capability).

Reputational

- Poor performance on gender and cultural diversity issues
- Loss of female staff member confidence in the organisation as an equal opportunities employer, leading to the inability to attract and retain female staff, and loss of goodwill and motivation
- Loss of status as an employer of choice for women
- Racist/religious incidents
- Failure to protect the health and wellbeing of staff and students
- Failure to provide a safe and secure environment
- Perception of poor governance/corruption
- Perception of poor accountability for use of public funds
- Greenwash – overstating positive impacts and actions, while understating or omitting negative ones
- Unmet agreed and publicly declared social, environmental and economic sustainability targets
- Poor performance on sustainability key performance indicators relative to the sector
- Negative publicity on environmental performance of a supplier.

Financial

- Increase in energy prices, travel and cost of goods that emit carbon in production/transport
- Lack of investment in reducing energy consumption, travel and other emissions
- Failure to invest in infrastructure improvement, resulting in increasing inefficiency and waste
- Risk of legal action resulting from non-compliance with legislation, such as the *National Greenhouse and Energy Reporting Act*, *Equal Opportunity Act*
- Unplanned cost impacts of losses due to external corrupt or fraudulent activities.

Regulatory

- Potential restrictions on air travel (through regulation of price), particularly given the importance of international fee income to universities and the sector's place as Australia's fourth-largest exporter
- Punitive actions resulting from serious compliance breaches.

Governance

- Increasingly restrictive governance requirements, resulting in increasing compliance costs
- Inefficiency and corruption costs and waste associated with inadequate governance practices
- Decreasing efficiency of resource utilisation, due to poor governance and a lack of strategic decision making.

2012 ACTIONS	RESPONSIBILITY
Amend the terms of reference of cyclic functional and faculty reviews to ensure that sustainability is appropriately included; Identify potential risks and opportunities	Director, Planning and Institutional Performance Unit, Pro Vice-Chancellor (Sustainability)
Conduct a review of operations to identify the potential climate change and social, environmental and economic sustainability risks on operations and the provision of services	Director, Risk Management, Pro Vice-Chancellor (Sustainability)
Ensure that high-level governance committees consider the risks/opportunities that climate change/sustainability presents	Director Risk Management, General Counsel; Legal and Governance, Pro Vice-Chancellor (Sustainability)

In the table on page 13 we identify our key stakeholders, their stake in our University's sustainability performance and how we communicate with them.

STAKE IN OUR SUSTAINABILITY PERFORMANCE		2011 ENGAGEMENT
CURRENT AND FUTURE STUDENTS: INTERNATIONAL AND DOMESTIC		
<p>Mission Australia's National Survey of Young Australians (2011) asked young people to indicate three issues they thought were the most important in Australia today. The environment was by far the most frequently mentioned topic with 44.7% of respondents identifying it as a major issue. missionaustralia.com.au/downloads/national-survey-of-young-australians/2011</p> <p>Our students are future leaders who want to be prepared for the workplace and attractive to employers. We are addressing this through our Design for Learning project (latrobe.edu.au/ctlc/dfi).</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p> <p>Website: latrobe.edu.au/sustainability</p> <p>Representation on the Sustainability Management Committee, Sustainability Forum, Fairtrade Steering Committee</p>	<p>Blog entries from key international sustainability events</p> <p>Support to students in developing campaigns and addressing sustainability issues</p> <p>Fairtrade fortnight</p> <p>Market research on sustainability priorities and education needs</p> <p><i>Responsible Futures</i></p>
STAFF		
<p>Our staff want to work for an organisation that is 'doing the right thing'. They recognise the importance of the University's reputation in managing sustainability. They want the University to improve its sustainability performance.</p> <p>They also want to succeed in applying for sustainability-related research grants and have opportunities to make a contribution to the reduction of harmful environmental and social impacts.</p>	<p>Presentations on <i>Responsible Futures</i>, approaches to sustainability, sustainability targets and plans to Faculties, Divisions and at Academic Board and Senior Staff Forums</p> <p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn, Yammer</p> <p>Videocasts, podcasts, iTunesU, <i>UniNews</i></p> <p>Website: latrobe.edu.au/sustainability</p> <p>Generations email list</p> <p>Representation on the Sustainability Forum</p>	<p>Blog entries from key international sustainability events</p> <p>Victorian Centre for Climate Change Adaptation Research – sponsored Think Tanks</p> <p>Business Forum and Academic Symposium on Leadership for Climate Change and Sustainability</p> <p>Lunchtime discussion series</p> <p>Assistance with sustainability research proposals</p> <p>Treadly Tuesdays, Ride to Work Day, Family Day and Greenies on the Green</p>
GOVERNMENT AND GOVERNMENT AGENCIES		
<p>A number of government agencies are working to promote improvements in sustainability performance in the university sector, including: Australian Government's National Action Plan for Education for Sustainability (environment.gov.au/education) and Sustainability Victoria (sustainability.vic.gov.au). In addition we engage with a number of government agencies that promote and/or regulate aspects of sustainability practice across all sectors.</p>	<p>Victorian Centre for Climate Change Adaptation Research – sponsored Think Tanks</p> <p>Business Forum on Leadership for Climate Change and Sustainability</p>	<p>Conference keynote speeches</p> <p><i>Responsible Futures</i></p>
OUR COMMUNITIES – URBAN, REGIONAL AND RURAL		
<p>We have signed Memoranda of Understanding with a number of local councils, which involve engaging on sustainability issues. Our regional and rural communities face social and environmental sustainability issues, and expect us to contribute to the development of solutions.</p>	<p>Public lectures and events</p> <p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p> <p>Website: latrobe.edu.au/sustainability</p> <p><i>Responsible Futures</i></p>	<p>Our partnerships with Melbourne Heart (latrobe.edu.au/partnerships/partnerships/melbourne-heart), the InterFaith/Intercultural Network (through our Centre for Dialogue latrobe.edu.au/dialogue/projects/northern-interfaith/niin-hub/about-niin.html) and our new partnership with Greening Australia are important to our communities</p>
ALUMNI		
<p>The reputation of the University is important to our alumni in career enhancement. We are working to develop responsible leaders of the future and to find ways of involving our alumni in our sustainability initiatives.</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p>	<p>Website: latrobe.edu.au/sustainability</p> <p>Articles in the <i>Bulletin</i></p> <p><i>Responsible Futures</i></p>
EMPLOYERS		
<p>Public and private sector organisations are increasingly aware of the impact of climate change and sustainability issues on future operations, and are seeking graduates with the skills and knowledge to help them adapt and the ability to apply sustainability knowledge to business and policy issues.</p>	<p>Business Forum on Leadership for Climate Change and Sustainability</p> <p>Market research on future sustainability skills needs</p> <p>Conference keynote speeches</p>	<p>Social media: LinkedIn</p> <p>Website: latrobe.edu.au/sustainability</p> <p><i>Responsible Futures</i></p>
FUTURE GENERATIONS AND SOCIETY AT LARGE		
<p>Social, environmental and economic sustainability requires action by all organisations, individuals and governments. Universities have an important role to play as educators of large numbers of future leaders and through their community connections.</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn, COP 16/17 blog</p> <p>Videocasts, podcasts, iTunesU</p>	<p>Website: latrobe.edu.au/sustainability</p> <p><i>Responsible Futures</i></p>
STAFF AND STUDENT UNIONS		
<p>Unions represent current University staff and students. They are interested in efforts to embed sustainability in the University's operations, research and curriculum and can exert a positive influence on their members, encouraging behaviour change.</p>	<p>Collective Agreement</p> <p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p>	<p>Committee representation</p> <p>Videocasts, podcasts, iTunesU</p> <p>Website: latrobe.edu.au/sustainability</p>
SUPPLIERS		
<p>Our suppliers provide goods and services that can have a direct impact on environmental and social sustainability. They are often willing to consider innovative approaches that lead to improved sustainability outcomes; we need to engage with our suppliers to embed sustainability within our (and their) supply chains.</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p>	<p>Website: latrobe.edu.au/sustainability</p> <p>Meetings with key suppliers</p>
PARTNER INSTITUTIONS FOR POTENTIAL FUTURE STUDENTS		
<p>NAVITAS and Northern Melbourne Institute of TAFE provide training opportunities for potential future students of the University. Although their interest in our sustainability performance may be low, our decisions can have an impact on these organisations.</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p>	<p>Website: latrobe.edu.au/sustainability</p> <p><i>Responsible Futures</i></p>
OUR GOVERNING BODY		
<p>As the governing body of the University, the University Council's role is to 'identify the distinctive character of the institution, to plan strategically, and to ensure that the University responds to the wider social context in which it operates'. As such, it engages with sustainability across the University and is represented on the University's External Sustainability Advisory Board.</p> <p>University Council members are listed at: latrobe.edu.au/about/management/governance</p>	<p>Social media: La Trobe Generations facebook page, Twitter @Itugenerations, LinkedIn</p> <p>Videocasts, podcasts, iTunesU</p> <p>Website: latrobe.edu.au/sustainability</p>	<p>Presentations to Council by the Pro Vice-Chancellor (Sustainability)</p> <p><i>Responsible Futures</i></p>

Ms Claire Brooks, Dr Susan Lawler and Dr Ewan Silvester are designing and developing a plan for a sustainability interdisciplinary capstone subject: Freshwater Ecology. The subject will be delivered online so that it is available to all students.

Dr Julie Rudner, Dr Emma Patten and Ms Genny Blades are undertaking a project: *Embedded in research and practice: sustainability through child-friendly cities*, to identify the learning needs of professionals who want to advocate for children's participation in decisions affecting the environments in which they live.

Education for future generations

SUSTAINABILITY SKILLS AND CAREERS

Increasingly, sustainability is one of the key challenges facing business leaders.

It touches every area of business – in terms of the impact that an organisation has on society and the environment, and in terms of the ability of a business to continue to renew itself in order to meet a changing world. A deep understanding of sustainability is one of the key attributes we look for in our recruitment process.

David Atkin

Chief Executive Officer, Cbus (an industry super fund) and Chair of the Advisory Board of the La Trobe Institute for Social and Environmental Sustainability

Across all sectors, from business to government, I have been really encouraged to see the take-up of interest in skills for sustainability.

Business knows that adopting new ways of doing things, encouraging talent in the sustainability stream, will produce competitive advantage. Government knows that their constituents are demanding better waste, energy and water management practices. These outcomes will be delivered by accountants and well as ecologists. Those who acquire disciplinary skills with this edge will never want for work.

Professor Kate Auty

Victorian Commissioner for Environmental Sustainability and member of La Trobe University's External Sustainability Advisory Board

For more information on education for future generations, please visit: latrobe.edu.au/sustainability/education

Social responsibility has been a key La Trobe University value since its inception. With approximately 34,000 students, our reach is great and our influence considerable. The education of future generations occurs in the classroom and outside it, increasingly in the context of new modes of communication and new opportunities for shared learning.

The University is continually developing and improving curriculum, to engage students with key areas of social and environmental sustainability, such as global warming, planetary boundaries, inequality and poverty. Our principles of curriculum design also ensure that graduates are encouraged to think critically, undertake research, work collaboratively to solve problems and communicate effectively. Through innovative research and teaching, the University contributes to the creation of new knowledge to address pressing local and global issues.

Market research

To assist us in implementing quality sustainability-related courses that will provide students with the education and expertise required in the workforce, we have undertaken market research both with students and potential employers. The results indicate that employers are looking for graduates who can apply 'sustainability thinking' to their key business or work challenges, rather than employees who are 'specialists' in sustainability. Organisational leaders and managers need to understand sustainability issues. The research suggested students are aware and interested in having a stronger sustainability focus within mainstream courses (such as engineering, health and education).

The implications for the University are that critical thinking needs to be part of all courses; 'sustainability thinking' needs to be included within all undergraduate courses in ways appropriate to the discipline; and that there is a need for continuing education for people in the workplace, to improve and update their skills related to sustainability.

Principal Research Fellow: Education for Sustainable Development

The Principal Research Fellow: Education for Sustainable Development, Jeremy Baskin, began work at La Trobe University in November 2011. Jeremy is assisting the Pro Vice-Chancellor (Sustainability), in consultation with Faculties and other key stakeholders, to:

- develop cross-faculty master's degrees
- deliver professional development to assist staff in embedding social, environmental and economic sustainability into the curriculum
- develop executive education programs in sustainability
- promote multidisciplinary research on education for sustainable development.

Education for Sustainable Development grants

To assist with the development of multi-faculty subjects with a sustainability focus, small grants were awarded by the Office of the Pro Vice-Chancellor (Sustainability) for work on curriculum-related projects. Six projects were funded to a total of \$29,669, two of which are highlighted at the top of this page.

NEW ROLES

We have appointed staff in each Faculty with expertise in the development of sustainability-related courses including five Faculty Sustainability Coordinators

Trevor Budge, Faculty of Humanities and Social Sciences; Noel Gough and Andrew Brookes, Faculty of Education; Katherine Legge, Faculty of Science, Technology and Engineering; Suzanne O'Keefe, Faculty of Business, Economics and Law; Glenda Verrinder, Faculty of Health Sciences

The Pro Vice-Chancellor (Sustainability) and the Faculty Sustainability Coordinators have identified a significant number of subjects with sustainability content and worked together to design cross-faculty sustainability majors and minors.

Key subjects and courses

Some progress has been made in developing sustainability-related majors for existing undergraduate courses. These will allow students to add sustainability specialisations to their studies, via subjects from a range of faculties. First to be available from 2013 are likely to be a Bachelor of Business and a Bachelor of Arts with sustainability majors.

A variety of undergraduate subjects appeal to students across faculties; for example:

- Climate, Sustainability and Society (ENVICSS) continues to be taught with particular success at the Melbourne, Bendigo and Albury-Wodonga campuses – the subject is presented in conjunction with the Climate, Sustainability and Society public lecture series, which included the following in 2011:
 - Climate change: science, society and us: Dr Graeme Pearman
 - History of the Youth Climate Movement: Ms Ellen Sandell, National Director of the Australian Youth Climate Coalition
 - Implications of climate change and its challenges: Professor Ben Gawne, Director of the Murray-Darling Freshwater Research Centre
- Australian Environmental History (HIS2/3AEH) is an online subject based in the School of Historical and European studies in Melbourne, but taught across campuses, and attended by students from a number of faculties
- The Faculty of Humanities and Social Sciences and the Faculty of Science, Technology and Engineering are working together on the development of a new subject, Science in the Media (MST2SIM), which will highlight many sustainability-related issues, and encourage students to understand science-based and humanities-based approaches to critical thinking and communication.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Conduct market research to inform curriculum development Pro Vice-Chancellor (Sustainability)	Market research undertaken into students' and employers' opinions about sustainability education and careers
Review faculty funding model to increase incentives for multi-faculty curriculum development and teaching Vice-President, Finance and Resources/ Chief Financial Officer	Through the development of the budget principles, the contribution margin methodology has attempted to provide an equitable funding model to faculties. This model was developed with the guidance and support of the Budget Reference Group. The review will be continued and feedback used to enhance the funding model in future years.
Develop sustainability majors Pro Vice-Chancellor (Sustainability); Executive Deans	Key sustainability-related subjects have been identified and majors developed – these will proceed through faculty and University approval processes early in 2012
Promote sustainability capstone experiences as part of the University-wide development of capstones for our Design for Learning initiative Deputy Vice-Chancellor and Vice President (Education)	Due to staff changes, commencement of this work has been delayed and will be addressed in 2012. Funds were awarded to staff to develop a sustainability capstone subject in freshwater ecology (see top of previous page)
2012 ACTIONS	RESPONSIBILITY
Incorporate sustainability in the Graduate Certificate in Higher Education Curriculum, Teaching and Learning	Executive Dean of Education; Pro Vice-Chancellor (Curriculum and Academic Planning)
Develop one cross-faculty (social and environmental) sustainability master's course	Pro Vice-Chancellor (Sustainability); Executive Deans
Develop two cross-faculty undergraduate minor(s)/major(s) in (social and environmental) sustainability	Pro Vice-Chancellor (Sustainability); Executive Deans
Develop a process for ensuring (social and environmental) sustainability is embedded in new subjects where appropriate	Pro Vice-Chancellor (Sustainability); Pro Vice-Chancellor (Educational Partnerships and Quality); Executive Deans
Offer grants to staff to assist in embedding sustainability into existing curriculum	Pro Vice-Chancellor (Sustainability)
Promote sustainability capstone experiences as part of the University-wide development of capstones for our Design for Learning initiative	Pro Vice-Chancellor (Sustainability); Pro Vice-Chancellor (Curriculum and Academic Planning)
Review the student feedback on subjects/teaching process to ensure sustainability is included in the subject-related items	Director Planning and Institutional Performance Unit

In 2011, La Trobe University academics organised a range of events tackling sustainability and educational issues, which attracted audiences consisting of students, alumni, business leaders, academics and the general public. The events were held in Melbourne, at regional centres in Victoria and in Malaysia.

Forums and events

February/March

The La Trobe Institute for Social and Environmental Sustainability hosted the Globally Responsible Leadership Initiative 10th General Assembly, which brought together 45 senior academics and business executives from around the world to formulate and implement programs to improve sustainability through education of leaders and development of future responsible leaders in three days of presentations and workshops.

It included a Globally Responsible Leadership Initiative Young Ambassadors program for students from around the world. In conjunction with the General Assembly, the Institute organised an Academic Symposium and a Business Forum on Leadership for Climate Change and Sustainability (90 and 130 participants, respectively). The events were delivered in partnership with the National Australia Bank, Committee for Melbourne, Office of the Commissioner for Environmental Sustainability and the State of Victoria with participants from academia, government and business.

May

Surviving Climate Change: Climate and Community Resilience in Central Victoria towards 2030 – Professor John Martin, Director of the Centre for Sustainable Regional Communities, chaired a public meeting to discuss what life will be like under climate change.

The meeting was sponsored by the Victorian Centre for Climate Change Adaptation Research. Panel members included Professor Rod Keenan from the Victorian Centre for Climate Change Adaptation Research and Kate Auty, the Commissioner for Environmental Sustainability, while Robyn Major from the City of Greater Bendigo outlined the role of local government in helping communities prepare for climate change.

July

Regional Business Development in a Variable and Changing Climate – to help businesses develop adaptation plans for climatic extremes Professor John Martin from La Trobe University facilitated a think-tank with support from Victorian Centre for Climate Change Adaptation Research. Presentations from the Bureau of Meteorology on the latest predictions for climate variation in north central Victoria. Organisations including Don KRC and Coliban Water outlined their strategies for managing during climatic extremes.

August

The Critical Decade – Ideas and Society Program, Will Australians Support the Struggle Against Global Warming? A conversation between Tim Flannery (Chief Commissioner at the Climate Commission) and Robert Manne (Professor of Politics at La Trobe University).

Climate Change – Ged Kearney, Australian Council of Trade Unions President, a National Tertiary Education Union event.

September

Key sustainability issues in Malaysia, a panel discussion for the La Trobe Alumni Association on the future of sustainability in Kuala Lumpur, covered issues of water sustainability, improving the sustainability performance of banks, focusing on the market, social and environmental factors in Malaysia.

Moderated by Professor Carol Adams, Pro Vice-Chancellor (Sustainability); included Datin Paduka Professor Dr Jamilah Ariffin, President of the Asia-Pacific Forum on Families, President of JUITA (the Association of Wives of Elected Representatives of the Government of Johor), Adjunct Professor at the School of Social Work and Social Policy, Faculty of Health Sciences at La Trobe University; Mr Kay Luan Tay, CEO at the Institute of Bankers Malaysia and Industry Adviser at Graduate School of Business University Sains Malaysia and Dato' Teo Yen Hua, the first Chief Executive Officer in National Water Services Commission (SPAN).

October

How climate has shaped the history of Australia – and the Goulburn Valley too, seventh John Furphy Memorial Lecture, Professor Geoffrey Blainey AC.



461
STUDENTS

active in the La Trobe
Award program in 2011
(317 in 2010, 73 in 2009).

270
STUDENTS

awarded a Gold, Silver
or Bronze certificate on
completion of the program.

Student leadership

The Office of the Pro Vice-Chancellor (Sustainability) is working with student groups to help develop skills in advocacy and campaign work on sustainability issues. The La Trobe Student Union presented a paper to the Sustainability Management Committee pressing for more sustainable public transport options to our Melbourne campus. We have helped students develop sustainability proposals and business cases, and have funded a number of student projects in 2011, including projects to:

- raise awareness about the benefits of reusable drinking bottles in carbon footprint minimisation and waste reduction
- install and monitor a tyre inflation device to improve tyre pressure levels in cars on our Melbourne campus
- establish a national inter-university mooting competition on environmental law
- engage with the community on food security using local urban food projects in Bendigo.

Volunteering

The increase in volunteering in 2011 is largely due to an enhanced communications and marketing campaign, and an increase in clubs and societies accessing the La Trobe Award program.

We will continue to promote commencing students' participation in the La Trobe Award. Award staff will engage with community organisations to help students access volunteering opportunities. This is particularly important for international students, who often lack community networks to establish opportunities on their own.

Find out more about the La Trobe Award at:
latrobe.edu.au/students/get-involved/latrobe-award

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Organise an Academic Symposium and Business Forum on Leadership for Climate Change and Sustainability to coincide with the 10th General Assembly of the Globally Responsible Leadership Initiative	Successful events were held in February and March 2011; another Symposium: Advancing Sustainability and a Business Forum: Sustainable Development: Beyond Carbon will be held in February 2012
Pro Vice-Chancellor (Sustainability)	
Communicate outcomes of public events through iTunes U, the La Trobe Generations Facebook page, email and Twitter to allow participants an opportunity to provide feedback	The use of Generations email, Facebook and Twitter has grown significantly during 2011; Yammer and LinkedIn have also been used extensively
Pro Vice-Chancellor (Sustainability)	
2012 ACTIONS	RESPONSIBILITY
Communicate outcomes of public sustainability events through iTunesU, the La Trobe Generations facebook page, email and Twitter, to allow participants opportunities to provide feedback	Pro Vice-Chancellor (Sustainability)
Organise an Sustainability Symposium: Advancing Sustainability in Education and Research and a Business Forum: Sustainable Development: Beyond Carbon	Pro Vice-Chancellor (Sustainability)
Partner with online engagement organisation OursayAust.org to encourage sustainability dialogue with internal and external stakeholders	Pro Vice-Chancellor (Sustainability)
Allocate (social and environmental) Sustainability Faculty Coordinators to work with the Pro Vice-Chancellor (Sustainability) on the development of new postgraduate courses/majors and embedding (social and environmental) sustainability in the curriculum	Executive Deans
Develop informal and informed sustainability learning opportunities for students, staff and the community outside the classroom	Pro Vice-Chancellor (Sustainability), Pro Vice-Chancellor (Equity and Student Services)

Research for future generations

La Trobe University was established 'to serve the community and in particular the citizens of Victoria by making knowledge available for the benefit of all'

La Trobe University Act 1964

We have a responsibility to taxpayers to support economic, social and cultural development by providing educational opportunities, undertaking research and acting to sustain the communities of which we are part.

The University's strategic plan, *Vision 2015*, provides mechanisms to achieve this objective and, with the development of the *Research Plan for 2009–2012*, the University established four cross-disciplinary Institutes:

- La Trobe Institute for Molecular Science
- Institute for Human Security
- Institute for Social Participation
- La Trobe Institute for Social and Environmental Sustainability.

Sustainability research and the University Institutes and Centres

Each of the Institutes contributes to sustainability research. The University's *Research Plan for 2012–2015* was published in 2011 – in section 1.2 'Further develop high quality university research centres', the plan identifies the roles and strategic aims of the Institutes:

Institutes and Centres play a significant role in promoting cross-disciplinary research strengths of the University, and in identifying emerging fields of research. Institutes and Centres are important sites for staff and students to be better connected to a range of researchers at La Trobe and fulfil a similar role for researchers on regional campuses. The Centres and Institutes provide an opportunity for a significant number of academic staff from more than one discipline area to focus their research effort on a common field of enquiry. They have the role of being substantial and strategic focal points for research effort and funding applications (*Research Plan for 2012–2015*; pages 22–23).

The **La Trobe Institute for Molecular Science (LIMS)** is an international leader in research in molecular sciences, biotechnology and nanotechnology. Sustainability research conducted by the La Trobe Institute for Molecular Science includes:

- the development of resistance in crop plants using recombinant DNA technology – Hexima, a biotechnology company founded by Professor Marilyn Anderson (Biochemistry), Professor Adrienne Clarke (Chancellor of La Trobe University) and colleagues, is developing new plants (e.g. cotton, wheat and canola) that express genes (information from genes is used to produce a gene product) that make them resistant to major crop pests; this work has enormous potential for reducing the use of chemicals and the chemical load on the environment
- ecological studies in biodiversity – Dr Jan Strugnell (Genetics) works on Antarctic Ocean biodiversity, including sequencing the genome of the Antarctic giant octopus, and with Dr Nick Murphy (Genetics), on research projects on biodiversity recovery after fire and fisheries management, particularly on the sustainable fishing of crustaceans such as crayfish; Dr Murphy also works on groundwater management in the Great Artesian Basin, specialising in the biodiversity and population genetics of invertebrates such as insects and small crustaceans in water soaks in the Australian deserts.



Dr Howard Nicholas, Education



LIMS, Architect's impression

Three workshops involving 52 sustainability researchers representing all of the faculties were held in February 2011 – workshop participants discovered other researchers across the University working in areas adjacent to their own.



Professor Roger Parish, School of Life Sciences

The **Institute for Human Security** fosters interdisciplinary research on all aspects related to human security as defined by the United Nations Commission on Human Security 'as far more than the absence of violent conflict. It encompasses human rights, good governance and access to economic opportunity, education and health care'. In 2011 the Institute for Human Security contributed to sustainable development through, for example:

- sponsoring and presenting at the Australian Council for International Development conference: 'An Australian Approach to Development? People, Practice and Policy'
- research by Sue Chaplin on: 'Climate-related displacement and human security in South Asia: a review of the social science research'
- collaborating with Oxfam and a joint workshop: 'The Big Push Forward, the Australian Debate'; the Big Push Forward is a network of practitioners exploring useful approaches to impact assessment and reporting of international aid programs and projects.

The **Institute for Social Participation** fosters interdisciplinary research that will provide new perspectives on the implications of social participation and social exclusion. In 2011 the Institute for Social Participation contributed to sustainable development through, for example:

- hosting an international event, Social Participation: Knowledge, Policy and Practice Conference in November with speakers and presenters from various healthcare and related professions, as well as health care consumers. Key speakers included:
 - Reverend Tim Costello (World Vision)
 - Professor Tom Couser (Hofstra University)
 - Professor Marcia Rioux (York University)
 - Professor Paul Smyth (Melbourne University)
 - Dr Guy Johnson (RMIT University).
- researching and writing a book based on presentation and discussions arising from the conference to be published in 2012
- contributing to policy development in the areas relevant to social participation, including submissions to the Productivity Commission.

The **La Trobe Institute for Social and Environmental Sustainability** contributed to the intellectual climate and helped forge connections between sustainability research groups, individuals, early career researchers, research students, business and non-government organisations. In 2011, the La Trobe Institute for Social and Environmental Sustainability assisted researchers to build on research strengths identified in the sustainability research report, *Current Research and Future Opportunities* (latrobe.edu.au/sustainability/research), and worked with them to identify emerging areas of investigation and to match these to promising research at the University.

The information set out in *Current Research and Future Opportunities* was an opportunity to bring together researchers to ask them how connections might be facilitated across faculties and disciplines.

The Institute hosted a Seminar Series to extend the conversation on interdisciplinarity, participated in forums and think-tanks, provided seed funding for interdisciplinary research and sustainability projects, and engaged in various other activities around the University.

University Centres affiliated with the La Trobe Institute for Social and Environmental Sustainability include:

- AgriBio latrobe.edu.au/agribio
- Centre for Sport and Social Impact latrobe.edu.au/cssi
- Centre for Sustainable Regional Communities latrobe.edu.au/csirc/
- Centre for Technology Infusion latrobe.edu.au/tech-infusion
- Centre for Water Policy and Management latrobe.edu.au/cwpm
- Murray-Darling Freshwater Research Centre mdfrc.org.au

The University's Research Plan for 2012–2015 is available at: latrobe.edu.au/research

Opportunities in the sustainability research environment

Forums, think-tanks and workshops

Centres across the University hosted a wide range of sustainability-related forums in 2011. In February 2011, the La Trobe Institute for Social and Environmental Sustainability held three themed workshops where participants spoke briefly about their work and identified possible cross-disciplinary collaborations. Smaller groups then discussed and noted barriers to collaboration, and ways that the Institute might facilitate different disciplines working together.

The Centre for Sustainable Regional Communities hosted the Victorian Centre for Climate Change Adaptation Research Annual Forum in Bendigo in 2011. This forum included a keynote speech by Mike Hulme from the University of East Anglia and Professor of Climate Change: 'Re-structuring climate policy: the Hartwell approach'. Participants were able to engage in a wide range of workshops on topics including 'Policies and governance to support integrated landscape management in a changing environment', 'The arts of communication' and 'Scenarios of climate adaptation' (co-presented by Penny Whetton, Senior Principal Research Scientist in the Climate Projections Science Team at Commonwealth Scientific and Industrial Research Organisation Marine and Atmospheric Research).

The Centre for Sustainable Regional Communities also held a Victorian Centre for Climate Change Adaptation Research Think Tank in 2011: 'Regional business development in a variable and changing climate: strategies for central Victoria'.

The theme of this think-tank was managing business growth in central Victoria in a changing climate, and it provided an opportunity for business leaders, government officials and academics to engage with each other and to learn about regional business operations under a changing climate.

The newly formed Centre for Water Policy and Management hosted the 4th annual Water Forum at the Albury-Wodonga campus, giving participants the opportunity to discuss key issues relating to water management, and encouraging friendly and informed debate and discussion.

Transformative applied research

AgriBio is a world-class facility for agricultural biosciences research and development and is a joint venture between La Trobe University and the Victorian Government, through the Department of Primary Industries.

AgriBio will enhance Victoria's capacity for preparedness, rapid detection, response and management of plant and animal pest and disease outbreaks, to help to protect the state's \$11.8 billion agricultural sector. The facility will strengthen Victoria's international reputation for plant, animal and microbial biosciences and bioprotection research and diagnostics.

The Centre for Technology Infusion has a key strategic priority to further develop collaborative relationships both nationally and internationally.

The mission of the Centre is to stimulate major opportunities for economic growth by pioneering future directions and innovations with focus on strategic and translational research and product realisation, through integration of complementary research expertise in micro/nanotechnologies, and information and communication technologies.



Professor David Karoly

Seminars and working paper series

In 2011, four respected sustainability professionals spoke at the Lunchtime Seminar Series organised by the La Trobe Institute for Social and Environmental Sustainability. The aim of this series is to contribute to the sustainability research environment by asking the speakers to share their insights on using interdisciplinarity to solve complex problems (within an overarching theme of working across disciplines in sustainability research). Specifically, this included discussion around:

- working between academia, industry, and government and non-government organisations
- working with disciplines outside one's own and how this might influence the work
- techniques useful in research, management, mentoring and planning of interdisciplinary research.

Linking sustainability researchers with operational challenges

The Office of the Pro Vice-Chancellor (Sustainability) and our Procurement Unit are working with academics in developing our framework for managing sustainability issues in the supply chain and is involving academics in the Greener Government Buildings program.

At the end of 2011, the University established a memorandum of understanding with Greening Australia (Victoria) who relocated to our campus to develop partnerships with our researchers.

New sustainability projects in 2011

Projects developed during 2011 address a broad range of sustainability issues, including: rural community resilience; water markets in the Murray–Darling Basin; economics of climate change adaptation; ecosystem services policy in Australia; human rights reporting and disclosures by ASX 200 companies; measurement of sustainability performance reporting in the public sector; and children's rights and business principles.

Projects funded by the Australian Research Council's Discovery scheme for commencement in 2012 (and through the National Health and Medical Research Council and other Australian Government funding organisations) will address a number of issues related to sustainable development through the Australian Government National Research Priority Areas:

- An Environmentally Sustainable Australia
- Frontier Technologies for Building and Transforming Australian Industries
- Promoting and Maintaining Good Health
- Safeguarding Australia.

Social and environmental sustainability-related projects funded to begin in 2012 include: determining the responses of diverse animal taxa to global change to improve conservation efforts; linking soil acidification with carbon dynamics in Australian agroecosystems; testing the importance of large-scale climate factors to plant community assemblies following land-use change; and, examining the relationship between spatial mobility and young people's transition through higher education to adulthood, to guide regional development policy to enhance human potential.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Provide opportunities for sustainability researchers to collaborate across disciplines Pro Vice-Chancellor (Sustainability)	La Trobe Institute for Social and Environmental Sustainability research report published: <i>Current Research and Future Opportunities</i> latrobe.edu.au/sustainability/research Workshops held to appraise researchers of colleagues' work in other disciplines and to form a stronger network of multidisciplinary sustainability researchers Generations email list continued to provide a forum for research dissemination, news on sustainability research and funding opportunities La Trobe Institute for Social and Environmental Sustainability Advisory Committee identified key issues and encouraged research collaborations
Provide seed funding for multidisciplinary sustainability research projects and identify external sources of funds Pro Vice-Chancellor (Sustainability)	\$21,931 funding provided to 12 researchers and research funding opportunities identified.
2012 ACTIONS	RESPONSIBILITY
Provide opportunities for sustainability researchers to collaborate across disciplines	Deputy Vice-Chancellor (Research); Pro Vice-Chancellor (Sustainability); Institute Directors; Executive Deans
Submit a major bid for sustainability research funding that requires more than one discipline or approach	Pro Vice-Chancellor (Sustainability); Research Centre Directors
Engage in at least one sustainability research activity per year with a clear benefit to regional Victoria	Pro Vice-Chancellor (Sustainability); Research Centre Directors
Engage in public advocacy and knowledge transfer on sustainability issues	Pro Vice-Chancellor (Sustainability); Research Centre Directors; Academic staff
Link researchers to sustainability issues in operations and education	Pro Vice-Chancellor (Sustainability)

Our facility greenhouse gas emissions were 0.13 tonnes per square metre, meeting our target of a 5% reduction from 2010, and performing better than the Sustainable Campus Group (SCG) university average (0.16 tonnes per square metre in both 2009 and 2010).

Our environmental impact

Greenhouse gas emissions

Our greenhouse gas emission inventory includes Scope 1, 2 and 3 emissions, as defined by the Greenhouse Gas Protocol.² Since 2009, we have reported our Scope 1 and 2 greenhouse gas emissions to the Australian Government Department of Climate Change and Energy Efficiency under the *National Greenhouse and Energy Reporting Act 2007* (NGER Act). In 2011 we developed a University-wide Greenhouse Gas Emissions and Energy Management Plan, which included initiatives to reduce our energy use and emissions. Data from previous years have been restated as more information has come available.

Our greenhouse gas emissions can be categorised into specific areas of our operations, including:

- facility – emissions from the use of our campus buildings, including stationary fuel use, electricity and heat
- staff business travel – emissions from vehicles used for business travel, including our fleet, private cars, hire cars, taxis and aeroplanes
- staff and student activities – emissions from activities such as paper use and waste sent to landfill.

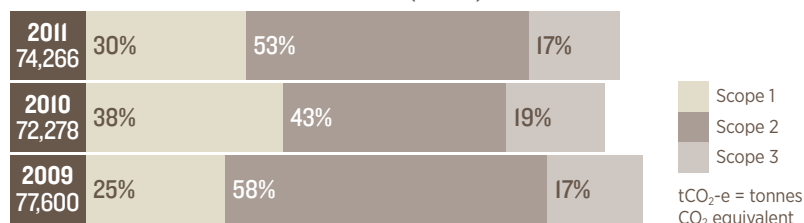
In calculating facility greenhouse gas emissions for this report, we have assumed that our GreenPower purchases are from a zero emissions source, but note that they are not treated as such for the purposes of the NGER Act.

It should be noted that while the SCG allow offsets and GreenPower as an emissions neutral power source for benchmarking, The Tertiary Education Facilities Management Association (TEFMA) do not recognise offsets for their benchmark. (TEFMA use the Australian Government's NGER methodology).

				5% reduction	15% reduction	30% reduction
EMISSIONS AND TARGETS	2009	2010	2011	2011	2015	2020
Type of greenhouse gas/metric	RESULTS			TARGET		
Facility tCO ₂ -e per gross floor area m ²	0.22	0.18	0.13	0.17	0.15	0.13
Staff business travel tCO ₂ -e per full-time equivalent staff workload	2.73	2.45	2.60	2.33	2.08	1.72
Staff and student activities tCO ₂ -e per equivalent full-time person load	0.01	0.04	0.04	0.04	0.04	0.03

Waste data emissions contribution to staff and student activities unavailable for 2009

GREENHOUSE GAS EMISSIONS BY SCOPE (tCO₂-e)



While the SCG exclude student residential buildings from their benchmarks, the University and TEFMA include them if they are managed by the University.

Applying the emissions intensity of normal Victorian grid electricity to our GreenPower purchases, our facility emissions were 0.19 tCO₂-e/GFA (higher than the TEFMA Australian 2009 mean at 0.14 tCO₂-e/GFA).

The difference in our facility emissions between 2010 and 2011 was due to the cogeneration plant at the Melbourne campus operating at reduced capacity for the first half of the year and not at all for the second half, and changes in energy use (see next section). As a result the University purchased a higher proportion of grid electricity than in 2010. The increased energy consumption was offset by an increased proportion of GreenPower purchased in 2011 (47% of all electricity used by the University in 2011, compared to 10% in 2010).

We plan to greatly reduce our facility greenhouse gas emissions through participation in the Victorian Government's Greener Government Buildings program, which will give us an in-depth understanding of our energy and greenhouse gas footprint and how we might prioritise improvement works. Intensive audits and the tendering process will be undertaken in 2012, with works to start in 2013. Costs associated with the program will be offset by energy cost savings over a period of approximately seven years (from 2013).

Our staff business travel greenhouse gas emissions exclude a number of sources where our data are inadequate, including some domestic flights, business travel in novated lease vehicles and a proportion of travel in hire cars. The emissions associated with the University's vehicle fleet are offset through GreenFleet; this offset is not considered for our greenhouse gas inventory.

Participation in the Victorian Government's Greener Government Buildings program will give us an in-depth understanding of our energy and greenhouse gas footprint and how we might prioritise improvement works.

Staff members are not currently required to use the contract travel providers for domestic travel, and it is not feasible to track business travel emissions from non-contracted travel providers. The tracking of business travel will be improved in 2012; investigations are underway to remove gaps in air travel data and include (potentially) business-subsidised novated lease vehicles.

We did not meet our 2011 target due to a decrease in staff numbers and 1% increase in flights (the biggest contributor, at 89% of staff travel emissions). This increase was due to increases reported from existing sources and the addition of new sources: Navigator Travel Management (2010 and 2011) and National Travel Bendigo (2011 only).

Our staff and student activities greenhouse gas emissions include emissions associated with waste to landfill (Melbourne campus), paper and domestic postage; more data are now available so the values have been restated for 2009 and 2010.

We observed a small decrease in activities emissions in 2011, with a reduction in domestic postage and paper use offsetting the slight rise in waste going to landfill. Staff/student commuting between home and the University is excluded. In 2011, we began collating data on the use of dry ice (solid CO₂), and CO₂ and N₂O gas cylinders, for some laboratories. These data will be considered for inclusion in the 2012 report.

Continuous improvement in our data collection methods means that we have been able to state more precisely (or restate) the volume of greenhouse gas emitted in 2009 and 2010.

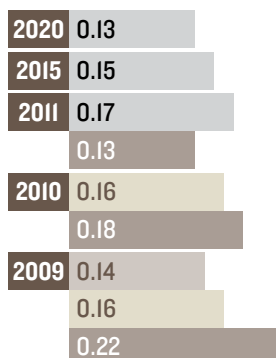
2 Greenhouse Gas Protocol (2004). *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* (Revised Edition). Available from: ghgprotocol.org
EFTPL Equivalent full-time person load
GFA gross floor area in metres squared
SGC Sustainable Campus Group

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Produce a greenhouse gas emissions management plan that includes reduction strategies to reach our greenhouse gas reduction targets Pro Vice-Chancellor (Sustainability)	Completed
Develop data collection systems for: domestic air travel (Scope 3), novated lease vehicles (Scope 3), hired vehicles (Scope 1 and 3), CO ₂ and N ₂ O gas cylinders (Scope 1) Pro Vice-Chancellor (Sustainability); Director, Finance Operations	In progress; 2012 data expected to be reported

2012 ACTIONS	RESPONSIBILITY
Conduct a study that quantifies the financial implications to the University of a carbon tax and emissions trading scheme	Pro Vice-Chancellor (Sustainability); Vice-President, Finance and Resources/ Chief Financial Officer

GREENHOUSE GAS EMISSIONS AND TARGETS

FACILITY (tCO₂-e/GFA)

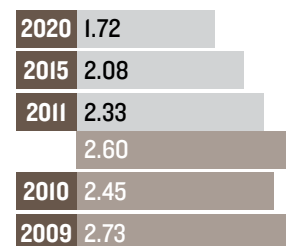


tCO₂-e/EFTPL kilograms of carbon dioxide equivalent gases per equivalent full-time person load

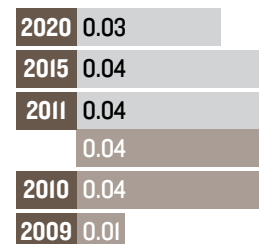
tCO₂-e/GFA tonnes of carbon dioxide equivalent gases per GFA

TEFMA Tertiary Education Facilities Management Association (only 2009 mean data available)

STAFF BUSINESS TRAVEL (tCO₂-e/FTE)



STAFF AND STUDENT ACTIVITIES (tCO₂-e/EFTPL)



Target
TEFMA Australian mean
SGC university mean
La Trobe University

Energy consumption

Facility energy consumption has increased by 7% over the past year. Our total energy consumption by operation and facility energy efficiency key performance indicators include the electricity produced by the cogeneration plant, electricity used from the grid, stationary fuels and natural gas, but exclude the energy from natural gas used in our cogeneration plant. This allows us to compare our facility energy efficiency with other universities that do not have an operating cogeneration plant, but differs from NGERs reporting.

Facility energy consumption includes all electricity consumed by University facilities whether it is sourced from the grid (62,159 GJ in 2011, 81,297 GJ in 2010), GreenPower (55,888 GJ in 2011, 9,469 GJ in 2010) or the cogeneration plant. The figure also includes fuels for stationary plant and equipment. The data for 2010 and 2011 have been updated due to better data availability. Energy reduction initiatives in 2011 included the T8 to T5 fluorescent light retrofit program and better communication of the Energy Reduction Policy to staff and students (through presentations, *UniNews*, facebook and switch off stickers). Our Infrastructure and Operations Division reviewed the building automation systems in a number of buildings. An improved reporting program will result in further efficiency gains.

The University has begun the Greener Government Buildings program and significant energy savings are expected over a 7 to 10-year period. Level 2 energy and water audits will begin in the first quarter of 2012 and Level 3 energy and water audits will be completed by the end of 2012.

Our Beechworth campus is now closed; its energy is included in our total energy use, but excluded from the facility energy efficiency KPI.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Communicate Energy Efficiency Policy to University community Pro Vice-Chancellor (Sustainability)	Communicated through <i>UniNews</i> , presentations to staff, Facebook, etc
Continue T8 and T5 fluorescent light retrofit Executive Director, Infrastructure and Operations	Completed
Initiate Level 2 and 3 energy audits to identify major sources of energy use in each building and potential improvements in energy efficiency across all campuses Executive Director, Infrastructure and Operations	Not completed in 2011; decision taken to sign up to the Greener Government Buildings program and complete these audits in 2012 as part of the program

2012 ACTIONS	RESPONSIBILITY
Ensure that the purchase of 25% GreenPower is implemented across all of the University's large electricity accounts	Executive Director, Infrastructure and Operations
Complete Level 2 and 3 energy audits to identify ways to improve energy efficiency across all campuses	Executive Director, Infrastructure and Operations
Engage in an energy performance contract through the Victorian Government Department of Treasury and Finance's Greener Government Buildings program, implementing energy, carbon emissions and water use reduction programs	Executive Director, Infrastructure and Operations
Conduct a lighting trial in one building on each of the Melbourne and Bendigo campuses, swapping existing light globes for more efficient LED globes	Executive Director, Infrastructure and Operations
Where possible, limit the rollout of split system air conditioning/heating to be planned through the Greener Government Buildings program and the 10-year Capital Development Plan (within requirements of the University's Thermal Comfort Guidelines and OHS)	Executive Director, Infrastructure and Operations
Plan energy reduction initiatives that are not covered under the Greener Government Buildings program for 2013	Executive Director, Infrastructure and Operations
Link researchers and students with operational projects and initiatives concerned with energy reduction and renewable energy use	Pro Vice-Chancellor (Sustainability)

Our Melbourne campus has a cogeneration plant that produced 38,931 GJ of electricity in 2011 (compared to 84,850 GJ in 2010).

Whilst the cogeneration plant was online for most of 2010, it operated for less than half the year in 2011 increasing purchases from the electricity grid.

A review of options for replacing the existing cogeneration plant is occurring as part of the University's capital development program.

TOTAL ENERGY CONSUMPTION BY OPERATION (GJ)

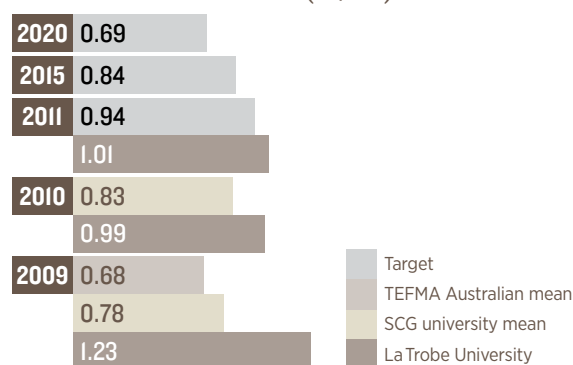


Facility
Staff business travel

GFA gross floor area in metres squared
GFA excludes Shepparton (2009-10); Beechworth campus; Osborne Street campus, Bendigo; residential facilities and other minor sites

GJ gigajoules
SCG Sustainable Campus Group
TEFMA Tertiary Education Facilities Management Association

FACILITY ENERGY EFFICIENCY (GJ/GFA)



Energy production

Our cogeneration plant uses natural gas to produce electricity and heat (as high-temperature hot water). Metering of the high-temperature hot water began in June 2011 and will be reported in future years.

Any energy or heat used by other organisations located on our grounds, or exported to the grid, is not included in our inventory of greenhouse gas emissions.

For more information, read our case study at: latrobe.edu.au/sustainability/report

MELBOURNE CAMPUS COGENERATION PLANT

Natural gas imported to fuel the cogeneration plant (energy consumption 241,546 GJ)

Melbourne campus cogeneration plant produces electricity (energy production 38,931 GJ)

Electricity consumed by Melbourne campus buildings (energy consumption 24,996 GJ)

Electricity consumed by the La Trobe Medical Centre and exported to the grid (energy exported 13,935 GJ)

GJ Gigajoules

2012 ACTIONS

Collect data on high-temperature hot water production by the cogeneration plant (Melbourne campus) for inclusion in future reports

RESPONSIBILITY

Executive Director, Infrastructure and Operations

Other emissions to air

La Trobe University reports to the National Pollution Inventory as the cogeneration plant at our Melbourne campus is a source of air emissions. These emissions are below thresholds set by EPA Victoria. They do not pose a threat to human and environmental health and are accounted for in the natural gas component of our greenhouse gas emissions inventory.

COMPOUND (KG/YEAR)	2009	2010	2011
Carbon monoxide (CO)	4,696	7,965	7,761
Oxides of nitrogen (NOx)	33,645	32,544	32,936
Sulphur dioxide (SO ₂)	173	81	149
Volatile organic compounds (VOCs)	506	139	486
Particulate matter	1,486	1,084	1,598

Other emissions-to-air data are presented in financial year timeframes to correspond to the relevant National Pollution Inventory submissions.

Overall, two-thirds of commuters travelled by car, at both the Melbourne and Bendigo campuses. Car (single occupancy) use rates increased at the Melbourne campus in 2011, and was above target for both sites (50% at Melbourne and 45% at Bendigo, compared to the target of 44% at the Melbourne campus).

Commuting

Annual travel surveys for staff and students have been conducted at the Melbourne campus since 2009. A survey was conducted at the Bendigo campus in 2011 for the first time.

A quarter of commuters walk to the Bendigo campus, but a much smaller proportion do so at the Melbourne campus. (Note: The commuter counting points on the University perimeter exclude staff members and students who live on campus).

Commuting data for the Melbourne and Bendigo campuses are available at: latrobe.edu.au/sustainability/report/2011/data

The University joined the Metlink Commuter Club in late 2011, offering discounted annual pass (Myki) cards to staff to encourage public transport uptake. The new carpool system to be launched in 2012 is intended to convert more car (single occupancy) commuters into car (multiple occupancy) commuters.

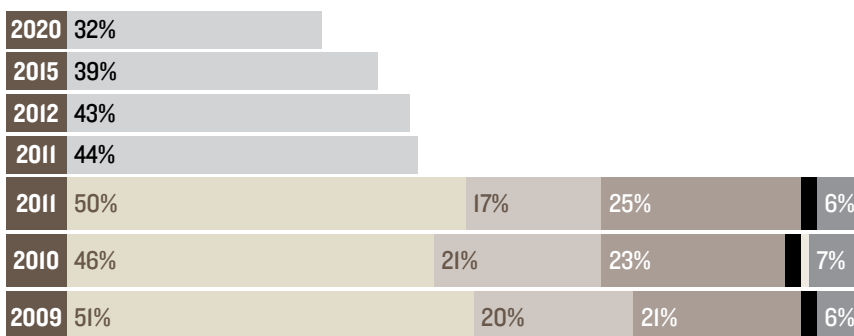
For more information on sustainable forms of transport and details of our carpooling program, see: latrobe.edu.au/travelsmart

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Join the Metlink Commuter Club to provide staff with a 10% discount on annual public transport tickets through a fortnightly payroll deduction (after tax) Executive Director, Infrastructure and Operations	Completed
Install three additional TramTracker screens across the Melbourne campus Executive Director, Infrastructure and Operations	On hold; responsibility moved to Marketing and Engagement, to progress in 2012
Expand the transport survey to the Bendigo campus Executive Director, Infrastructure and Operations	Completed

2012 ACTIONS	RESPONSIBILITY
Communicate public transport options and benefits to the University community	Executive Director, Marketing and Engagement; Pro Vice-Chancellor (Sustainability); Executive Director, Infrastructure and Operations
Conduct a bike-share pilot project on the Melbourne campus	Executive Director, Infrastructure and Operations
Install additional bike racks on the Melbourne and Bendigo campuses	Executive Director, Infrastructure and Operations
Expand and promote carpooling initiatives, including a phased increase in carpooling parking spaces to meet increased demand	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability); Pro Vice-Chancellor (Equity and Student Services)
Continue to work with the Victorian Government to introduce new public transport options to all campuses	Executive Director, Infrastructure and Operations; Chief Operating Officer
Seek academic and student involvement and support in sustainable transport options and projects	Pro Vice-Chancellor (Sustainability)
Install three additional TramTracker screens across the Melbourne campus	Executive Director, Marketing and Engagement
Review the provision of travel allowances/benefits for senior employees to ensure that more sustainable forms of transport are promoted	Executive Director, People and Culture; Pro Vice-Chancellor (Sustainability)

MELBOURNE CAMPUS TRANSPORT SURVEY RESULTS AND TARGETS

- Car (single occupancy target)
- Car (single occupancy)
- Car (multiple occupancy)
- Public transport
- Bicycle
- Motorcycle
- Pedestrian



Water tanks have been installed at the cogeneration plant and reuse of the plant water on the Melbourne campus is being implemented.

Water use

Total potable water use has increased by 12% over the past year. This is due to significant leaks on the Melbourne campus, which are being located and repaired. A water leakage detection program has been implemented and our Infrastructure and Operations Group are also implementing the recommendations of a 2011 water consumption study on the Melbourne campus.

The University's Environmental and Resource Efficiency Program (EREP) plan was finalised in 2011, generating approximately 34.1 megalitres in savings annually.

In 2011, we conducted a study on the feasibility of implementing water meters on all floors of every building across all campuses. Our Infrastructure and Operations Division is in the process of installing improved data collection systems and water audits are scheduled for 2012 as part of the Greener Government Buildings program (see 'Energy consumption' for details).

Some landscaping at the Melbourne campus is irrigated with water from the University's stormwater mitigation systems, which includes a network of wetlands connected via the moat system. Stormwater is collected from surrounding suburbs and roads, filtered naturally, and delivered to Darebin Creek. Thus potable water use is reduced. In 2011, water quality was reviewed through a land and water management study.

We are investigating ways to incorporate the wetland network and moat into student learning and capital developments, to gain a better understanding of biodiversity values. Data collected through these projects will enable the University to benchmark and improve biodiversity.

TOTAL POTABLE WATER USE (KILOLITRES)



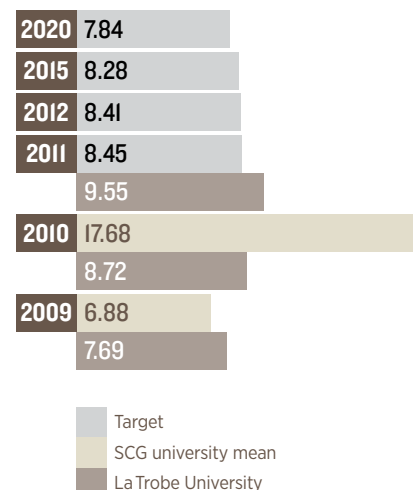
Shepparton is excluded from the 2010 results and Mildura from the 2009 results (no data), while Beechworth campus is excluded altogether as the campus closed in 2011. Potable water use at the Mildura campus was 1,054 and 882 kilolitres in 2010 and 2011 respectively.

EFTPL Equivalent full-time person load

SCG Sustainable Campus Group

The SCG university mean was based on 6 and 12 universities in 2010 and 2009 respectively.

POTABLE WATER USE (KILOLITRES PER EFTPL)



2011 ACTIONS/RESPONSIBILITY	PROGRESS
Initiate water audits for all campuses to identify major sources of water use in each building and potential improvements in water use efficiency Executive Director, Infrastructure and Operations	Not completed in 2011; decision taken to sign up to the Greener Government Buildings program and complete these audits in 2012 as part of the program
Implement a number of water reuse projects, including the reuse of the cogeneration plant water on the Melbourne campus Executive Director, Infrastructure and Operations	In progress; water tanks installed at cogeneration plant and final commissioning due early 2012
Improve data collection systems for water use and recycling Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)	Data collection software currently being implemented
2012 ACTIONS	RESPONSIBILITY
Implement priority water consumption reduction projects on the Melbourne campus	Executive Director, Infrastructure and Operations
Install residential shower timers in existing Bendigo residences	Executive Director, Infrastructure and Operations
Conduct a study to determine the viability of stormwater metering on the Melbourne campus	Executive Director, Infrastructure and Operations
Seek academic and student involvement in water projects and initiatives	Pro Vice-Chancellor (Sustainability)

Members of Council, its committees, Academic Board, the Planning and Resources Committee, Directors and Heads of Schools committees now use tablet devices at meetings as a move to paperless meetings.

Paper use

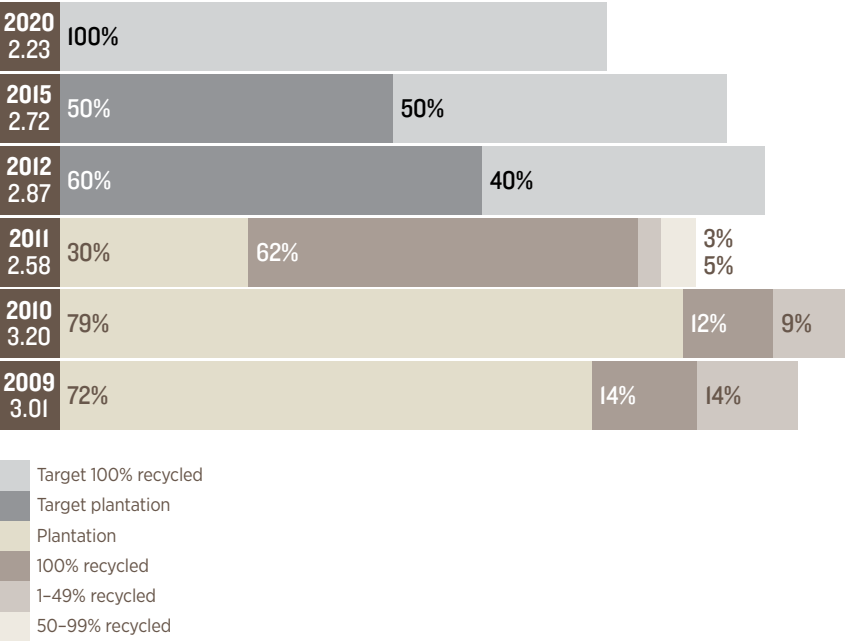
All paper purchases from April 2011 have had 100% post-consumer waste recycled content. Due to improvements in data tracking, we have restated the paper usage for 2009 and 2010. We have achieved our targets for paper reduction and the percentage of paper used with 100% recycled content.

Upgrades to conference and meeting room facilities and wireless networks have contributed to reduced paper use. Members of Council, its committees, Academic Board, the Planning and Resources Committee, Directors and Heads of Schools committees use tablet devices at meetings as a move to paperless meetings.



2011 ACTIONS/RESPONSIBILITY	PROGRESS
Set printer defaults to double sided Chief Information Officer, Information and Communications Technology	Completed for new multifunction devices, in progress for existing ones; we need to encourage individuals to do it for personal printers
Improve conference room facilities and the use of laptops over personal computers to promote paperless meetings Chief Information Officer, Information and Communications Technology	Completed, see main text for details
Increase the amount of paper purchased that contains recycled content (ongoing until all paper is 100% recycled) Vice President, Finance and Resources/ Chief Financial Officer; Pro Vice-Chancellor (Sustainability)	Completed, see main text for details
Set targets for the number of additional printers purchased and leased Chief Information Officer, Information and Communications Technology	Targets not set, but purchasing team and faculty directors are limiting new printer purchasing and removing printers from individual offices

PAPER USE AND TARGETS (REAMS/EFTPL)



The University's new land and water management plans will help guide management of our biodiversity assets; our Infrastructure and Operations Group is currently reviewing the plans' suggested actions, with implementation expected to commence in 2012.

Biodiversity

The 28 ha La Trobe Wildlife Sanctuary at the Melbourne campus (latrobe.edu.au/wildlife) and many other areas of remnant and high-value ecological communities are managed by the University across the Melbourne, Bendigo and Albury-Wodonga campuses. From June 2011, the University no longer manages the Gresswell Habitat Link, Gresswell Hill and Gresswell Forest Nature Conservation Reserves (the reserves reverted to state government management). The University undertakes targeted, detailed flora and fauna assessments across its grounds and at possible future infrastructure development sites, in order to be fully informed of biodiversity attributes and possible impacts from both direct and indirect influences. We are building a database of trees and native vegetation, vertebrate terrestrial and aquatic fauna, and significant species and habitat features. This means that we can identify opportunities and constraints for the development of natural and built environments. These data will be updated in 2012 through fauna surveys.

Net gain to biodiversity is achieved by following established stepped procedures to first avoid loss wherever possible, then to minimise, and finally to offset where no other reasonable alternative is available, allowing infrastructure or other forms of University development to progress. Where offsetting is required, the University complies with Net Gain Policy for Habitat Hectare specification and protection (habitat hectare is a measure of the quality and quantity of native vegetation for a site). The first and only requirement for a Net Gain offset necessary for a campus development occurred in 2011, due to the creation of a car park required for people working at our new AgriBio facility. The positive outcome is the provision of an increased area of protected habitat hectares to be maintained for a minimum of 10 years.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Develop a land and water management plan for all campuses, identifying species of ecological significance Executive Director, Infrastructure and Operations	Completed
Initiate a program that tracks the water quality and ecological health of the moat system Executive Director, Infrastructure and Operations	Not completed in 2011, but the land and water management plan is a first step

2012 ACTIONS	RESPONSIBILITY
Develop a program for implementation of the land and water management plan over 5 years, starting in 2012	Executive Director, Infrastructure and Operations
Implement best-practice water and feral fish management procedures in the La Trobe Wildlife Sanctuary	Executive Director, Infrastructure and Operations
Conduct a study to calculate approximate carbon offsets as a result of vegetative areas on the Melbourne campus	Executive Director, Infrastructure and Operations
Seek academic and student involvement in land and biodiversity projects and initiatives and develop research opportunities with Greening Australia (Victoria)	Pro Vice-Chancellor (Sustainability)

Built environment

Environmentally sustainable design principles are incorporated into new developments and refurbishments for the University through updated design standards, requiring a five-star Green Star design minimum (as established by the Green Building Council of Australia for environmental performance by an education building).

Our participation in the Victorian Government's Greener Government Buildings program demonstrates our commitment to environmentally sustainable design, improving the water and energy efficiency of our facilities.

dtf.vic.gov.au/CA25713E0002EF43/pages/dtf-projects-greener-government-buildings

2012 ACTIONS	RESPONSIBILITY
All new buildings are to comply with disability standards codes or have an action plan to ensure compliance with the <i>Disability Discrimination Act</i>	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Equity and Student Services)
All new buildings and renovations will meet rigorous criteria for sustainability as identified in the design standards and in line with Green Star ratings (Green Building Council of Australia)	Executive Director, Infrastructure and Operations

Waste and recycling

We apply the waste hierarchy principles of reduce, reuse and recycle (see: epa.vic.gov.au/waste/#hierarchy).

In 2011, we installed 64 new recycling and landfill bin units at the Melbourne campus, and refurbished a further 72; 30 new bin units were installed at the Albury-Wodonga campus, and four bin units each were refurbished for the Mildura and Shepparton campuses. Bins at the Bendigo campus will be upgraded in 2012.

Over the last year at the Melbourne campus, we recycled 25% (28% in 2010) of our general waste through comingled recycling. We also provide fluorescent tube, e-waste, toner cartridge and mobile phone recycling services. By comparison, in 2010 the Sustainable Campus Group Universities recycled, on average, 23% of their waste. Electronic waste and mobile phone recycling programs were expanded to regional campuses, while a recycling programs plan was developed and two audits carried out at each campus. Over 1,230 items of furniture have been provided for reuse over the past three years.

For more information on the waste and recycling services offered on our campuses, see: latrobe.edu.au/sustainability/practises/recycling

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Develop a consolidated waste policy for all campuses Pro Vice-Chancellor (Sustainability); Executive Director, Infrastructure and Operations; Director, ICT	Drafted in 2011 for consultation and approval in 2012
Refurbish general waste and recycling bins on the Melbourne campus through the Public Place Recycling Grant funds Executive Director, Infrastructure and Operations	Completed
Implement recycling programs and expand as appropriate to regional campuses; collect data through two waste audits per campus in 2011 Executive Director, Infrastructure and Operations	Completed; electronic waste and mobile phone recycling programs were expanded to regional campuses, and two waste audits were completed at all campuses
Improve waste data collection systems Executive Director, Infrastructure and Operations	Completed

2012 ACTIONS	RESPONSIBILITY
Develop requirements for waste, composting and recycling in contracts with food service vendors, residential colleges, campus catering and campus child care centres	Director, Financial Operations; Executive Director, Infrastructure and Operations
Develop green cleaning procedures and reduce the use of toxic chemicals in the cleaning process	Executive Director, Infrastructure and Operations
Upgrade external rubbish and recycling bins on the Bendigo campus	Executive Director, Infrastructure and Operations
Trial an organic waste program with one residential college on the Melbourne campus	Executive Director, Infrastructure and Operations
Install enviropoles for smokers on the Mildura, Shepparton and Albury-Wodonga campuses and increase the number of water fountains on all campuses	Executive Director, Infrastructure and Operations
Begin interior bin upgrade program on the Melbourne campus	Executive Director, Infrastructure and Operations
Source information from other universities/ industries on reducing construction and demolition waste, and draft appropriate procedures	Executive Director, Infrastructure and Operations
Implement communication and engage with students and other stakeholders to reduce bottled water consumption, reduce waste and increase recycling	Pro Vice-Chancellor (Sustainability)
Link researchers and students with waste and recycling operational projects and initiatives	Pro Vice-Chancellor (Sustainability)
Mandate recycling standards in contracts with food service vendors as leases come up for renewal	Director, Financial Operations; Executive Director, Infrastructure and Operations

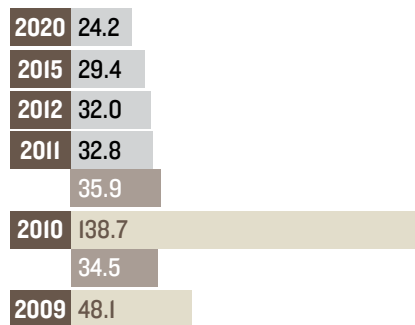
35.9 KILOGRAMS

of waste per person in 2011, well below the SCG 2010 university mean of 138.7 kg.

25%

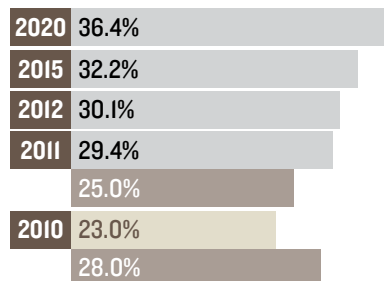
general waste recycled in 2011.

GENERAL WASTE DISPOSED TO LANDFILL (KG PER EFTPL)



Target
SCG university mean
La Trobe University

RECYCLING RATE (% OF GENERAL WASTE)



Melbourne campus data shown.
2009 and 2010 data have been corrected and targets revised accordingly.
EFTPL Equivalent full-time person load
SCG Sustainable Campus Group



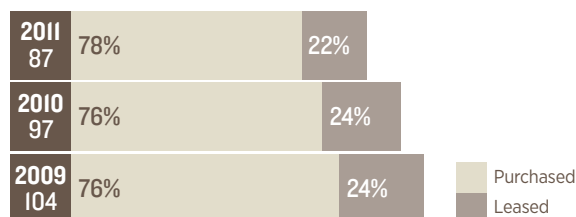
Products and services

The number of multifunction printers purchased and leased by Campus Graphics (the University's print provider) has decreased by 16% since 2009, in line with University efforts to centralise printing in areas (supporting resource reduction efforts).

Leased printers are taken back by the lease company at end-of-life for refurbishment or recycling.

Our Information Communication Technology division is currently working on collecting data on the sustainability of our equipment and processes.

MULTIFUNCTION PRINTERS PURCHASED AND LEASED



2011 ACTIONS/RESPONSIBILITY	PROGRESS
Initiate a policy and process that does not allow for additional printers to be purchased by working groups	Completed
Director, Information and Communications Technology	

2012 ACTIONS	RESPONSIBILITY
Develop a business case for including Adobe Acrobat Professional in the standard operating environment to enable the annotation of documents without printing	Director, Information and Communications Technology

Our social impact: staff

Staff categories

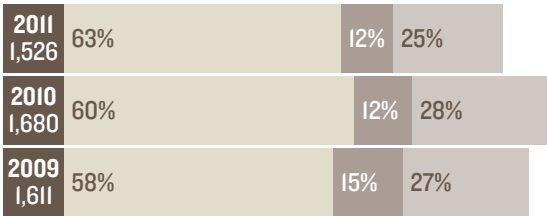
At the end of 2011, we had approximately 3,100 full-time equivalent staff. This is a 7% decrease on 2010 staffing levels (2009 and 2010 data have been restated to ensure inclusion of casual staff). Full-time equivalent movement from 2010 to 2011 reflects a decision by the Vice-Chancellor in August 2011 to place a recruitment freeze on the University. This has meant that positions made vacant have not been filled leading to fewer full-time equivalent staff at 31 December 2011.

There was a greater decrease in casual staff than in full-time staff in 2011 resulting in an increase in the proportion of full-time staff. The staff population became comparatively younger in 2011, with a drop in employees aged over 50 and an increase in staff aged 30–50 years. More information on staff categories can be found online: latrobe.edu.au/sustainability/report/2011/data

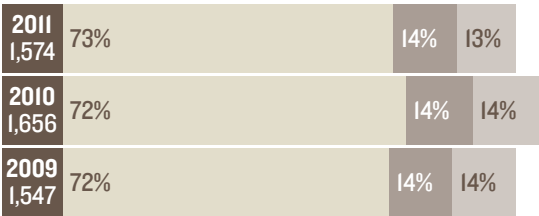


Professor Ishaq Bhatti and students, Borchardt Library

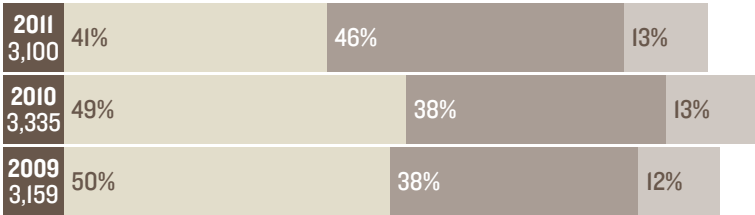
STAFF BY EMPLOYMENT TYPE (FULL-TIME EQUIVALENT ACADEMIC)



STAFF BY EMPLOYMENT TYPE (FULL-TIME EQUIVALENT PROFESSIONAL)



STAFF BY AGE GROUP (FULL-TIME EQUIVALENT)



51%
STAFF
under 50 years
of age in 2010.

59%
STAFF
under 50 years
of age in 2011.

Staff turnover and new hires

In 2011, the staff turnover was just over 11% (the same as for 2010). We have restated previous years' data to include casual staff in turnover, and provide turnover alongside the comparable new hires data.

The closure of the Beechworth campus led to a high turnover there in 2011. Five FTE staff members remain at Beechworth; others either left the University or relocated to other campuses.

The University offers parental leave for all employees (other than casuals), with a high rate of people returning to work after maternity/paternity leave (about 90% returned to work after leave in 2011).

The data for turnover, new hires and return to work after parental leave are available online at: latrobe.edu.au/sustainability/report/2011/data

HUMAN RIGHTS

Our human rights policies can be viewed at: latrobe.edu.au/policy

STAFF TURNOVER (%)	2009	2010	2011
Age			
Over 50	14.6%	9.0%	8.0%
50-30	17.7%	16.2%	12.6%
Under 30	6.8%	7.1%	13.6%
Campus			
Shepparton	5.9%	3.1%	8.7%
Mildura	12.0%	3.9%	14.1%
City	12.8%	14.5%	18.4%
Melbourne	14.6%	11.9%	10.9%
Bendigo	17.3%	9.4%	6.8%
Beechworth	3.9%	9.2%	193.7%
Albury-Wodonga	14.8%	12.1%	11.1%
Gender			
Male	13.1%	10.8%	10.1%
Female	16.0%	12.0%	11.3%

Turnover: Number of full-time equivalent (FTE) staff members who leave over the year divided by the total FTE (as at 31 December that year).

NEW HIRES (%)	2009	2010	2011
Age			
Over 50	4.1%	4.1%	3.5%
50-30	15.1%	15.5%	8.9%
Under 30	14.3%	13.8%	12.1%
Campus			
Shepparton	17.8%	13.3%	2.2%
Mildura	13.1%	8.7%	7.7%
City	20.0%	6.8%	9.5%
Melbourne	9.5%	10.1%	7.1%
Bendigo	9.1%	8.1%	7.5%
Beechworth	-	-	-
Albury-Wodonga	5.2%	8.3%	6.6%
Gender			
Male	9.0%	9.2%	7.1%
Female	9.9%	10.0%	7.2%

New hires: Number of full-time equivalent (FTE) staff members who begin employment over the year divided by the total FTE (as at 31 December that year).

2012 ACTIONS	RESPONSIBILITY
Induction for new staff to include sustainability practices	Executive Director, People and Culture; Pro Vice-Chancellor (Sustainability)
Induction for new academic staff to include embedding sustainability in courses	Pro Vice-Chancellor (Sustainability); Executive Director, People and Culture
Review staff recruitment and promotion processes in light of aging workforce	Executive Director, People and Culture

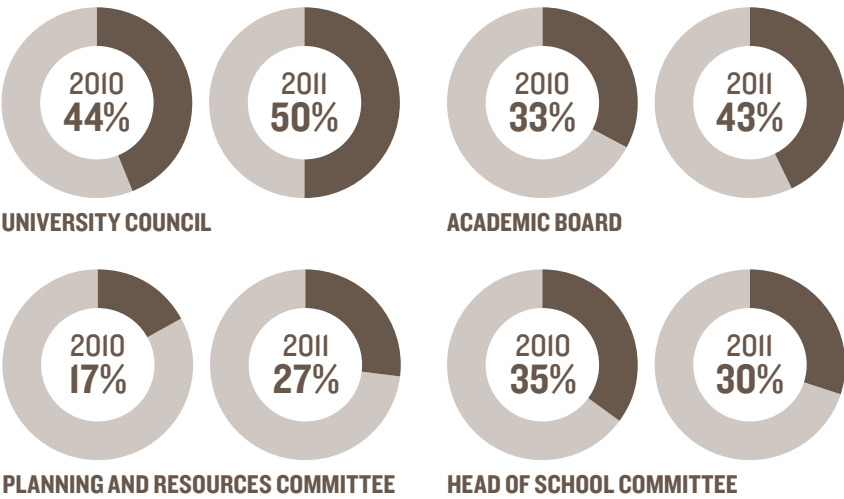
The ratio of female professional employees at the University (64%) is on par with the Universities Australia 2010 mean, while 53% of academics at La Trobe University are women compared to 43% for the Universities Australia 2010 mean.

Women in leadership

The proportion of female staff in senior academic roles (Associate Professor Level D and Professor Level E) is greater than the Universities Australia mean for 2009 and 2010 but compares poorly given the higher proportion of female staff overall (53% compared to the Universities Australia 2010 mean of 43%).

The proportion of female professional staff at Higher Education Officer Level HEO10 and above is less than the Universities Australia mean for 2009 and 2010. For further information see our *Equal Opportunity for Women in the Workplace Strategic Plan 2010–2015*.

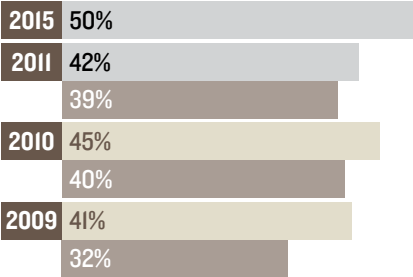
PROPORTION OF WOMEN IN HIGH-LEVEL GOVERNANCE COMMITTEES



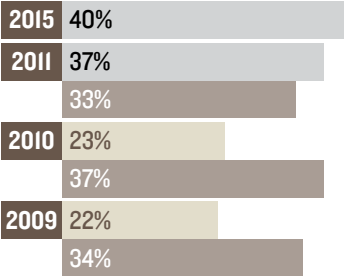
2011 ACTIONS/RESPONSIBILITY	PROGRESS
Review promotion and recruitment processes for executive senior management role classification positions	Promotion and recruitment processes are scheduled for review in 2012
Executive Director, People and Culture	
Establish and monitor achievement of targets for women on high-level governance committees	Delayed pending arrival of new Vice-Chancellor; human resources planning subcommittee of Council established in 2012
Executive Directors, Executive Deans	

2012 ACTIONS	RESPONSIBILITY
Review staff age group diversity/balance and consider the need for policy/guidelines to encourage change	Executive Director, People and Culture

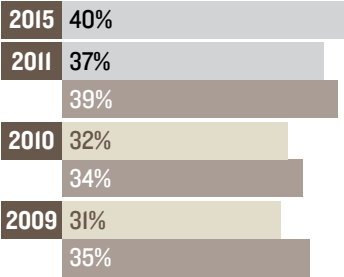
FEMALE PROFESSIONAL STAFF AT HIGHER EDUCATION OFFICER LEVEL HEO10 AND ABOVE



FEMALE ACADEMIC STAFF AT PROFESSOR LEVEL E



FEMALE ACADEMIC STAFF AT ASSOCIATE PROFESSOR LEVEL D



Target
Universities Australia mean
La Trobe University

Promotion criteria were amended to facilitate promotion through teaching excellence. This resulted in an increase in the proportion of applications from women and a high success rate.

In our 2011 Equal Opportunity for Women in the Workplace Agency Employer of Choice for Women submission, the University's overall gender pay gap was reported as 17.5% as at 31 March (18.2% in 2010) for ongoing and fixed-term staff. This is close to the Australian average of 17.2% for people working full-time.⁵

⁵ ABS (2011). *Average Weekly Earnings – Trend, May 2011, Cat. 6302.0, (released 18 Aug 11)*
Australian Bureau of Statistics: Canberra.

Salary and benefits

Our employment terms and conditions, salary scales, classifications, superannuation and other entitlements are outlined in the La Trobe University Collective Agreement, which as of 2011 covers all of our staff. The Agreement outlines a variety of resignation and termination notice periods for employees employed under different conditions. A wide range of benefits and entitlements are offered to staff members at La Trobe University, including childcare facilities, access to gym and swimming facilities, an employee assistance program, salary packaging, parental leave, flexible conditions and a wellness program.

To see more details, including a copy of the 2009 Collective Agreement, visit: latrobe.edu.au/jobs/working/benefits

A number of initiatives are also in place to support staff transition from the University, including superannuation seminars; University policies allowing reduced workloads whilst protecting superannuation contribution arrangements and potential retirement incentives to eligible staff; and severance pay (with consideration of age and years of service) is provided as per the University's Collective Agreement. People and Culture are working with Alumni and Advancement to develop a program to enable retired staff to stay engaged with the University community by becoming alumni and participating in the alumni volunteering program.

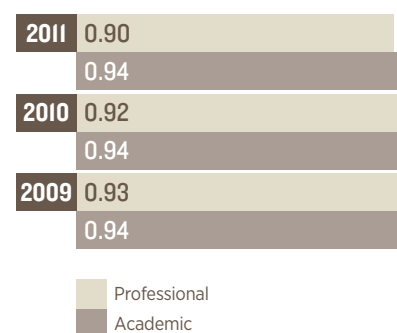
Staff are entitled to join the union (www.nteu.org.au/latrobe); union representatives attend and speak to new staff at the bi-annual 'Welcome to La Trobe' induction sessions and are provided with an on-site office and facilities to enable staff to access their services. Staff can deduct union fees from their pay and are provided with time release or leave to participate in union activities. The National Tertiary Education Union are a party to the collective bargaining process, and are consulted on organisational change matters that have a significant impact on staff.

Gender pay gap

We further analysed the wage ratio for the University by breaking the results down by employment type, and compared the salary for entry-level employment classifications to the federal minimum wage.

To view the results, and minimum wage averages by gender, see: latrobe.edu.au/sustainability/report/2011/data

FEMALE TO MALE WAGE RATIO



Equal opportunities for Indigenous Australians

Indigenous Australian students who have subscribed to receive updates from the Indigenous Employment Database are notified of employment opportunities directly. In addition, Indigenous Student Services receive a job vacancy list weekly to share with Indigenous students.

People and Culture are working with faculties and divisions to identify areas where Indigenous students can combine study and employment.

Each year, we celebrate Aboriginal and Torres Strait Islander cultural events. These include observation of the National Day of Healing and NAIDOC (National Aboriginal and Islander Day of Commemoration) week.

INDIGENOUS AUSTRALIAN STAFF (FULL-TIME EQUIVALENT)



Aboriginal elders are invited to perform Welcome to Country for major University events. We are not aware of any incidents infringing the rights of Indigenous people by the University over the past few years.

For more information, see: latrobe.edu.au/indigenous

Read our *Indigenous Employment Strategy*: latrobe.edu.au/jobs/our-employment-strategies

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Ensure that employment opportunities are communicated to our Indigenous students	Ongoing
Executive Director, People and Culture	

2012 ACTIONS	RESPONSIBILITY
Maximise employment opportunities within faculties and divisions through traineeships, cadetships, fixed-term and continuing appointments and secondments	Executive Director, People and Culture; Pro Vice-Chancellor (Equity and Student Services)

OUR SOCIAL IMPACT: STAFF

In keeping with the University's commitment to equality and human rights, University Council mandated in 2005 that all fixed-term and continuing employees complete the Equity and Diversity Awareness Program, and then undergo refresher training every three years.

The program aims to promote the understanding and practice of human rights. It provides information on equal opportunity, disability support, cultural diversity, anti-discrimination, harassment issues and responsibilities including University policy and procedures.

Human rights training

In keeping with the University's commitment to equality and human rights, University Council mandated in 2005 that all fixed-term and continuing employees complete the Equality and Diversity Awareness Program, and then undergo refresher training every three years.

This year, 182 of our staff completed Equality and Diversity Awareness Program training, totalling 728 person-hours. The lower number of training hours in 2011 results from many staff having already completed the training.

The Equality and Diversity Centre, in consultation with People and Culture, is currently considering how to improve protocols to remind staff that completed Equality and Diversity Awareness Program attendance is mandatory. The program is currently under review.

Security staff receive ongoing training in common law and legislation relevant to their work practices. In addition, in 2012, all security staff, including third-party contractors, will complete Equality and Diversity Awareness Program training, some as a refresher.

EQUALITY AND DIVERSITY TRAINING (HOURS)

2011	728
2010	1,380
2009	1,280

For more information about our Equality and Diversity Awareness Program training, see: latrobe.edu.au/equality/staff/awareness-programs.html

Staff development and performance

All permanent and fixed-term staff members (with a contract of more than 12 months) complete an annual performance plan. In 2009 and 2010, there were separate processes for academic and professional/general staff. In 2011, a single online performance development system was implemented (performance plan completion data are unavailable prior to this implementation).

The University invested \$2,467,907 in staff training and development in 2011 (\$796 per full-time equivalent staff).

During 2011, our People and Culture Division led a University-wide collaboration to develop the content for our Employee Value Proposition.

Our Organisational Development unit was established mid-2009 to provide professional and career development opportunities for staff in organisational learning, continuous improvement and development of people.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Develop a plan to improve outcomes of University investment in staff training Executive Director, People and Culture	In progress; People & Culture have developed a Capability Framework identifying desirable staff capabilities in light of the University's goals; learning and development activities will be developed following a 'capability gap analysis' based on the Capability Framework
Improve data collection systems with respect to training Executive Director, People and Culture	In progress; People and Culture, and Information and Communications Technology, have committed to the development and implementation of the online Performance Development System; funding has been approved as a 2012/2013 work task by the ICT Strategy Committee
Develop employee benefits and value propositions Executive Director, People and Culture	Pending; awaiting completion of Marketing and Engagement's review of University branding
Each division and faculty to develop actions in Workforce Plans in response to Staff Climate Survey results All Executive Deans and Executive Directors	Completed; actions incorporated into operational plans
2012 ACTIONS	RESPONSIBILITY
Incorporate leadership and responsibility for sustainable development into core job descriptions and responsibilities	Executive Director, People and Culture
Each division and faculty to develop actions in Workforce Plans in response to Staff Climate Survey results	Executive Directors and Deans

An online health and wellbeing program was launched in early 2010 to provide staff with access to a range of information and programs.

**\$2.5
MILLION**

invested in staff training in 2011.

Occupational health and safety

Information on health and safety governance and training can be found at: latrobe.edu.au/sustainability/report/2011

The number of workers' compensation claims and associated costs has increased since 2010, largely due to increased costs associated with psychological injury and musculoskeletal claims.

People and Culture dealt with 25 grievance complaints or enquiries, with all but one closed by the end of the year.

Most incidents concerned bullying (44%) or management style (20%), while the remained covered interpersonal conflicts (12%), workload (8%), conduct (8%) and behaviour (8%).

The coronial inquest into the student who died on campus during Orientation Week in 2010 is still to take place.

GRIEVANCES, BULLYING OR DISCRIMINATION

	2009	2010	2011
Initial contact /enquiries	NA	28	9
Formal cases /complaints	21	12	16
Continuing	0	3	1
Completed	21	9	15

Initial contact data not available in 2009.

In response to an incident in which a person jumped from a balcony, automatic door locks have been changed.

In January 2011 a fire caused damage in a residential college at the Melbourne Campus (WorkSafe notifiable incident). The building was unoccupied at the time and the fire was believed to have started in a roof space with the exact cause unknown.

THREATENING BEHAVIOUR AND ASSAULTS

	2009	2010	2011
Threatening behaviour	14	6	5
Aggravated assaults	1	4	6

Includes staff, students, contractors and University visitors.

OH&S INCIDENTS

	2009	2010	2011
Total occupational health and safety incidents			
Hazard reports (no injury)	64	61	66
Incident reports (no injury)	166	261	284
Incident reports (injury)	223	262	258
By campus			
Albury-Wodonga	13	28	12
Beechworth	3	11	3
Bendigo	42	68	75
Melbourne	341	393	437
City	3	17	10
Mildura	23	19	12
Shepparton	8	1	16
Off-campus	20	47	43
By person (injury only)			
Staff	141	145	133
Student	64	97	104
Contractor	2	5	5
Visitor	6	4	11
Other	10	11	5
By gender (injury only)			
Female	158	185	168
Male	65	77	90
Workers compensation claims			
Total number of claims	30	33	37
Claims involving lost time	10	14	16
Total lost time (days)	163	286	500

Includes staff, students, contractors and University visitors.

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Provide online training in occupational health and safety responsibilities and hazard management for staff Manager Occupational Health and Safety	An online training module on occupational health and safety responsibilities has been developed and is now available to the University community
Develop and implement safety management plans at faculty and division level Manager Occupational Health and Safety	Development and implementation of safety management plans at faculty and divisional levels is progressing according to plan, with a number of plans now completed; expected completion by end of 2012
Provide an online health and wellbeing program for all staff Executive Director, People and Culture	An online health and wellbeing program was launched in early 2010 to provide staff with access to a range of information and programs
Host worker health checks in partnership with WorkHealth were provided for students and staff in Victoria Manager Occupational Health and Safety	In partnership with WorkHealth Victoria, the University provided employee health checks in 2010, the health check program was continued in 2011 and expanded to include eligible students at the Melbourne and Bendigo campuses

LaTrobe University has the highest proportion (23% in 2010) of students who have a home postcode in regional Victoria. In 2011 at least 43% of our domestic undergraduate students were 'first in family' (i.e. neither parent had a university qualification).

Our social impact: students

Human rights, equality and diversity

In 2011, our student body was at 26,064 equivalent full-time student load, a 4% increase from 2010.

Domestic students made up 75%, our international onshore students 21% and our international students located at overseas campuses 4% of the student body.

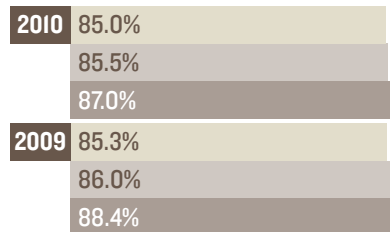
STUDENTS	2009	2010	2011
Domestic	17,863	18,749	19,452
International on-shore	5,045	5,602	5,503
International off-shore	672	757	1,109
Total	23,580	25,108	26,064



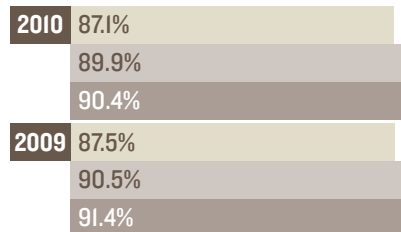
Optometry student

SUCCESS RATE

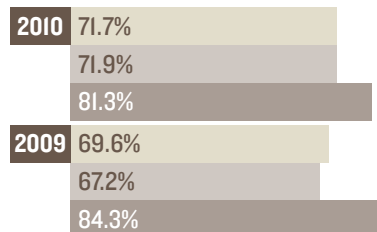
LOW SOCIOECONOMIC



REGIONAL



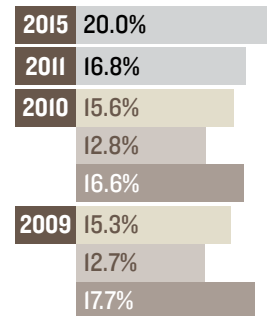
INDIGENOUS AUSTRALIAN



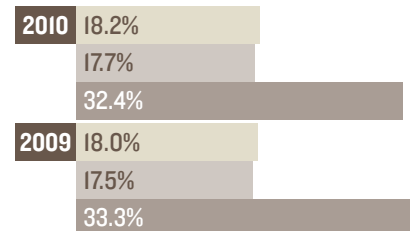
Target
Australian universities mean
Victorian universities mean
LaTrobe University

PARTICIPATION

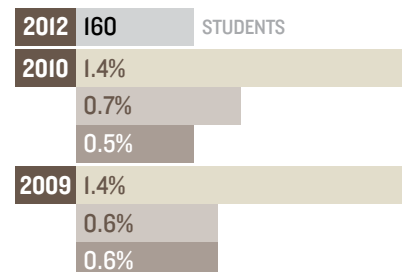
LOW SOCIOECONOMIC



REGIONAL



INDIGENOUS AUSTRALIAN



REPRESENTATION

Students on decision-making committees

19 STUDENTS

were on decision-making committees in 2011. There were 18 in 2010 and 20 in 2009.

Out of 40 available positions, 12 students filled 19 of these positions. Student involvement improves communication between staff and students, and encourages student engagement and learning.

As part of our commitment to social inclusion, we offer a range of services for students who may require support during their time at university, there is a major focus on students from low socioeconomic backgrounds, regional areas, Indigenous Australian students and students with a disability.

To measure the success of our initiatives for these student groups, we track the participation and success of each group.

La Trobe University has the highest proportion (23% in 2010) of students who have a home postcode in regional Victoria. In 2011 at least 43% of our domestic undergraduate students were 'first in family' (i.e. neither parent had a university qualification).

Our Indigenous Australian student participation rate is lower than the national average because the proportion of Indigenous Australians in Victoria is lower on average compared to other states and territories in Australia.

La Trobe University's 2011 participation data and the Victorian and Australian means were not available at the time of publication.

The Australian Government Department of Education, Employment and Workplace Relations has not yet published the 2010 success rates. Most recent data indicates La Trobe University has higher success rates than the Victorian and national averages in all categories.

We have developed an Indigenous Education Strategy, which has been through an exhaustive consultation process, including all faculties across all campuses, and Elders and representative groups throughout Victoria. We anticipate that the Strategy will be launched in 2012.

In 2011, the University approved \$350,000 worth of projects under the Higher Education Participation and Partnerships Program (HEPPP), which is funded by the Australian Government Department of Education, Employment and Workplace Relations.

This was distributed via an internal competitive funding round where projects were considered by the Access and Achievement Committee.

The *La Trobe University Muslim Student Guide* outlines the location of prayer rooms, halal food on and around campus, Islamic student groups, and external community and religious support. For the Melbourne campus; download from:

latrobe.edu.au/international/predeparture/settling/religion/muslim-students

The University produces a Celebrating Cultural Diversity calendar, which lists major events in cultural and religious communities. This assists staff members in scheduling exams and class activities.

The calendar is available online: latrobe.edu.au/equality/CD-calendar.html



2011 ACTIONS/RESPONSIBILITY	PROGRESS
Develop specific targets for low socioeconomic and Indigenous Australian student numbers with faculties Deputy Vice-Chancellor and Vice-President (Education); Deans of Faculties	Completed
Implement projects under the Higher Education Participation and Partnerships Program, which enhance the participation of students from a low socioeconomic background Deputy Vice-Chancellor and Vice-President (Education)	Completed, see main text for details
Implement a University-wide Indigenous Education Strategy, which includes specific strategies and targets to increase the participation of Indigenous Australians in teaching and learning, research and community engagement at the University Deputy Vice-Chancellor and Vice-President (Education)	Strategy drafted; awaiting final data from Planning and institutional Performance Unit

2012 ACTIONS	RESPONSIBILITY
Increase the participation rate of low socioeconomic students to 17.24% of total student cohort levels and achieve 160 Indigenous student enrolments	Pro Vice-Chancellor (Equity and Student Services); Executive Deans
Disseminate guidelines for teaching, learning and other University communications to comply with <i>Disability Discrimination Act</i> provisions on accessibility as per the <i>University Disability Action Plan 2005-2010</i>	Director, ICT; Executive Director, Marketing and Engagement; Pro Vice-Chancellor (Curriculum and Academic Planning); Pro Vice-Chancellor (Equity and Student Services)

First-year retention rate in 2009, exceeding the Australian universities mean of 84%.

Undergraduate student engagement

In 2011, a substantially redesigned First Year Experience program was implemented across the University, providing an improved level of service to students in all faculties across all campuses. The program will be extended in 2012.

Australasian Survey of Student Engagement

This survey, run by the Australian Council for Educational Research and participating higher education institutions from Australia and New Zealand, provides information on 'the time and effort students devote to educationally purposeful activities and on students' perceptions of the quality of other aspects of their university experience' acer.edu.au/research/ausse/overview

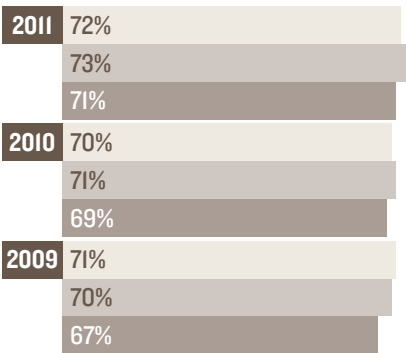
It targets first and third-year students across the University. The average for first-year students' overall satisfaction (71%) was close to the Australian universities mean and a rise on previous years. Third-year students' overall satisfaction also rose slightly for 2011, above the Innovative Research Universities mean. Innovative Research Universities is a network of seven Australian universities that conduct research of national and international standing.

First-year student retention rate

We measure the retention rate of first-year students, which is the number of first-year students continuing study the following year. La Trobe University's first-year retention rate was 85.2% in 2009 exceeding the Australian universities mean of 84%. At the time of publication data for 2010 and 2011 were not available.

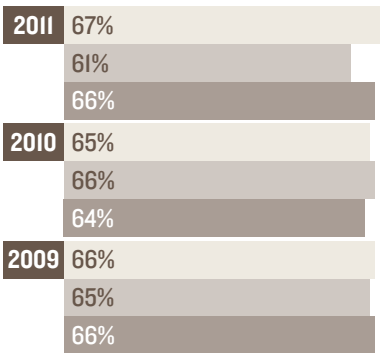


FIRST-YEAR STUDENTS' SATISFACTION



Australian universities mean
Innovative Research Universities mean
La Trobe University

THIRD-YEAR STUDENTS' SATISFACTION



COMMITTED

Eco-friendly attitude

Commitment to addressing climate change, recycling, sustainable energy use and other sustainability issues on campus.

90% IN 2011

Our consistent eco-friendly attitude.
Australian universities mean 89%
International universities mean 90%
Innovative Research Uni mean 88%

90% IN 2010

Australian universities mean 88%
International universities mean 87%
Innovative Research Uni mean 86%

International Student Barometer

The International Student Barometer is an annual survey that provides us with the perception, expectations and experience of international students studying outside their home country.

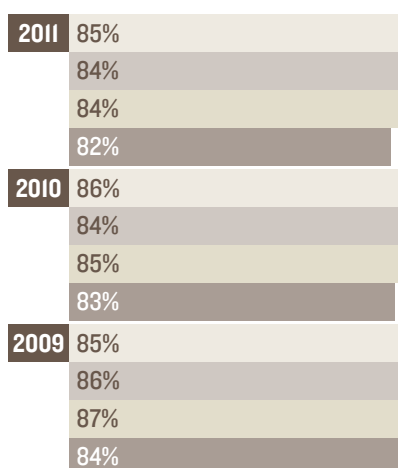
La Trobe students reported a significant increase in 'opportunities to teach' (75%, compared to 62% in 2010) in the 'learning' section of the survey.

The noticeable decrease in satisfaction rate is in 'satisfaction towards accommodation cost' (Living section of the survey) from an already low 62% in 2010 to 52% in 2011. This reflects the current relative strength of the Australian dollar.

A summary web page is available to inform students and staff about the University's performance on international student satisfaction at:

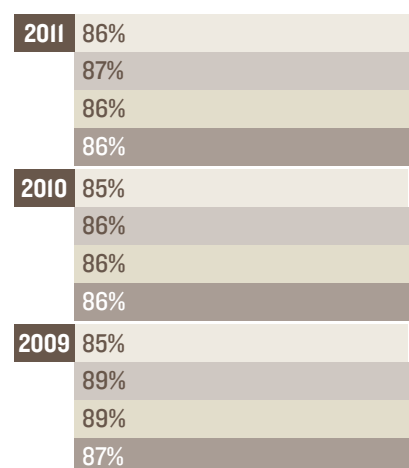
latrobe.edu.au/international/life/supportservices/isb

SATISFACTION WITH OVERALL LEARNING EXPERIENCE

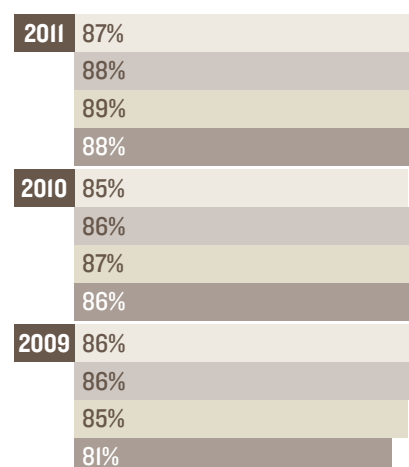


International universities mean
Australian universities mean
Innovative Research Universities mean
La Trobe University

SATISFACTION WITH OVERALL LIVING EXPERIENCE



SATISFACTION WITH OVERALL SUPPORT SERVICES



2011 ACTIONS/RESPONSIBILITY	PROGRESS
Implement a redesign of first-year experience programs across the University	Completed
Deputy Vice-Chancellor and Vice-President (Education)	

2012 ACTIONS	RESPONSIBILITY
Develop structured processes through which student satisfaction data (such as Australian Graduate Survey, Australasian Survey of Student Engagement and student feedback on subjects/teaching) must be considered by faculties and their intended actions reported centrally	Deputy Vice-Chancellor and Vice-President (Education); Director Planning and Institutional Performance Unit
Lobby for incorporation of sustainability-related questions in student surveys conducted through the Australian Graduate Survey and Australasian Survey of Student Engagement	Deputy Vice-Chancellor and Vice-President (Education)

OUR SOCIAL IMPACT: STUDENTS

49.1%

Course Experience
overall satisfaction
in 2011 (44.2% in 2010
and 34.1% in 2009).

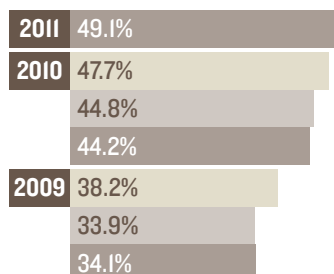
52.2%

Postgraduate Research
overall satisfaction
in 2011 (62% in 2010
and 56.9% in 2009).

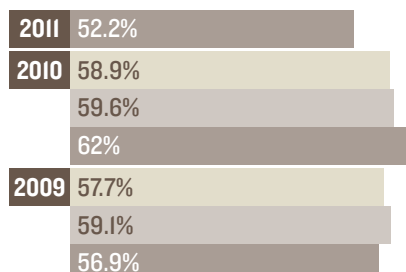
Graduate experience

The Course Experience Questionnaire is used to survey our recent graduates, while the Postgraduate Research Experience Questionnaire is used to survey recently graduated postgraduate research students. Both surveys are part of the Australian Graduate Survey, and provide useful data on student satisfaction. The Course Experience Questionnaire is completed four months post course completion.

COURSE EXPERIENCE OVERALL SATISFACTION



POSTGRADUATE RESEARCH OVERALL SATISFACTION



Australian universities mean
 Innovative Research Universities mean
 La Trobe University



New Student Hub, Melbourne

2011 ACTIONS/RESPONSIBILITY

PROGRESS

Allocate resources to provide all faculties with detailed analysis of Course Experience Questionnaire data

Completed

Deputy Vice-Chancellor and Vice-President (Education)

Implement Design for Learning course design principles to address feedback on course structures

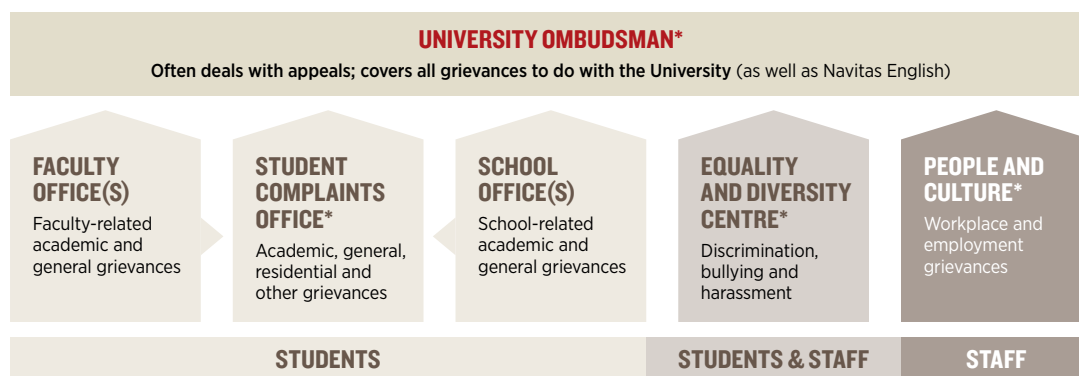
Completed and ongoing work on embedding sustainability

Deputy Vice-Chancellor and Vice-President (Education)

There were 227 complaints or grievances from students, staff and the community in 2011, a decrease of 17% on 2010 figures.

The number of inquiries to the Equality and Diversity Centre dropped to 39 in 2011 (from 57 in 2010), with only three enquiries leading to formal complaints.

UNIVERSITY GRIEVANCE MANAGEMENT SYSTEM



Information on our grievance metrics is available at:

latrobe.edu.au/sustainability/report/2011

*Data on grievances are collected by these offices (data will be collected from all areas in 2012)

Grievance management

Staff, students and other members of the University community can have their say and seek resolution for their concerns via a range of offices.

2012 ACTIONS

Coordinate regular meetings of complaint managers to better respond to emerging trends and significant risk issues, and to ensure up-to-date knowledge of issues and processes across the University

Investigate the potential for developing a coordinated complaints database to track cases and process of resolution

RESPONSIBILITY

Pro Vice-Chancellor (Equity and Student Services); Executive Director, People and Culture; Executive Deans

Pro Vice-Chancellor (Equity and Student Services); Executive Director, People and Culture

University Ombudsman

Most of the complaints were from students. Complaints of an academic or administrative nature were the largest groups, but there were also significant numbers of grievances related to visa issues (29) and students seeking release letters (25).

COMPLAINTS	2009	2010	2011
Academic	52	79	56
Administrative	43	73	41
Other	134	122	130
Total	229	274	227

'Other' includes issues relating to visas, release letters, interpersonal issues, plagiarism, appeals, misconduct, industrial activity, etc.

Student Complaints Office

From 80 enquiries between the Office opening in July 2011 and December 2011, there were 63 formal cases. All but four cases were closed by the end of the year, with 41% of cases being resolved within a week. Only 19 cases took longer than three weeks to resolve.

COMPLAINTS	2011
Academic	26
Administrative	27
Residential	6
Other	21
Total	80

Equality and Diversity Centre

There were three formal complaints in 2011 and five in 2010. Almost half of the inquiries in 2011 were related to bullying. Similar to previous years, there were about twice as many inquiries from women. The large number for 'other/not disclosed' is partly due to people choosing not to disclose their incident type for the record.

INQUIRIES	2009	2010	2011
Bullying	4	11	17
Sexual harassment	7	7	4
Employment	3	0	1
Discrimination	8	10	7
Racial/religious vilification	0	3	0
Other	7	26	10
Total	29	57	39

**\$373.7
MILLION**

received from government
in 2011, a 1.5% increase
from 2010.

Our economic and supply chain impact

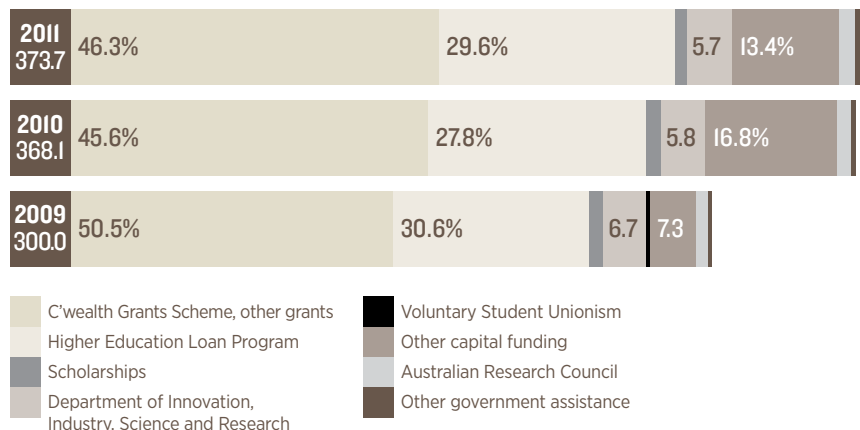
Economic performance

We receive financial assistance from government in the form of research grants, higher education loans, scholarships and funding for capital works. In 2011 we received \$373.7 million from government. This is a 1.5% increase from 2010.

Our annual reports are available from:
latrobe.edu.au/about/management/governance

PERFORMANCE (\$000)	2009	2010	2011
Australian Government financial assistance:			
• Australian Government grants	208,048	265,908	263,190
• HECS-HELP – Australian Government payments	85,392	94,961	101,180
• FEE-HELP	6,532	7,209	9,324
State and local government financial assistance	8,483	5,673	6,345
HECS-HELP – student payments	12,122	12,938	12,252
Fees and charges	118,004	126,172	115,070
Investment revenue	7,259	8,032	13,732
Consultancy and contracts	42,613	42,172	41,332
Other revenue	43,464	47,469	55,596
Deferred government superannuation contributions	8,737	7,963	482
Total revenue (direct economic value generated)	540,654	618,497	618,503
Operating costs	-122,383	-118,492	-134,404
Employee wages and benefits	-323,798	-356,270	-359,485
Payment to providers of capital	-3,570	-3,333	-3,195
Other categories of expenditure	-38,159	-41,162	-37,634
Total expenses (economic value distributed)	-487,910	-519,257	-534,718
Net operating results (economic value retained)	52,744	99,240	83,785
Current and non current assets	1,095,553	1,205,464	1,300,882
Current and non current liabilities	213,879	224,584	235,860
Equity	881,674	980,880	1,065,022

FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT (\$M)



Indirect economic impacts in regional Victorian communities arise through our knowledge diffusion activities, student expenditure and the provision of jobs and graduates.

As a large organisation we also make significant direct economic contributions to the communities surrounding our campuses; we have begun collating the relevant data, which will be reported in our next sustainability report.

Direct and indirect economic impacts

Our indirect economic impacts are the additional impacts of money circulated through the economy. Our University has a strong network of regional campuses located in Albury-Wodonga, Bendigo, Mildura and Shepparton. These campuses make valuable economic contributions to their surrounding communities.

NORTH Link is a business network and regional development partnership representing Melbourne's northern region and is based on the Melbourne campus. The organisation has carried out research and reported on aspects of the University's direct and indirect economic impacts in this region, such as the contributions that international students make with fees and additional food, accommodation and transport expenditure, the value of knowledge diffusion activities, and the capacity of the University to develop international networks for the region's business community.

Visit: melbournenorth.com.au

The University responded in June 2011 with a high-level report to the Planning and Resources Committee: *Advance Melbourne's North – A Regional Strategy for the La Trobe University Melbourne campus*, which set out current strategic developments with regional stakeholders and key partners of the University. The intention is that the University will collect data on economic impacts as they relate to the strategy.

Our Beechworth campus closed in 2011; tenants and the local community were consulted, with a decision on the future of the site yet to be determined.

More information is available at:

latrobe.edu.au/news/articles/2011/article/options-sought-for-beechworth-campus

latrobe.edu.au/news/articles/2011/article/beechworth-facilities-to-close

2012 ACTIONS	RESPONSIBILITY
Develop a methodology to measure the University's indirect economic impacts on its surrounding communities through the provision of infrastructure, services and research	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)
Conduct a needs assessment of community infrastructure and services to determine how the University can contribute to its surrounding communities	Pro Vice-Chancellor (Sustainability); Executive Director, Infrastructure and Operations; Executive Director, Engagement and Marketing
Improve timetabling and course flexibility of educational offerings to regional communities (ongoing)	Deputy Vice-Chancellor and Vice-President (Education)

Anti-corruption

In 2011, our Internal Audit Office carried out 14 financial and compliance audits to assess the effectiveness of our risk management, control, and governance processes, and analytical software was purchased to assist in identifying corrupt behaviour.

There were no reported cases of corruption in 2011 (internal or external), no cases of anti-competitive behaviour, nor any fines or sanctions for noncompliance with laws and regulations.

A new structured learning program will be launched in 2012, which covers aspects of anti-corruption practices. In addition to this training, relevant policies and procedures are available on the staff intranet (including fraud and corruption prevention, our code of conduct, conflicts of interest, and the acceptance of gifts, benefits and hospitality).

The University is being proactive in this area and has developed a Legislative and Regulatory Compliance Framework in order to identify compliance requirements (including anti-competitive legislation).

We assign responsibilities to named individuals, provide awareness of requirements, and undertake monitoring and reporting on compliance (including any breaches).

AUDITS AND EMPLOYEE INCIDENTS

	2009	2010	2011
Employee corruption incidents	3	1	0
Financial and compliance audits	18	20	14

2012 ACTIONS	RESPONSIBILITY
Deliver a control and fraud self-assessment program across the University	Director, Risk Management Unit

51% of La Trobe University students who completed the International Student Barometer survey in 2011 are satisfied with their cost of living (on par with the Universities Australia mean).

Procurement practices

La Trobe University has a procurement policy that guides our approach to sustainable procurement.

To view the policy see:
latrobe.edu.au/policy/documents/procurement-policy.pdf

We provide local suppliers with the opportunity to quote for goods or services for the relevant regional campuses and organisation-wide. For example, the University has engaged a local travel management company for the Bendigo campus.

Supplier selection criteria were reviewed in 2011, to include: compliance to specification; innovation; departure from conditions of contract; financial viability; customer service; risk and insurance; quality assurance; conflict of interest; capability/capacity; environmental considerations; past performance; tendered price; and strategic and structural (this includes location).

In 2011, we expanded the sustainability section in our tender assessment documentation.

Procurement staff members are currently undertaking training on including sustainability and responsible procurement criteria in all purchasing decisions. Our Director, Financial Operations, is chair of the Sustainable Procurement Committee (a subcommittee of the Australian University Procurement Network). National industry-wide guidelines were endorsed in 2011.

Procurement staff have met with the University's top 10 suppliers (by spend) to discuss sustainability performance and receive reports. The Procurement Unit is working with the Office of the Pro Vice-Chancellor (Sustainability) and academics to develop a benchmarking tool to measure the suppliers' progress. While we do not currently actively screen suppliers for human rights or environmental factors, we have started a dialogue with our key suppliers on these areas.

Cost of living and minimum wage

La Trobe University's Melbourne campus is located outside the city centre in the northern suburbs, so accommodation nearby is more affordable.

Accommodation is also very affordable in the areas where the University's regional campuses are based. The campuses are close to town, and are serviced by public transport.

Minimum wages for University staff are well above the Australian minimum, with academic minimums almost twice the Australian minimum wage.

The 2010 values have been restated based on the new calculation method (considering that staff may start above the minimum point in a Level).

MINIMUM WAGE LEVELS	2009	2010	2011
Australian Government minimum wage	1.00	1.00	1.00
Academic minimum wage (Level A, point 1)	3.13	3.03	3.03
Casual academic minimum wage (research assistant 1)	1.92	1.93	1.95
Professional minimum wage (HEO1, point 1)	1.41	1.40	1.41
Casual professional minimum wage (HEO1)	1.53	1.54	1.55

2011 ACTIONS/RESPONSIBILITY	PROGRESS
Train staff who make major purchasing decisions in sustainable and responsible procurement Director, Financial Operations	Completed, ongoing
Initiate a dialogue that quantifies environment costs and carbon footprint of La Trobe University's 10 largest suppliers Director, Financial Operations	Dialogue initiated, ongoing
Amend the selection criteria of the tendering assessment process to incorporate sustainability Director, Financial Operations	Completed

2012 ACTIONS	RESPONSIBILITY
Implement and communicate a 'locally produced' procurement policy and include requirements for use of food produced locally (where available) in contracts with food service vendors and in residential colleges and child care	Director, Financial Operations

RESULTS

We are an accredited Fair Trade University

71%

of retail outlets and caterers offer Fairtrade products. Five outlets have a Fairtrade requirement in their lease.

81%

spent on Fairtrade tea (from none in 2010). We introduced a Fairtrade option in 2011.

98%

spent from faculty/division funds on Fairtrade coffee (up from 96% in 2010).

Fairtrade

The Fairtrade initiative aims to promote better living standards in developing nations by ensuring a fair price is paid for tea and coffee products produced.

In 2011, discussions were initiated with our Marketing and Engagement Division regarding availability of Fairtrade products at University corporate events. Through these discussions, awareness of the University's commitments has been raised and events such as the Food and Wine Festival (held in July) incorporated Fairtrade products and retailers. We intend to do further work in 2012 to encourage this support.

2011 ACTIONS/RESPONSIBILITY

Initiate a process to move towards all University retail outlets offering Fairtrade products as a condition within leasing contracts as they come up for renewal

Executive Director, Infrastructure and Operations

Implement a process to encourage Fairtrade products being purchased for events and corporate gifts, where Fairtrade certified products are available

Pro Vice-Chancellor (Sustainability)

PROGRESS

Incomplete; the Estates Development Leasing team are assessing the impact of this action

In progress

2012 ACTIONS

Increase the number of retailers offering Fairtrade products and the range of products offered

RESPONSIBILITY

Pro Vice-Chancellor (Sustainability)

Investment practices

Our University invests funds with our external fund managers: Industry Funds Management and Victorian Funds Management Corporation. Our investments include approximately \$7 million invested in Australian equities through Industry Funds Management and \$20 million invested as a long-term commitment through Victorian Funds Management Corporation.

Both funds have environmental, social and governance policies, which can be viewed online:

<http://www.vfmc.vic.gov.au/Governance/ESG.aspx>

Throughout 2011 the Investment Portfolio Sub-committee of the Finances and Resources Committee met regularly with the Industry Funds Management and the Victorian Funds Management Corporation, with whom the University holds equity investments and its long-term investment portfolio, respectively.

At the Investment Portfolio Sub-committee meetings, members have the opportunity to discuss with the fund manager representatives all financial, governance, social, and environmental activities and issues.



Students gather in the Agora, Melbourne campus

2011 ACTIONS/RESPONSIBILITY

Engage with our current fund managers regarding the incorporation of environmental, social and governance factors when selecting our investments

Chief Financial Officer

Engage with investment service suppliers to raise the profile of environmental, social and governance issues in order to ensure our investment service suppliers address and strengthen their commitment to these issues

Chief Financial Officer

PROGRESS

Completed

Completed, see main text for details

Independent Assurance Statement

To the Vice-Chancellor,
Pro Vice-Chancellor (Sustainability)
and Management Team at
La Trobe University:

La Trobe University ('La Trobe' or 'the University') commissioned Net Balance Management Group Pty Ltd (Net Balance) to provide independent assurance of the 2011 Sustainability Report (the 'Report'). The Report presents La Trobe's sustainability performance during the period 1 January 2011 to 31 December 2011. La Trobe University was responsible for the preparation of the Report and this statement represents the assurance provider's independent opinion. Net Balance's responsibility in performing its assurance activities is to the management of La Trobe University alone and in accordance with the terms of reference agreed with them. Other stakeholders should perform their own due diligence before taking any action as a result of this statement.

Assurance Standard and Objectives

The assurance process was undertaken in accordance with the AA1000 Assurance Standard (AA1000AS (2008)). The standard provides a comprehensive way of ensuring an organisation is responsible for the management, performance and reporting of its sustainability issues. This is achieved through evaluation of the organisation's adherence to the AA1000 AccountAbility Principles (2008), and by reviewing the accuracy and quality of disclosed sustainability performance information.

The AA1000 Accountability Principles (2008) used to assess La Trobe's processes include:

Inclusivity: An assessment is made as to whether the University has included its stakeholders in developing and achieving an accountable and strategic response to sustainability.

Materiality: An assessment is made as to whether the University has included in its report the material information and data required by its stakeholders to make informed judgements, decisions and actions.

Responsiveness: An assessment is made as to whether the University has responded to stakeholder concerns, policies and relevant standards and adequately communicated these in its report.

Assurance Type and Scope

Net Balance provided Type 2 assurance in accordance with the AA1000AS (2008). This involved assessing the organisation's adherence to the AA1000 AccountAbility Principles (2008) and assessing the accuracy and quality of the sustainability performance information contained within the Report.

The review of adherence to the principles was undertaken using the criteria outlined in the AA1000 Assurance Principles Standard (2008), while assessment of the accuracy and quality of sustainability performance information was undertaken using the Global Reporting Initiative's (GRI) G3.1 Reporting Principles for Defining Quality.

Assurance Level and Limitations

The level of assurance provided is moderate, as defined by the scope and methodology described in this assurance statement. The assurance scope covered the whole of the Report and focussed on systems and activities of La Trobe during the reporting period, with the following exceptions:

- The scope of work did not involve verification of financial data, other than that relating to environmental, social or broader economic performance.
- The scope of work did not involve the verification of data relating to student numbers as these are verified through other means.
- The assurance provider's involvement with stakeholder engagement was limited to reviewing external and internal stakeholder engagement processes and outcomes.
- Only the Melbourne Campus was visited as part of this assurance engagement with other campus data being reviewed remotely.

Assurance Methodology

The assurance engagement was undertaken between January and March 2012, and involved:

- Preparation of a materiality register (list of key sustainability issues) using the five-part materiality test. This included a comparison of La Trobe against its peers, a review of key risks, a tertiary sector review, a review of selected Australian media reports, and a policy review.
- Interviews with key functional managers to better understand how La Trobe is addressing key sustainability challenges and how sustainability is integrated within the University.
- A review of the stakeholder engagement activities undertaken by La Trobe during the reporting period and how the results of this engagement inform the University's sustainability strategy and continuous performance improvement.
- A review of La Trobe's key sustainability strategies, policies, objectives, management systems, measurement and reporting procedures.
- Interviews with key personnel responsible for collating and writing various parts of the Report to substantiate the reliability of selected claims.
- A review of the Report for any significant anomalies, particularly in relation to claims as well as trends in data.
- Assurance of 48 selected data points and statements and examination of the systems and processes that support the claims.
- Collecting and evaluating evidence to support the assurance work undertaken.

Our Independence

Net Balance was not responsible for preparing any part of the Report. During the reporting period Net Balance also provided assurance over La Trobe University's National Greenhouse and Energy Reporting (NGER) submission. As these services were of an audit nature, they are complimentary to this engagement and do not impact upon Net Balance's independence. Net Balance confirms that we are not aware of any issue that could impair our objectivity in relation to this assurance engagement.

Our Competency

The La Trobe University assurance engagement was carried out by an experienced team of professionals led by a Lead Sustainability Assurance Practitioner (Lead CSAP). The project included personnel with expertise in environmental, social and economic performance measurement across a range of industry sectors. Net Balance is a global leader in the use of the AA1000AS, having undertaken more than 100 assurance engagements in Australia over the past five years.

Findings and Conclusions

Adherence to AA1000 Principles Inclusivity:

In 2011, La Trobe University built on the work undertaken in previous years to further engage with stakeholders on sustainability issues. The Sustainability Management Committee, Sustainability Forum and the External Sustainability Advisory Board continued to operate throughout the period. These mechanisms allow the University to engage with key management personnel, staff, students and industry experts on sustainability topics. During 2011 the University also developed a Stakeholder Engagement Strategy on Sustainability Issues. This strategy identifies key stakeholder groups, outlines their interest in the University and the activities used to engage with each group.

Materiality:

In 2011, the Office of the Pro Vice-Chancellor (Sustainability) reviewed its materiality research undertaken in 2010 to update what was considered material for inclusion in the 2011 Sustainability Report. This year's report was further expanded to incorporate more detailed performance information aligned to Global Reporting Initiative disclosures. The University's Vision and Goals cover the key topics of Governance, Management and Engagement; Education and Research for Future Generations; and, Environmental, Social, Economic and Supply Chain Impact. The Report presents performance information on all of these material impacts.

Responsiveness:

In 2011, the University released its first Sustainability Report. This report provided information on the University's approach to social, environmental and economic sustainability strategies, activities, performance and targets. During the year the University also developed the above mentioned Stakeholder Engagement Strategy on Sustainability Issues. This strategy was further supported by a Sustainability Communications Plan to guide how the University delivers information and seeks to change behaviour on sustainability issues. To ensure that La Trobe is meeting the needs of its stakeholders and working towards achievement of its Vision 2015 objectives, the University should focus on addressing gaps in the integration of sustainability into research and teaching curricula.

Reliability of Performance Information

Based on the scope of the assurance process, the following was observed with regard to performance information:

- The level of accuracy of sustainability performance information was found to be acceptable.
- Data trails selected were generally identifiable and traceable, and the personnel responsible were able to demonstrate the origin(s) and interpretation of data.
- The sustainability performance disclosures presented within the Report appropriately reflect environmental, social and economic performance achieved during the period.

Overall, it is Net Balance's opinion that the information presented within the Report is fair in all material respects. The Report was found to present a reliable account of the University's sustainability performance during the reporting period.

The Way Forward

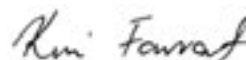
To ensure that La Trobe continues to be at the forefront of sustainability management and reporting in the tertiary education sector, Net Balance recommends the following:

- Further implementation of the Stakeholder Engagement Strategy on Sustainability Issues to ensure a coordinated approach to engaging with and seeking feedback from stakeholders. Now that an extensive list of stakeholder groups has been identified, it is recommended that the University expand its current stakeholder engagement processes to enable two-way communication with a broader range of stakeholders, particularly students. Engagement should be focussed on those issues most relevant to each particular stakeholder group. This approach will ensure that the University is responsive to a diverse range of stakeholder needs.
- That the materiality review process be documented each year to provide a prioritised list of issues which takes into account the relevance and significance of each issue to both the University and its stakeholders. In the future, the results of materiality assessments and reporting practices should also be tested with stakeholder groups to ensure they are addressing stakeholders' key issues.
- Further development of planning systems, processes and knowledge sharing mechanisms that facilitate the integration of sustainability into the University's curriculum and research activities.

- Ongoing development and implementation of the sustainability strategy to drive improved performance in the areas of energy consumption in buildings, staff travel, sustainable procurement, women in management, salary equity, water consumption, paper use and waste management.
- Development of data control procedures for each sustainability indicator which document the process for collecting, recording, analysing, managing and storing data that is reported on an annual basis. This would ensure consistent indicator measurement and reporting over time, and improve retention of supporting information.
- The University should focus on its reporting systems related to greenhouse, energy, water and waste in order to improve the completeness and robustness of these data sets.

Net Balance has also provided additional suggestions for improved reporting. These are outlined in a detailed report presented to La Trobe University's management.

On behalf of the assurance team
23 March 2012
Melbourne, Australia



Kim Farrant
Associate Director, Net Balance & Lead CSAP



AA1000
Licensed Assurance Provider
000-1



Statement GRI Application Level Check

GRI hereby states that **La Trobe University** has presented its report "Creating Futures" (2011) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, March 19th 2012


Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The "+" has been added to this Application Level because **La Trobe University** has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.
www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on March 9th 2012. GRI explicitly excludes the statement being applied to any later changes to such material.

GRI G3.1 CONTENT INDEX (CONCISE)

PROFILE DISCLOSURE AND CATEGORY	REPORTED	REPORT SECTION OR FULL GRI CONTENT INDEX	PAGE
1.1–1.2	Strategy and analysis	Fully	Our commitment to sustainability Our sustainability vision, goals and approach
2.1–2.7, 2.9, 2.10	Organisation profile	Fully	latrobe.edu.au/sustainability/report/2011/GRI
2.8		Fully	La Trobe University 2011 snapshot
			Our social impact: staff: staff categories
			Our social impact: students: student categories
			Our economic and supply chain impact: economic performance
			Our economic and supply chain impact: direct and indirect economic impacts
3.1–3.3, 3.5–3.12	Report parameters	Fully	latrobe.edu.au/sustainability/report/2011/GRI
3.4		Fully	Back page
3.13		Fully	Our sustainability vision, goals and approach Assurance statement
4.1–4.4, 4.6, 4.17	Governance, commitments and engagement	Fully	latrobe.edu.au/sustainability/report/2011/GRI
4.5		Partially	latrobe.edu.au/sustainability/report/2011/GRI
G3 DMA	Disclosure on management approach	Fully	latrobe.edu.au/sustainability/report/2011/GRI

PERFORMANCE INDICATOR AND CATEGORY	REPORTED	REPORT SECTION OR FULL GRI CONTENT INDEX	PAGE
EC1, EC4	Economic performance	Fully	Our economic and supply chain impact: economic performance
EC2		Partially	Our sustainability vision, goals and approach
EC3		Fully	Our social impact: staff: salary and benefits
EC5	Market presence	Fully	Our economic and supply chain impact: cost of living and minimum wage
EC6		Partially	Our economic and supply chain impact: procurement practices
EC7		Partially	latrobe.edu.au/sustainability/report/2011/GRI
EC8	Indirect economic impacts	Partially	latrobe.edu.au/sustainability/report/2011/GRI
EC9		Fully	Our economic and supply chain impact: direct and indirect economic impacts
EN1–EN2	Materials	Fully	Our environmental impact: paper use
EN3, EN4	Energy	Fully	Our environmental impact: energy consumption
EN5–EN7		Partially	Our environmental impact: energy consumption Our environmental impact: commuting
EN8	Water	Fully	Our environmental impact: water use
EN9		Partially	Our environmental impact: water use
EN10, EN15, EN27, EN30	Water; biodiversity; products and services; overall	Not	latrobe.edu.au/sustainability/report/2011/GRI
EN11–EN13	Biodiversity	Fully	Our environmental impact: biodiversity
EN14		Partially	Our environmental impact: biodiversity
EN16–EN18	Emissions, effluents and waste	Fully	Our environmental impact: greenhouse gas emissions
EN19, EN21		Partially	latrobe.edu.au/sustainability/report/2011/GRI
EN20		Fully	Our environmental impact: other emissions to air
EN22		Fully	Our environmental impact: waste and recycling
EN23–EN24		Fully	latrobe.edu.au/sustainability/report/2011/GRI
EN25		Partially	Our environmental impact: water use
EN26	Products and services	Fully	Our environmental impact: products and services
EN28	Compliance	Fully	Our economic and supply chain impact: anti-corruption
EN29	Transport	Fully	Our environmental impact: greenhouse gas emissions Our environmental impact: commuting
LA1	Employment	Fully	Our social impact: staff: staff categories
LA2		Fully	Our social impact: staff: staff turnover and new hires
LA3		Fully	Our social impact: staff: salary and benefits
LA4–LA5	Labour/management relations	Fully	Our social impact: staff: salary and benefits
LA6, LA8–LA9	Occupational health and safety	Fully	latrobe.edu.au/sustainability/report/2011/GRI
LA7		Fully	Our social impact: staff: occupational health and safety
LA10, LA12	Training and education	Partially	Our social impact: staff: staff development and performance
LA11		Fully	Our social impact: staff: salary and benefits
LA13	Diversity and equal opportunity	Fully	Our social impact: staff: women in leadership
LA14	Equal remuneration for women and men	Fully	Our social impact: staff: gender pay gap

PERFORMANCE INDICATOR AND CATEGORY		REPORTED	REPORT SECTION OR FULL GRI CONTENT INDEX	PAGE
HR1	Investment and procurement practices	Partially	Our economic and supply chain impact: investment practices	47
HR2		Partially	Our economic and supply chain impact: procurement practices	46
HR3		Fully	Our economic and supply chain impact: procurement practices Our social impact: staff: human rights training	46 36
HR4, HR11	Non-discrimination; remediation	Fully	Our social impact: staff: occupational health and safety Our social impact: students: grievance management	37 43
HR5	Freedom of association and collective bargaining	Partially	latrobe.edu.au/sustainability/report/2011/GRI	
HR6, HR7	Child labour; forced and compulsory labour	Not	latrobe.edu.au/sustainability/report/2011/GRI	
HR8	Security practices	Fully	Our social impact: staff: human rights training	36
HR9	Indigenous rights	Fully	Our social impact: staff: equal opportunities for Indigenous Australians	35
HR10	Assessment	Partially	latrobe.edu.au/sustainability/report/2011/GRI	
SO1, SO9, SO10	Local communities	Partially	Our economic and supply chain impact: direct and indirect economic impacts	45
SO2, SO4	Corruption	Fully	Our economic and supply chain impact: anti-corruption	45
SO3	Public policy	Partially	Our economic and supply chain impact: anti-corruption	45
SO5		Fully	Our commitment to sustainability Our sustainability vision, goals and approach Research for future generations	3 4-13 18-21
SO6		Not	latrobe.edu.au/sustainability/report/2011/GRI	
SO7 – SO8, PR9	Anti-competitive behaviour; compliance	Fully	Our economic and supply chain impact: anti-corruption	45
PR1	Customer health and safety	Partially	latrobe.edu.au/sustainability/report/2011/GRI	
PR2	Product and service labeling; marketing communications; customer privacy	Not	latrobe.edu.au/sustainability/report/2011/GRI	
PR3, PR4, PR6 – PR8		Fully	latrobe.edu.au/sustainability/report/2011/GRI	
PR5		Fully	Our social impact: students: undergraduate student engagement Our social impact: students: International Student Barometer Our social impact: students: graduate experience	40 41 42



This report was compiled and written by the team in the Office of the Pro Vice-Chancellor (Sustainability). Information and data collection involved a large number of people from across the University.

Feedback on this report and suggestions regarding our sustainability plans and activities can be provided to generations@latrobe.edu.au or through facebook.com/ltugenerations

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