

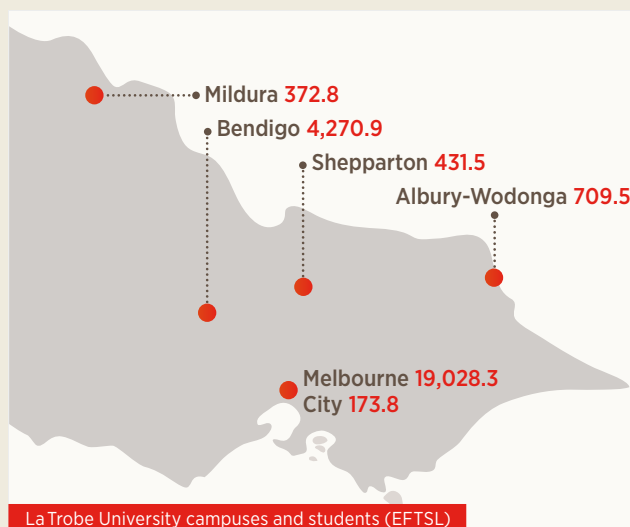
Impacting Futures

Sustainability Report 2013



La Trobe University – 2013 snapshot

- The seven La Trobe University campuses, including two in the city, cover 352.5 hectares.
- The University employed 3,268 staff (full-time equivalent, including casuals) in 2013.
- At the University 26,558 students (equivalent full-time student load) from 109 countries were enrolled across five faculties: Business, Economics and Law; Education; Health Sciences; Humanities and Social Sciences; and Science, Technology and Engineering.
- The La Trobe Institute for Molecular Science (LIMS) opened and works continued on the Sylvia Walton Building (future home of our international and pathways programs) at the Melbourne Campus.
- Supporting our renewal efforts highlighted in *Future Ready*, we spent \$69 million on capital works across our campuses in 2013 (including \$52.2 million on new facilities at the Melbourne Campus).



KEY UNIVERSITY STATISTICS	2009	2010	2011	2012	2013
STUDENTS¹					
Number of students	30,858	32,373	33,448	33,726	34,073
Commencing enrolments	13,358	13,907	14,198	13,885	13,908
Students with a disability ²	1,125	1,250	1,412	1,512	1,735
Non-English speaking background ²	692	705	690	722	797
Rural/remote ²	7,735	7,815	8,151	8,417	8,687
Low socioeconomic status ³	4,074	3,974	4,290	4,574	4,913
Low socioeconomic status as proportion of total domestic student cohort ^{2,3}	17.5%	16.5%	17.3%	18.0%	18.1%
Indigenous Australian students	139	117	141	164	157
TEACHING AND LEARNING PERFORMANCE					
Market share of Victorian Tertiary Admissions Centre first preferences ⁴	10.6%	11.5%	12.4%	12.6%	12.6%
Retention rate ⁵	0.78	0.78	0.79	0.78	NA
RESEARCH PERFORMANCE⁶					
Research income (\$'000)	38,627	41,726	43,739	46,505	50,913
Research publications	961	1,083	1,101	1,067	NA
Research higher degree load (EFTSL)	972.8	1,058.8	1,114.8	1,128.1	1,086.2
Research degree completions	157	152	174	185	231

All 2013 data is provisional, while 2012 data has been confirmed and updated from *Building Futures*

1. 2009–2012 data as submitted to the Australian Government for 31 March that year; 2013 data from the University student information systems as at 7 February 2014.

2. Excludes international students and students whose permanent address is overseas.

3. To calculate low socioeconomic status (SES), student postcode data is submitted by La Trobe to the Australian government, which then allocates a SES to each student's postcode using Census 2006 (for years 2009–2011) and Census 2011 (for 2012 data) census data. 2013 value has been calculated provisionally.

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

5. Retention Rate is the proportion of students commencing who re-enrol at an institution in the following year. It excludes those students who take a leave of absence in the entire following year or transfer to another university.

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

NA Not available at time of publication

EFTSL Equivalent full-time student load

Our vision and principles

SUSTAINABILITY VISION

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 is informed by the University's strategic plan *Future Ready*, 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 government
- **Becoming** known as the leading sustainable university in Australia and a leader internationally.

REPORTING FRAMEWORK

- covers the calendar year 2013 (1 January to 31 December), unless otherwise stated
- reports against the Global Reporting Initiative's G3.1 Sustainability Reporting Guidelines at A+ level
- follows AccountAbility's AA1000 Principles
- reports against our own targets and actions set out in La Trobe's 2013-2017 Sustainability Plan
- has undergone limited assurance in line with the AccountAbility AA1000 Assurance Standard (2008) and ASAE3000.

To see our Sustainability Plan, visit:

latrobe.edu.au/sustainability/sustainability-plan-2013-2017

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Our commitment to sustainability



Professor John Dewar, Vice-Chancellor

MESSAGE FROM THE VICE-CHANCELLOR AND PRESIDENT

The University's strategic plan, *Future Ready 2013-2017*, sets clear targets for La Trobe: to be one of the top three universities in Victoria, one of the top dozen nationally and one of the top 300 internationally by 2017. It commits the University to a range of bold plans in teaching and learning, research and engagement.

When the strategy is fully implemented we will have improved our capacity to attract creative and independent thinkers from diverse walks of life, cultures and backgrounds, including those with a passion for challenging the status quo and driving change. La Trobe will be the place to be for students and staff who want to be at the centre of important social, economic, environmental, political and scientific developments, and our external partners will value their partnership with the University for the ways in which we open up opportunities to help solve the fundamental challenges of the day.

The La Trobe community has already started to deliver on this ambitious plan, with many initiatives underway. Through meetings across all campuses throughout the year, staff have been informed of our progress and staff and students have been invited to provide their feedback to help progress our plans.

I was extremely heartened by the level of feedback and suggestions which resulted from these events. It was abundantly clear that we all care passionately about La Trobe and want to see our University thrive.

Sustainability practice

La Trobe University commits to embedding social, environmental and economic sustainability into operations, curriculum and research. We take a holistic approach to sustainability as advocated by the Global Reporting Initiative (GRI), the United Nations Global Compact and the Australian Government's *National Action Plan for Sustainable Development*.

The University remains committed to the Talloires Declaration, the Principles for Responsible Management Education and to the ten principles of the Global Compact, and this report forms our 'Communication on Engagement'. We are members of Australasian Campuses Towards Sustainability and are also an Organisational Stakeholder of the Global Reporting Initiative. In 2013 we evolved our approach to sustainability, embedding sustainability further into relevant areas and approving our *2013-2017 Sustainability Plan*. This plan aligns to *Future Ready* and outlines our short to medium term actions to deliver on our sustainability vision.

As outlined in the Sustainability Plan, we remain deeply committed to the transparent and honest reporting of our social and environmental performance and to external assurance of this reporting.

To ensure stakeholders' confidence in our report, we appointed Ernst & Young to provide limited assurance in line with the AccountAbility AA1000 Assurance Standard (2008) and ASAE3000. This report is based on the AA1000 Principles and the G3.1 guidelines published by the Global Reporting Initiative (GRI). In 2013, La Trobe has again reported to an A+ level, and will report against the G4 standard for 2014.

Achievements

The University has made considerable progress during the first full year of implementation of *Future Ready*, and we have many significant achievements of which to be proud. This report summarises the progress we are making.

La Trobe researchers enjoyed significant success in 2013 with the National Competitive Grant rounds. We particularly improved our performance with ARC grants, receiving almost \$8m in ARC from this source overall and \$3m in Discovery Grants which is a twenty five per cent increase on the previous year. La Trobe had the highest success rate of any Australian university in the Future Fellowship round, which will fund seven Fellowships. The University was also awarded over \$1.8M in NHMRC funding for project and people support commencing in 2014.

The University has been working hard to deliver on *Future Ready* targets, including our goal to double research funding income by 2017. To this end, we have invested in five university-wide, cross-disciplinary Research Focus Areas (RFAs) that build on our research strengths and address pressing national or global problems. Through the RFAs the University will forge new strategic partnerships and collaborations; attract sustained major international relationships and contribute significantly to our ambitious *Future Ready* goals for 2017.

Major new research and teaching facilities were officially opened. At our Melbourne Campus, the La Trobe Institute for Molecular Sciences (LIMS) building opened in February, closely followed by the new Centre for AgriBioscience, in partnership with the Victorian Government's Department of Environment and Primary Industries. The La Trobe Rural Health buildings at our Bendigo Campus also opened at the start of 2013.

In March 2013, we launched the La Trobe Art Institute, based in Bendigo but linked to all our regional communities. The Institute is already becoming an important platform for our engagement with the arts in regional Victoria, building on our existing support for the Bendigo Writers Festival and the Mildura Palimpsest.

Our staff giving campaign, the Golden Lanyard, became the most successful staff giving campaign ever mounted by an Australian university, measured by the number of staff who donated money to the cause of supporting financially disadvantaged students. Over 400 staff contributed, giving us a 12 per cent participation rate.

The University achieved a number of its sustainability targets, including paper use, facilities emissions, women in senior academic positions, staff engagement (intention to stay), and proportion of students from a low socioeconomic background. We will build on these successes as we drive for improved results in the future.

Challenges

This has been an important year for higher education, and the sector has faced considerable challenges, including Federal Government budget cuts, increased volatility and competition for students both domestically and internationally, and significant increases in non-controllable costs.

To help La Trobe respond to these challenges and realise *Future Ready* by 2017, the University established the Funding Future Ready program in 2013. The program will ensure that we are able to re-invest in strategically important areas which will enable the revitalisation of our research output, help align our staffing skills and expertise to our strategic requirements, boost our teacher quality and modernise our internal structures to make the organisation more modern and agile.

While we met a number of our sustainability targets, we did not achieve targets for some environmental measures, the target for the number of women in senior professional roles or the target for Indigenous Australian student participation (as outlined on page 5).

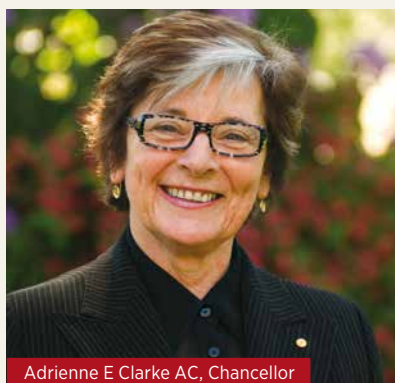
While we have put effort into these areas to date to meet these targets, we will further review our strategies in these areas going forward as outlined in the relevant report sections. For the University as a whole, 2014 is going to be another year of building a stronger institution that is capable of carrying our great traditions into the future.



Our strategic plan, *Future Ready*, is a plan to create a stronger future for La Trobe in a rapidly changing external environment.

It is not about fundamentally changing the direction or character of the University, but about concentrating our investment efforts in areas of traditional strength as well as in areas of emerging demand for teaching and research. The goals and targets outlined in *Future Ready* are designed to ensure we are working in the right way on the right things to strengthen the entire University.

Professor John Dewar
Vice-Chancellor and President



Adrienne E Clarke AC, Chancellor

LETTER FROM THE CHANCELLOR

I am pleased to introduce our fourth annual sustainability report, *Impacting Futures 2013*.

In support of our strategic plan, *Future Ready*, we now have a 2013-2017 Sustainability Plan that outlines our commitment to sustainability.

Many of our staff and students have been recognised for their outstanding work through external prizes and awards in 2013. Their achievements have been detailed online and in the *La Trobe University Bulletin*.

Our previous sustainability report, *Building Futures 2012*, has been shortlisted in four categories of the international Corporate Register Reporting Awards, with results to be announced in mid-2014.

In 2013 we were first runners-up in the 'credibility through assurance' category for *Creating Futures 2011*, and the inaugural report won numerous awards.

I look forward to another successful year for La Trobe, as we deliver our vision for the University.

Adrienne E Clarke AC
Chancellor

Quantified targets and results

Targets

	2013	2014	2015	2016	2017	2022
ENVIRONMENTAL (BASED ON 2010 BASELINE)						
Greenhouse gas emissions (Facility tCO ₂ -e/GFA; Staff business travel tCO ₂ -e/FTE)	18% ▼	18% ▼	18% ▼	18% ▼	21% ▼	30% ▼
Facility energy efficiency (GJ/GFA)	10% ▼	12.5% ▼	15% ▼	18% ▼	21% ▼	30% ▼
Car use – single occupant (staff and students)	10% ▼	12.5% ▼	15% ▼	18% ▼	21% ▼	30% ▼
Water use (kilolitres per EFTPL)	6% ▼	6% ▼	6% ▼	6% ▼	7% ▼	10% ▼
Waste to landfill (kg per EFTPL)	10% ▼	12.5% ▼	15% ▼	18% ▼	21% ▼	30% ▼
Recycling (as % of all general waste)	10% ▲	12.5% ▲	15% ▲	18% ▲	21% ▲	30% ▲
Paper use (reams per EFTPL)	30% ▼	30% ▼	30% ▼	30% ▼	30% ▼	30% ▼
SUSTAINABILITY EDUCATION						
Sustainability Thinking embedded in undergraduate degree course					100%	
Cross-faculty undergraduate minor(s)/major(s) in (social and environmental) sustainability			3		4	
Cross-faculty Master's courses with a (social and environmental) sustainability focus			2		4	
SUSTAINABILITY RESEARCH ¹						
Value of competitive research grants related to sustainability	Annual 10% growth					
Number of publications related to sustainability at or above world standard	Annual 5% growth					
SOCIAL – STAFF						
Female academic staff at Professor and Associate Professor levels	38%	39%	40%	41%	42%	
Senior female professional staff (HEO 10 and above)	44%	47%	50%	50%	50%	
New employment opportunities for Indigenous Australians ²	25	30	35	40	50	
Staff engagement – intention to stay ²		73%		73%		
SOCIAL – STUDENTS						
Low socioeconomic status student participation rate ^{2,3}	18%	18.5%	19%	19.5%	20%	
Indigenous Australian student participation rate ^{2,3}	0.7%	0.75%	0.8%	0.85	0.9%	

1. Data for this target not available until early July, so it is not included in this report
2. Targets as specified in the Mission-based Compact agreed with the Australian Government
3. Target included in *Future Ready*

Results

DID WE MEET OUR TARGETS?	ACTUAL				TARGET		PLANS/ACTIONS
	2010	2011	2012	2013	2013	MET?	
ENVIRONMENTAL							
Facility greenhouse gas emissions (tCO ₂ -e/GFA)	0.18	0.13 (28% ▼)	0.14 (22% ▼)	0.15 (18% ▼)	0.15 (18% ▼)	✓	Implement energy efficiency activities across Projects, Operations and Maintenance areas (see page 22, greenhouse gas emissions)
Staff business travel greenhouse gas emissions (tCO ₂ -e/FTE)	2.45	2.6 (6% ▲)	2.07 (16% ▼)	2.26 (8% ▼)	2.01 (18% ▼)	✗	Investigate travel data, identify ways to reduce impact, promote Travel Policy (see page 22, greenhouse gas emissions)
Facility energy efficiency (GJ/GFA)	0.99	1.01 (2% ▲)	0.89 (10% ▼)	0.92 (7% ▼)	0.89 (10% ▼)	✗	Priority area for 2014. Implement energy efficiency activities across Projects, Operations and Maintenance areas (see page 23, energy production and consumption)
Commuting (%) by car, single occupant (staff and students)	46%	50% (9% ▲)	49% (7% ▲)	45% (2% ▼)	41% (10% ▼)	✗	Promote cycling, public transport and carpooling (see page 24, commuting)
Water use (kilolitres per EFTPL)	8.72	9.33 (7% ▲)	8.16 (6% ▼)	8.89 (2% ▲)	8.20 (6% ▼)	✗	Implementation of the Office of Living Victoria grant on the Melbourne Campus (see page 25, water use)
General waste to landfill (kilograms per EFTPL)	34.54	36.04 (4% ▲)	38.14 (10% ▲)	37.42 (8% ▼)	31.09 (10% ▼)	✗	Priority area for 2014. Implement waste management plan and develop an organics waste strategy for food retailers on the Melbourne Campus (see page 28, waste and recycling)
Recycling (as % of all general waste)	28.0%	25.0% (11% ▼)	24.6% (12% ▼)	19.4% (31% ▼)	30.8% (10% ▲)	✗	Priority area for 2014. Implement waste management plan (see page 28, waste and recycling)
Paper use (reams per capita)	3.19	2.59 (19% ▼)	2.25 (29% ▼)	1.93 (39% ▼)	2.23 (30% ▼)	✓	Limit printer purchases and promote paperless options (see page 29, paper use and printers)
SOCIAL – STAFF							
Female academic staff at Professor level	37%	33%	36%	40%	38%	✓	University Council has a Human Resources Planning Committee which considers gender representation at senior levels ; we also have our <i>Workplace Gender Equality Strategic Plan 2013-2017</i> (see page 42, women in leadership)
Female academic staff at Associate Professor level	34%	39%	38%	39%	38%	✓	
Senior female professional staff (HEO 10 and above)	40%	39%	37%	41%	44%	✗	
New employment opportunities for Indigenous Australians (cumulative)	8	18	25	39	25	✓	<i>La Trobe's Closing the Gap, 35 in 5 Indigenous Employment Strategy 2010-2015</i> (see page 43, Equal opportunities for Indigenous Australians)
Staff engagement – intention to stay	72%	-	-	75%	73%	✓	Areas will implement plans to address their survey results (see page 41, staff engagement)
SOCIAL – STUDENTS'							
Low socioeconomic status student participation rate	16.5%	17.3%	17.99%	18.10%	18.0%	✓	Student support services (see page 35, human rights, equality and diversity)
Indigenous Australian student participation rate	0.53%	0.63%	0.65%	0.55%	0.7%	✗	

1. 2013 results are provisional; 2012 results have been updated since Buildings Futures (confirmed metric from the Federal Government)
EFTPL The sum of all full-time equivalent hours for staff and the equivalent full-time student load hours at all of the University's Victorian campuses (excludes international offshore, off-campus and external)
GJ/GFA Gigajoules per square metre of gross floor area
HEO Higher Education Officer
tCO₂-e/GFA Tonnes of carbon dioxide-equivalent per square metre of gross floor area
tCO₂-e/FTE Tonnes of carbon dioxide-equivalent per full-time equivalent staff workload

Our approach to sustainability and our material impacts

We recognise the contribution the university sector can make to global change towards a more sustainable future, and our 2013–2017 strategic plan *Future Ready* articulates the ways we aim to contribute. Since *Future Ready* was released in late 2012, we have confirmed our Sustainability Plan covering the same period. For more information, see:

latrobe.edu.au/about/vision

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.

IDENTIFYING OUR MATERIAL SUSTAINABILITY IMPACTS

In developing our approach to sustainability, we have drawn on the AccountAbility AA1000 standard series (Principles of Inclusivity, Materiality and Responsiveness; Stakeholder Engagement), determining materiality from the perspective of the University and its key stakeholders.

This is the University's fourth annual sustainability report, drawing on a comprehensive review of university sustainability reports from around the world before drafting our first report (*Responsible Futures 2010*), and more recent stakeholder analysis and comparison with the University's sustainability risks. More information is available on page 8 of *Building Futures*, our 2012 report.

This report is also in line with *Future Ready*, covering the major areas identified as part of the comprehensive stakeholder engagement in preparing *Future Ready*.

La Trobe developed a list of material issues and targets in the initial review, drawing on reports and relevant industry frameworks, to determine our key material impacts: sustainability within curriculum and research, resource consumption (water, energy, waste and paper), women in senior staff roles, staff places for Indigenous Australians, and participation in studies by Indigenous Australian and low socioeconomic background students.

This initial research was supplemented by a stakeholder review in November 2012 for our 2012 report. Following recommendations made on our 2012 report by our assurance provider, we sharpened this report's focus more tightly on our most material impacts, moving less material items (included for comparability) to our supporting website. See the relevant sections of the report, and our GRI Index online, for more information.

We will collect feedback on this approach in 2014 from our stakeholders and consider it as part of our renewed materiality process to prepare for our transition to the GRI G4 Framework for our next report.

SUSTAINABILITY MISSION, GOALS AND PLANS

In recognition of these sustainability imperatives and the role of universities in addressing them, the Vice-Chancellor established and has evolved management structures for developing, fostering and embedding sustainability within the organisation since 2009.

More information on this can be found in our previous annual sustainability reports, *Responsible Futures* (2010), *Creating Futures* (2011) and *Building Futures* (2012) available at:

latrobe.edu.au/sustainability/report

Future Ready set out the values of the University, its objectives for the following years and outlined the University's planning framework, including the Sustainability Plan. The Sustainability Plan was revised in line with *Future Ready* and approved in October 2013. It updates plans and actions to achieve the objectives from those that were in the earlier version of the Sustainability Plan and are reported against in our Sustainability Reports.

The University's *Sustainability Plan 2013–2017* will help us achieve our vision, goals and quantified targets. It is divided into sections dealing with each of our key sustainability impact areas:

- sustainability management and governance
- education for future generations
- research for future generations
- our environmental impact
- our social impact
- our economic and supply chain impacts.

Many groups were consulted to determine the actions required to achieve our goals and targets. These included meetings with responsible managers; reference to other relevant university plans; consultation with the Sustainability Forum, External Sustainability Advisory Board, Sustainability Policy and Planning Group, and Planning and Resources Committee; and University-wide consultation through meetings in faculties and divisions. For more information on our approach to engaging key stakeholders, see the 'Engaging with stakeholders on sustainability' chapter.

The Sustainability Plan is an important component of the University's Planning Framework and its priorities are included in the plans supporting each faculty and service area's Business Plan. These Business Plans are updated on an annual basis and are linked to the budget process, to ensure that priorities are appropriately resourced. Each Business Plan refers to identified institutional priorities in *Future Ready* and related plans and, in the case of sustainability, other actions identified in the Sustainability Plan. More information of the planning framework is outlined in the Sustainability Plan:

latrobe.edu.au/sustainability/sustainability-plan-2013-2017

SUSTAINABILITY GOVERNANCE AND MANAGEMENT

Strong supporting committees and governance structures remain crucial to the achievement of our sustainability goals and targets. This has carried through the initial Sustainability Taskforce implemented by the Vice-Chancellor in 2009, to the current governance structure including the Sustainability Forum and Sustainability Policy and Planning Group.

Following a restructure of how the University delivers on its sustainability commitments, the Office of the Pro Vice-Chancellor (Sustainability) was replaced by an Office for Sustainability in 2013. A Director of Sustainability was appointed to oversee the Office (including engagement and governance functions), while the other roles (research, curriculum and reporting) were moved into other areas of the University with core responsibility for these functions. The Office was closed at the start of 2014, with remaining functions transferred to appropriate areas within La Trobe.

La Trobe's work has been supported by an External Sustainability Advisory Board and a Sustainability Forum. These committees enable us to engage with staff, students, the National Tertiary Education Union and key external stakeholders. More information about our structure is available at:
latrobe.edu.au/sustainability/about

The senior managers' committee for sustainability coordination is the Sustainability Policy and Planning Group (SPPG), chaired by the Senior Deputy Vice-Chancellor. It is responsible for monitoring progress against agreed actions in the Sustainability Plan and meets quarterly to consider progress and issues brought forward under each of the member's portfolios and ensure that synergies are achieved across the portfolios.

La Trobe University's overall management and governance is detailed on our website:
latrobe.edu.au/about/management

ANNUAL ACTIONS / RESPONSIBILITY	PROGRESS
Integrate sustainability into all University policies and strategies as they come up for review (<i>ongoing</i>). Senior Deputy Vice-Chancellor	Ongoing; <i>Future Ready</i> includes reference to sustainability, along with its supporting plans such as the Sustainability Plan (endorsed in October 2013). Reviewers are also encouraged to consider sustainability as their policies and procedures come up for scheduled review (142 sent for review in 2013).
Include sustainability performance targets in the performance goals of senior managers. Vice-Chancellor	Ongoing; the annual performance agreements of the senior executives include targets covering all aspects of <i>Future Ready</i> .
Allocate funding and staff resources for planned changes/improvements in sustainability performance (<i>ongoing</i>). Vice-Chancellor	Ongoing; the University's planning and budget setting processes ensure the allocation of resources to agreed priorities.
Include key sustainability priorities in the relevant University-level plans. Vice-Chancellor	Ongoing; relevant sustainability objectives have been included in the Learning and Teaching Plan and the Research Plan, and are included in Business Plans for faculties and divisions.
Produce an annual externally assured Sustainability Report following the Global Reporting Initiative's sustainability reporting guidelines and AccountAbility's AA1000 series of sustainability governance and management standards; improve each year based on feedback from assurance providers and stakeholders. Director, Planning and Institutional Performance Unit	Ongoing; this report meets these objectives.
Monitor performance against quantified targets Director, Planning and Institutional Performance Unit	Ongoing; outlined on the targets page of this report.
Monitor and report performance against agreed actions in prior year sustainability report. Director, Planning and Institutional Performance Unit	Ongoing; the action tables throughout this report respond to the actions from our sustainability reports, as outlined in the University's Sustainability Plan (some actions have been changed or removed since our last report).

SUSTAINABILITY RISKS

Key social, environmental and economic sustainability risks facing the university sector can be categorised as reputational, financial, regulatory, safety, wellbeing and governance, with many risks falling into more than one of these categories. A list of our major risks is included below, grouped into relevant areas.

Risks are identified and monitored on a regular basis. These are reported in the University Risk Profile to senior management and the University Council's Corporate Governance, Audit and Risk Committee (including a range of sustainability and climate change risks). The Internal Audit Program also examines the risk and control environment relating to a range of sustainability issues.

The potential amplifying impact of climate change on a range of financial, infrastructure, people, health, safety and environment risks are also examined in separate reporting, including:

- the Planning and Resources Committee (the highest-level management committee) requires consultation on sustainability for any papers presented to the committee
- the risks associated with climate change are reviewed and reported to the Corporate Governance Risk and Audit Committee
- annual Business Plans for all faculties and divisions include sustainability considerations
- sustainability is included in the standard terms of reference for reviews of faculties.

MAJOR SUSTAINABILITY RISKS CONSIDERED BY LA TROBE UNIVERSITY IN 2013

Resilience	<ul style="list-style-type: none"> ▪ Failure to protect the health and wellbeing of staff and students ▪ Failure to provide a safe and secure environment ▪ Unplanned cost impacts of losses due to external corrupt or fraudulent activities ▪ Disruption of core operations due to effects of increasing adverse natural events and utility interruption ▪ Lack of preparation to address an aging workforce
Reputational	<ul style="list-style-type: none"> ▪ Greenwash: overstating positive impacts and actions, while understating or omitting negative ones ▪ Impact of perception of listing as a major carbon emitter ▪ Loss of status as an employer of choice for women ▪ Significant negative publicity on poor environmental or social performance of a supplier/contractor ▪ Perception of changes to sustainability governance and management ▪ Perception of poor accountability for use of public funds ▪ Perception of poor governance/corruption ▪ Poor performance on equal opportunity, gender and cultural diversity issues leading to an inability to attract and retain quality staff ▪ Poor performance on social, environmental and economic sustainability key performance indicators ▪ Public transport availability and access ▪ Potential for discrimination incidents
Financial	<ul style="list-style-type: none"> ▪ Failure to invest in infrastructure improvement, resulting in impaired reliability and increasing waste ▪ 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 ▪ Uncertainty around carbon pricing, coupled with projected price rises in energy costs in future ▪ Possible changes to Commonwealth higher education funding policy ▪ Increased competition for domestic and international students
Regulatory	<ul style="list-style-type: none"> ▪ Potential legal action resulting from non-compliance with relevant environmental legislation (e.g. Emissions) ▪ Regulatory actions resulting from serious compliance breaches

Engaging with stakeholders on sustainability

La Trobe continued to engage with its stakeholders, both internal and external, on sustainability in 2013. Our sustainability messages, research and conversations continue to be communicated chiefly via our sustainability site supported by La Trobe's news site and social media channels.

latrobe.edu.au/sustainability

Although La Trobe does not currently have an overall framework for engagement we are currently developing our approach as part of the Funding Future Ready program. We already have a number of programs and partnerships to engage with our stakeholders, as outlined in this chapter and in the 'Our community' chapter on pages 30 to 33.

When we started on our sustainability reporting journey, we identified our key stakeholder groups and developed a Sustainability Stakeholder Engagement Strategy to help us prioritise and manage our approach.

This has been supplemented with action plans for some of our key internal groups, though this has been challenging to deliver as we no longer have a staff member dedicated to coordinate our sustainability stakeholder engagement.

Our key stakeholder groups include our students (future, current and alumni), staff, local communities, government, partner organisations, suppliers, staff and student unions, and our University Council. For more information on these groups, and our methods of engagement with them, visit:

latrobe.edu.au/sustainability/report/2013/data

2013 ACTIONS / RESPONSIBILITY	PROGRESS
Increase internal and external awareness through applications for sustainability awards, including Sustainability Reporting Awards, Premiers Sustainability Awards, Green Gown Awards (<i>ongoing</i>). Director, Planning and Institutional Performance Unit	Ongoing; La Trobe entered the Australasian Reporting Awards and the Corporate Register Reporting Awards, placing first runner-up in the 'credibility through assurance' category and fifth in the 'best report' category for Creating Futures in 2013. Our submission to the Green Gown Awards was highly commended.
Promote sustainability messages, research and conversations through a range of external communication channels, such as media releases, opinion pieces, podcasts and videos (<i>ongoing</i>). Chief Marketing Officer, Marketing and Engagement	Ongoing; regular communications continue.
Inform secondary schools about the University's sustainability objectives (<i>ongoing</i>). Chief Marketing Officer, Marketing and Engagement	Ongoing; information shared face-to-face at events and via the internet.
Respond to climate change and other sustainability-related policy papers released by all levels of government (<i>ongoing</i>). Executive Deans	Ongoing.
Develop knowledge and skills in managing events in a way that fulfils our sustainability principles, supported by a sustainable events guideline for the University community. Chief Marketing Officer, Marketing and Engagement	Complete; the online Events Guide for the University includes a sustainable events checklist.
Build on the <i>Sustainability Stakeholder Engagement Strategy</i> to communicate the University's focus on sustainability; link it to branding and to issues identified in the University's strategic plan, <i>Future Ready</i> . Chief Marketing Officer, Marketing and Engagement	In progress; the Strategy (from 2011) has had considerable redevelopment in the student section but work is still ongoing in revising for other stakeholder sections. This revision is made more difficult by not having an overarching stakeholder engagement plan or strategy for the University.
2014 ACTIONS	RESPONSIBILITY
Residential community gardens maintained and managed by residential students.	Director, Service Businesses
Devise strategies, processes and training around the replacement of inaccessible web content (e.g. PDF files). Implement a program of migration of core content into accessible formats to improve website accessibility by visually impaired users.	Chief Marketing Officer, Marketing and Engagement
Develop and implement consultation and communication process with staff, students and unions for making campuses smoke-free.	Director, Risk Management



Melbourne's North, Now and Tomorrow Summit

MELBOURNE CAMPUS MASTER PLAN

A key goal of our Campus Vision is to turn the Melbourne Campus 'outwards' by both activating the campus itself, and becoming more visible in the broader community. Our aim is to blur the boundaries between the University and surrounding neighbourhoods, so that we become a 'University Town'.

The goal – to welcome the wider community onto the campus to utilise infrastructure and resources, to hold events, and to transform the campus into a 24/7 University Town – was formed in 2013. In developing the master plan, we engaged with internal stakeholders including staff, students and businesses, and external stakeholders, including local government authorities, state government departments, statutory bodies, community groups, and industry organisations.

La Trobe looked at areas of water, ecology, sport and recreation, town planning and public transport to understand the needs and resources of the 'University Town' and our wider community, in order to build a sustainable future. More information on our Melbourne Campus Master Plan is available at:

latrobe.edu.au/infrastructure-projects/masterplan/melbourne

Students suggested ideas such as 'overnight sleep-outs' in our Wildlife Sanctuary, and pop-up services on campus. We encouraged visits to our Wildlife Sanctuary and Sculpture Tour, Bean Bags for use on campus, and casual seating areas with umbrellas. Plans commenced for a running and walking 'La Trobe Tan Track' to align with our Building Healthy Communities Research Focus Area. More information on this Research Focus Area is available at:

latrobe.edu.au/research/strengths-and-impacts/research-focus-areas/building-healthy-communities

PLAN MELBOURNE

We have been identified in the Victorian State Government's Metropolitan Planning Strategy, Plan Melbourne, as the Emerging La Trobe Employment Cluster – a key driver of economic, social and cultural development in Melbourne's north. Partners in this Cluster include La Trobe University, Banyule City Council, Darebin City Council and Austin Health.

We will work with partners to help grow employment and identify collaborative research projects which align with our Research Focus Areas. The cluster will drive collaboration between local industry and businesses and offer potential employment and commercial benefits to industry and the University.



Dennis Altman, Bob Brown and Robert Manne, Ideas and Society Program



Summit participants



Hon Denis Napthine MP

MELBOURNE'S NORTH, NOW AND TOMORROW SUMMIT

We hosted the first Melbourne's North, Now and Tomorrow Summit on 24 July 2013, with our co-hosts North Link and the Northern Melbourne Regional Development Australia Committee. More information is available at:

latrobe.edu.au/melbournes-north-summit

Over 200 people attended the event, with support by the Victorian State Government and seven surrounding local government authorities. Leaders from government, business, industry, education and the community sector discussed key regional issues and explored options for regional cooperation.

In opening the Summit the Premier of Victoria, the Hon Dr Denis Napthine MP, emphasised the importance of partnerships and of taking a regional approach to major initiatives and priorities.

Working groups identified seven themes for regional plans:

- growing industry and fostering innovation
- promoting education and developing human capital
- building a healthy community
- fostering the arts and culture
- transport and infrastructure for the future
- securing environmental sustainability
- stimulating the digital economy in Melbourne's north.

The overwhelming feedback on the Summit was positive and has created a momentum for increased regional collaboration to further a sustainable future for Melbourne's north.

latrobe.edu.au/vice-chancellor/photos-events/at-events/melbourne-north-summit

EVENT HIGHLIGHTS OF 2013 WITH A SUSTAINABILITY PERSPECTIVE

January

REALTV Series three on community television Channel 31 showcased work from La Trobe University media students. Each of the six episodes looked at different aspects of sustainability. Episodes four to six aired in January:

- Episode four: Dr Warwick Grant discussed sustaining family and cultural traditions; a documentary 'Comfortable Living' by graduating Media student Hieu Chau was screened.
- Episode five: Dr Jan Libich discussed sustainable fashion practices and necessity verses splurging; a documentary 'Waste Not Want Not' by graduating Media student Emma Buglisi was screened.
- Episode six: Professor Ken McPhail discussed sustaining skills, DIY and personal finance; a documentary 'Alternative to Money' by graduating Media student Ana Gonzalez was screened.

February

On 28 February and 1 March 2013, La Trobe University held a conference in honour of Professor Robert Manne. The conference brought together thirty prominent speakers that embody the notion of thinking for oneself and challenging the status quo on issues central to Professor Manne's life including indigenous politics, asylum seekers, multiculturalism and the challenges of climate change.

March

The School of Business supported a conference on the next generation of Global Reporting Initiative (GRI) reporting in conjunction with the Australian Centre for Corporate Social Responsibility (ACCSR) at the City Campus on 14 March.

The Hume Sustainability Living Fair in Wodonga is a strong community initiative jointly sponsored by La Trobe University, Hume Building Society and Albury City Council to promote sustainable living held in conjunction with Earth Hour on 23 March.

Public presentation on the science and politics of climate change with David Karoly and Robert Manne held on 27 March at the Melbourne Campus. To view the webcast, visit: latrobe.edu.au/news/ideas-and-society/the-science-and-politics-of-climate-change

April

The Fishy Fun Run held along the banks of the Kiewa and Murray Rivers promoted health and wellbeing in the community while drawing attention to the importance of the local river system and environment and the Murray-Darling Freshwater Research Centre's (MDFRC) research activities.

In Melbourne there was a public presentation by Tim Costello, Dr Elizabeth Finkel, Dr Philip Keane and Professor Snow Barlow titled 'Can we feed 9 billion in 2050?' For more information and the webcast, visit: latrobe.edu.au/news/articles/2013/release/can-we-feed-nine-billion-in-2050

The 18th Rotary Murray-Darling School of Freshwater Research ran from 14 to 19 April, hosting school students from New South Wales, Victoria, South Australia and the Australian Capital Territory.

May

On 9 May the business school ran a public seminar with Professor Jeremy Moon on institutionalising corporate social responsibility.

June

On 7 June Bill McKibbin gave a public presentation at The Athenaeum Theatre, titled 'Global Warming: Do the Math'. The presentation was introduced by the Greens' Federal Member for Melbourne, Adam Bandt MP.

July

La Trobe's Chancellor, Professor Adrienne Clarke, presented the Fairley La Trobe Lecture 2013 at Shepparton about the impact of change on regional Victoria.

Towards the end of July, La Trobe University in conjunction with partners [Northern Melbourne Regional Development Australia \(NMRDA\)](#) and [NORTH Link](#) co-hosted Melbourne's North: Now and Tomorrow.

August

In August, La Trobe University organised public presentations by Dr Elizabeth Finkel, Dr Bob Brown and Dr Savitri Taylor on topics ranging from refugees to food production. Dr Bob Brown discussed with Professor Dennis Altman and Professor Robert Manne some of the more poignant moments in his distinguished career. More information is available on page 12.

In conjunction with ACCSR, we held a conference on understanding the long-term implications of the new Global Reporting Initiative's G4 guidelines on the supply chain.

September

On 19 September, distinguished philosopher and bioethicist Professor Julian Savulescu gave a public presentation at St Michaels Uniting Church on 'Enhancing Human Behaviour: Ethical and Social Implications'.

The first group of La Trobe students to participate in the La Trobe GreenSteps program, in partnership with Monash University, commenced their training in late September. For more information, see page 16.

October

The University started October with a two-day conference held in partnership with RMIT. The 'Beyond the Edge: Australia's First Peri-urban Conference Exploring Ideas, Practice, Policy and Research' focused on our local communities. In a follow-up to the election, a panel including John Connor, Professor Mary Crock, John Daley and Professor Robert Manne discussed the topic 'What will the Abbott government do?' They explored the economy, climate change, and asylum seekers. To listen to the podcast, visit: podcast.blogs.latrobe.edu.au/2013/11/01/lecture-what-will-the-abbott-government-do

Two public lectures were presented in Bendigo, on community development and on the healthcare system. In Wodonga there was a seminar on sharing water knowledge and empowering people to act on waterways restoration.

November

Neil Barr gave a public lecture in Wodonga on the latest census data, looking at the sustainability of farming communities and the risk this puts on food security.

Staff from Mildura delivered a week-long school program at Calpurn Station, South Australia looking at the health of the river system.

In Shepparton, Maria Zito gave a public presentation on accounting for climate change.

December

As part of the celebration of Human Rights Day the Hon Catherine Branson QC was the keynote speaker for the Sylvia Walton Equity and Diversity Annual Public Lecture given in the State Library of Victoria. She reflected on the merit of freedom of speech in a diverse society.

Education for future generations

La Trobe University is taking a leading role in education for sustainability in Australian universities by embedding sustainability education in all undergraduate courses, through the Sustainability Thinking Essential. This is built upon in the other two La Trobe Essentials: 'Global Citizenship' and 'Innovation and Entrepreneurship'.

LA TROBE'S CURRICULUM ESSENTIALS

The Essentials are designed to develop students capacity to address our most pressing global challenges so they are able to engage with the major economic, technological, political and social issues, and understand how these are often interwoven.

The intention is that each undergraduate student completing their degree will experience each of the Essentials at least once, so that they develop into creative and independent thinkers who want to make a difference to their world, with a deep understanding of the most pressing challenges facing the global community, and with the ability to address those challenges intelligently and decisively.

The assessment of each Essential forms a significant part of the assessment of each designated subject. Completion of Essentials subjects will be reported on every student's Australian Higher Education Graduate (AHEGS) Statement that accompanies their transcript of results. Every undergraduate student at La Trobe will be expected to complete at least one subject in each of the Essentials.

CASE STUDY

Bob Brown's honorary degree

An honorary degree was conferred on Dr Bob Brown by La Trobe University Chancellor, Professor Adrienne E Clarke AC at a special ceremony in August, 2013. The honorary degree was a tribute to Dr Brown and his commitment to environmental protection, human rights and social justice. In conjunction with Emeritus Professor Dennis Altman, Dr Brown then engaged with a discussion on 'The personal and the political' with Professor Robert Manne. This is available to view online at:

latrobe.edu.au/news/ideas-and-society/the-personal-and-the-political



In 2013, the three La Trobe Essentials were planned for introduction to students across all courses and disciplines, beginning in 2014.

An audit of the Essentials in each faculty revealed that every course or discipline had a wide range of subjects suitable for recognition as an Essential, or able to be adapted for this purpose.

A gap analysis is guiding the development of new subjects in 2014. Some of the Sustainability Thinking Essentials subjects are showcased further in this chapter. For more information, visit: latrobe.edu.au/teaching/la-trobe-framework/essentials

SUPPORTING THE ESSENTIALS

Many of the actions foreshadowed for sustainability education at La Trobe University in 2013 have been subsumed under the development of the La Trobe curriculum Essentials, and in particular 'Sustainability Thinking' and the inter-relationship of this with the other two key La Trobe Essentials.

The development of Sustainability Thinking has been assisted by the appointment of a Curriculum and Academic Development Officer – Education for Sustainability in La Trobe Learning and Teaching (LTLT).

The activities of this role are made more effective through coordination with faculty-based sustainability education initiatives, and other educational development initiatives in the University, including Flexible and Online subject delivery and Blended Learning.

The University also proposed appointing a senior academic staff member as an Academic Leader for each Essential, as an extra support to embedding them across the curriculum. For more information, visit:

latrobe.edu.au/teaching/la-trobe-framework

REGIONAL SCHOLARSHIP OPPORTUNITIES

We have provided highly relevant education and skills in Regional Victoria, confirmed by data that shows we are the leading higher education provider in regional Victoria with 22 per cent of Victoria's regional student enrolments in 2012. More information on regional, low socioeconomic or Indigenous Australian students is available on page 34.

In 2013, we signed a memorandum of understanding with the Bendigo and Adelaide Bank to improve access to education and training in the region, trial new initiatives and assist regional communities to recruit, train and retain skilled workers. A video from the announcement can be viewed here:

latrobe.edu.au/news/articles/2013/release/bendigo-partners-forge-closer-links

La Trobe University and Bendigo and Adelaide Bank announced scholarships in 2013 to the value of \$2.1 million for educationally disadvantaged and rural and regional students. For more on these scholarships and a profile of some recipients, visit:

latrobeuniversitybulletin.com/2013/01/24/la-trobe-scholarships-open-up-new-horizons

Through our partnership with Mallee Family care, our support of the Chances for Children scholarship program helps to remove financial barriers for young people in the Mallee region to participate in higher education. To find out more about our scholarships and awards in regional Victoria, visit:

latrobe.edu.au/scholarships/search-result



Bendigo and Adelaide Bank Scholarship

COURSES AND SUBJECTS THAT INCLUDE SUSTAINABILITY

Under the umbrella of the Sustainability Thinking Essential, 2013 saw the further development of sustainability-related courses and subjects. Examples of Essentials subjects in Sustainability Thinking developed or expanded for inclusion in courses in 2014 include:

- continuation and expansion of the highly popular Climate, Sustainability and Society (ENVICSS), co-taught across three faculties
- planning to reshape the Bachelor of Business course to include Sustainability Thinking in a core subject at second-year level, to be implemented in 2015, and introducing Sustainability Thinking to over 1,200 students
- introduction of a new subject: Food for Thought – Discovering the World Through Commodities (HUS1FFT) that includes Sustainability Thinking, as one of the new discovery subjects in the reshaping of first year of the Bachelor of Arts degree.

Faculties have also been advised to develop subjects that have a 'sustainable capstone experience'. Design for Learning Work is now largely completed and transitioning into *Future Ready* learning and teaching initiatives, including embedding the Essentials in curriculum.

SUSTAINABILITY EDUCATION IN TERTIARY FORUM

The development and implementation of the Sustainability Thinking Essential was showcased at the national-level Forum on Education for Sustainability in the Tertiary Sector, led and co-hosted by La Trobe University in February 2014, in partnership with University of Technology Sydney and Charles Sturt University.

Outcomes of the forum, including a pre-recorded keynote address by Professor Geoff Scott, are posted on the national education for sustainability website: sustainability.edu.au



CASE STUDY

La Trobe student team's winning Big Idea

A team of three La Trobe students drawn from La Trobe's Business School won this year's social enterprise competition run by The Big Issue. La Trobe's 'Revegetate' team were part of The Big Idea, a social enterprise competition for university students.

They conceived an idea and business plan that would provide work for the disadvantaged and unemployed in Melbourne through an urban landscaping project – selling living vertical walls to cafés, hotels and restaurants throughout the metropolitan region.

The competition consisted of 37 teams, comprising more than 150 students from 10 different Australian universities challenged with devising what would be the next Big Idea to assist disadvantaged and unemployed people.





Moot court

CASE STUDY

Environmental Law Moot recognised

In November 2013, La Trobe Law students received a Highly Commended award at the National Green Gown Awards in the Student Initiatives category. The award was for organising the inaugural Australian Environmental Law Moot, launched in 2012 at the Federal Court of Australia in Melbourne. This is a nation-wide mooting contest, open to all Law Schools across Australia.

It seeks to further the commentary and jurisprudence across climate change, environment, energy, resources, water and planning law and public policy. The best and brightest upcoming talent from across Australia's Law Schools are invited to compete, critically and creatively engaging with a relevant and topical moot problem that illuminates our interpretation and application of contemporary law.

STAFF PROFESSIONAL DEVELOPMENT

Sustainability Thinking and other associated Essentials have prompted a range of focused professional development and related curriculum renewal initiatives in 2013. These include:

- a two day planning retreat for all Education Faculty staff on embedding the Essentials (and La Trobe Graduate Attributes), including Sustainability Thinking
- a follow-up half-day workshop with Secondary Education staff planning for detailed development of Sustainability Thinking as part of their course renewal in 2014 and beyond
- a series of workshop sessions with staff in the Faculty of Humanities and Social Sciences, planning for development of the Essentials in a range of subjects, including history, philosophy and anthropology. In addition, smaller-scale professional development was held with staff from the faculties of Health Science, Science, Technology and Engineering, and Business, Economics and Law
- setting up a collaborative faculty-university working party in the School of Business, to coordinate the development of the Essentials in core subjects across the three years of the Business degree program
- a presentation under the Scholarship of Learning and Teaching forum at La Trobe entitled 'Peeling the Sustainability Onion: Multiple Layers, Healthy Intentions, Watery Eyes'
- a panel session and follow-up forum session on the Essentials at the La Trobe Learning and Teaching Colloquium in December 2013. For more information, visit: tlweb.latrobe.edu.au/ctlc/colloquium

FACULTY SUSTAINABILITY COORDINATORS

The Faculty Sustainability Coordinator positions have now concluded, having helped to achieve University-wide engagement with sustainability education through the Sustainability Thinking Essential. Their responsibilities have been incorporated into the roles of Associate Deans (Academic) and their assistant curriculum development staff in each of the faculties.



Speakers, La Trobe Learning and Teaching Colloquium



ACTIONS/RESPONSIBILITY	PROGRESS
ONGOING	
Implement the process for ensuring (social and environmental) sustainability is embedded in new subjects where appropriate. Deputy Vice-Chancellor (Academic)	Ongoing; now part of La Trobe Essentials process.
Promote sustainability capstone experiences as part of the University-wide development of capstones for our Design for Learning initiative. Deputy Vice-Chancellor (Academic)	Ongoing; work now subsumed into <i>Future Ready</i> developments.
Develop and provide informal and informed sustainability learning opportunities for students, staff and the community outside the classroom. Academic Leaders for the Essentials	Ongoing; work will be increased in this space as the Academic Leaders for the Essentials are appointed in April 2014.
Provide sustainability information to each student upon enrolment. Executive Director, Student Services and Administration	Ongoing; information is provided through Orientation and via the current students website.
Explore opportunities to provide Executive Education programs in social (responsibility) and environmental sustainability. Executive Deans	Ongoing; responsible management and sustainability classes and seminars were developed in 2013 and conducted according to client needs.
Develop cross-faculty sustainability majors Executive Deans	Deferred; work did not progress in this area in 2013 due to changes in the University's approach.
2013	
Review the student feedback on subjects/teaching process to ensure sustainability is included in the subject-related items. Director, Planning and Institutional Performance Unit	Deferred; a review of the student feedback on subjects/teaching instrument has been delayed with the approval of the DVC (Academic) and is likely to occur in 2014.
Market sustainability courses together, regardless of their sponsor faculty. Chief Marketing Officer, Marketing and Engagement	Incomplete; this action has not proceeded.
2014 ACTIONS	
Ensure the provision of flexible and appropriate professional development for academic staff to support inclusion of the Sustainability Thinking Essential in La Trobe courses.	La Trobe Learning and Teaching
Develop and implement strategies to assist the University in determining the impact on student learning of the embedding of the Sustainability Thinking Essential in La Trobe courses.	Deputy Vice-Chancellor (Academic)



CASE STUDY

La Trobe University regional student volunteering in her community

Ally Powell is enrolled in the Bachelor of Accounting at the Shepparton Campus. She has been volunteering for the Biggest Blokes Lunch, a program that promotes awareness of prostate cancer.

'I joined the committee of the Shepparton's Biggest Blokes Lunch in 2009. Originally I joined through work. The partner of my firm was one of the founding committee members, but the more I contributed the more I enjoyed it and felt I was contributing to a worthwhile cause. Now I do it for fulfilment and a sense of achievement in the way of prostate cancer awareness.

'During this first year my father was diagnosed with prostate cancer and I felt more of a need to be involved and learn more about the illness. We have raised over \$100,000 each year for this worthwhile cause and now it is a highly spoken about event that is always sold out and have to turn away people due to number limitations. I love being part of a community event such as this and working alongside highly respected members of the community.

'My father lost his battle on Christmas Eve 2012 and this year I will be a guest speaker at the event to educate them on the importance of the family in times of this illness. I will continue to contribute to this cause for as long as I can for the community and the memory of my father.'

STUDENT ENRICHMENT PROGRAMS

La Trobe Award

The La Trobe Award recognises student volunteering in the local or campus community and rewards students with formal recognition on their academic transcript. Students are required to volunteer up to 50 hours over the academic year and write a reflective essay on what they have learnt from their experience.

In 2013, three streams were offered in the La Trobe Award: Community Engagement, University Leadership and Sustainability. Five hundred and thirty-one students from across our campuses were registered participants, comprising Connect Volunteers, Residential Leaders, Green Steps participants and Infinity Leadership Program participants, as well as those from the general student population who volunteer in their community.

Available to current students on the Melbourne and Bendigo Campuses, registrations for the La Trobe Award in Sustainability opened in Semester 2 2013. Eligibility requirements included completion of 40 volunteering hours (minimum) in the community on a sustainability project or event, completion of two La Trobe Award training modules (one core and one elective) and submission of a reflective activity, or through participation in the Green Steps program (offered by Monash University through our former Office for Sustainability).

Three training modules were developed in consultation with a sustainability consultant, Matt Wicking. The training modules were available to students who had registered with the La Trobe Award on both the Melbourne and Bendigo campuses.

The training included Sustainability 101: principles and global challenges (core), Applied Sustainability: organisational practice and performance (elective) and Social Sustainability: sustaining people and communities (elective).

In 2014, the La Trobe Award will be streamlined, offering the La Trobe Award in Community Engagement to all students on all campuses. This stream will incorporate the previous individual streams of Sustainability and University Leadership. The La Trobe Award in Community Engagement will recognise students volunteering on sustainability projects on-campus and in their local communities, as well as students who volunteer on other community projects.

GreenSteps

The Green Steps program was implemented at La Trobe University for the first time in 2013. Fourteen students attended intensive training on sustainability and change agency on the Bendigo and Melbourne campuses. Students worked within small teams on on-campus projects, including an energy and waste audit in La Trobe University offices. Some participants also had the opportunity to do a sustainability internship with local government or business, including the City of Greater Bendigo, Melbourne Zoo and Melbourne Water. The student working with Melbourne Water has gone on to secure work with them after the placement, working on an ecological footprint project. The Green Steps program at La Trobe University is currently under review, but will not occur in 2014.

Explore your Future in Sustainability Forum

La Trobe University ran the 'Explore your Future in Sustainability Forum' on the Melbourne Campus on 26 March, 2013. The Forum aimed to increase students' understanding of sustainability and raise their awareness of the ways in which their degree can be utilised in the development of a sustainable world. Experts from the State Government, Siemens, The Nature Conservatory and other businesses presented on Global Trends in Sustainability, Sustainability across Government and Sustainability Careers: How to Get Started.



R. Gaskin, W. White, A. Nagpal, P. Uthayakumar, H. Richards



Aarti Nagpal



Infinity Leadership Program

Since 2009, over 250 La Trobe students and recent graduates have successfully completed the Infinity Leadership Program. The Infinity Leadership Program provides participants the opportunity to develop their leadership knowledge and extend their skills by putting leadership into practice. The Program has three components; a Student Leadership Conference, guest speaker seminars and a Leadership in Action Project. By working in small teams on the Leadership in Action Project, students are able to develop their professional skills and connect with their local communities. One of the Leadership in Action projects was to develop a communications plan to create awareness and behavioural change with regard to recycling organic waste in the University residential colleges.

Connect Volunteer Program

The Connect Volunteer Program provides support and advice to all new students in their transition to university and on how to make the most out of student life at La Trobe. The program uses current students (undergraduate and postgraduate) as peer volunteers to support new students. Connect Volunteers participate in a training program, attend Orientation Week and meet with a group to welcome new students to the University and conduct a campus tour. They also provide ongoing support to students throughout the semester.

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Develop a La Trobe Award stream focusing on sustainability and unique to La Trobe University Associate Director LTLT (Student Enrichment)	Completed; three training units developed and run for students in Semester 2 2013, complemented with voluntary work

CASE STUDY

La Trobe University international student getting involved

Jennifer is an exchange student from Hong Kong. Since finding out about the La Trobe Award, Jennifer has logged 52 hours of volunteering in her community. Jennifer didn't rely on anyone to help her find volunteering roles – she contacted lots of organisations and used the Victoria Volunteer Portal, Seekvolunteer and the City of Melbourne to find volunteer work. In Hong Kong Jennifer has volunteered for the Red Cross, St John Ambulance, First Aid Team and Amnesty International.

'It is interesting to do volunteer work here in Australia as well and it is very different from volunteering back in Hong Kong. Volunteer work here in Australia is much more casual than in Hong Kong and I actually think it's great fun and I have got lots of friends. Exchange study is about learning and experiencing another culture. The best way to do that is by getting involved with volunteer work, I think. I want to do as many different volunteer roles as possible while I am here. That way I get to meet more people and get to experience various organisations. Volunteering is a great way to network with organisations and they are all linked so once you start it, it makes the ball roll.

'I would recommend all international students get involved in some way. If you sign up as an individual it will increase your chances of meeting new people. I think it's really important to contribute to the society which I think is way better than just living as a tourist and you don't feel like you go home empty-handed.

'I will use my certificate for a graduate job when I go back home and I will attach the La Trobe Award certificate to my resumé. The La Trobe Award has been very inspiring for me and I definitely think it's important for my future.'

Research for future generations



The Centre for AgriBioscience, Melbourne Campus

During 2013 the University built on its strong Excellence in Research for Australia (ERA) 2012 results and implemented five cross-disciplinary Research Focus Areas (RFAs) that build on our research strengths and address some of the most pressing questions affecting the future of human societies and their environments.

The University's strong ERA 2012 results identified nine fields of research rated 'well above' world standard (ERA 2012 rating of '5'), placing La Trobe at equal eleventh in the country. La Trobe also ranks third in Victoria for research when assessed on the number of Fields of Research rating '5', the number at world standard and above (3-5) and the number of four-digit Fields of Research assessed.

ERA 2012 results confirmed our position as the top ranked institution in Australia in Microbiology, and equal top in Biochemistry and Cell Biology and in Veterinary Science.

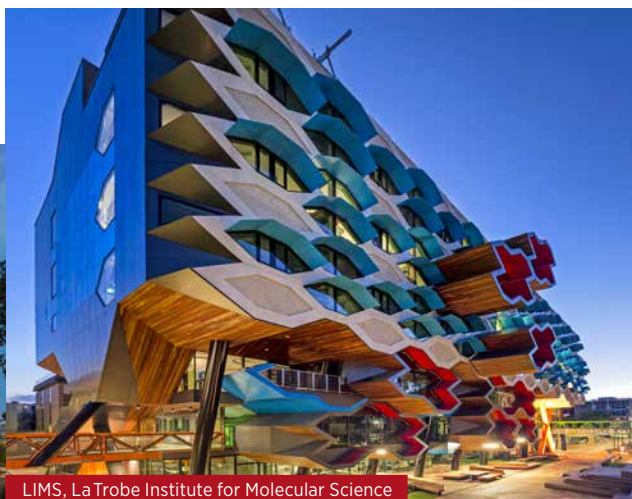
Historical Studies and Archaeology were both rated at ERA '5', highlighting the University's renowned strengths in humanities. Other disciplines to receive a '5' rating were Analytical Chemistry, Nursing, Other Medical and Health Sciences, and Human Movement and Sports Sciences.



Building healthy communities



Transforming human societies



LIMS, La Trobe Institute for Molecular Science



Sport, exercise and rehabilitation



Understanding disease

RESEARCH FOCUS AREAS

Cross-disciplinary research as undertaken within RFAs will, over time, become 'business as usual' for our University and will ensure that research across the whole institution is strengthened. We will identify and meet niche markets, both on and off-shore, for Higher Degree by Research students in these focus areas.

RFAs are led by RFA Directors and Executive Committees composed of strong research leaders responsible for engaging researchers across disciplinary boundaries. The critical mass of an RFA broadens the opportunities for collaboration and game-changing partnerships.

Researchers across multiple disciplines are working together on key research questions and have the potential to significantly increase research outcomes and income for the University. A key aim of each RFA is to be inclusive across our regional campuses in the relevant fields, and they have a clear mandate to support Early Career Researchers.

In addition to the five RFAs, during 2013 the University identified seven Disciplinary Research Programs (DRPs) that will further focus our strengths. To complement RFAs we will maintain and develop the underlying disciplinary strength of existing and emerging high-performing researchers and teams using DRPs.

During 2013, the RFAs supported projects involving over 70 research collaborations, in areas including biodiversity, river restoration, ecosystems and the environment, access and equity, water and sanitation in developing countries, community development, health and medical research. For more information on our Research Focus Areas, visit:

latrobe.edu.au/research/strengths-and-impacts/research-focus-areas

KEY RFA RESEARCH THEMES

Building healthy communities

- Optimising the health and wellbeing of communities through social and economic policies and health, educational and human services.
- Better serving the health and wellbeing of disadvantaged groups and communities.
- Achieving excellent health and wellbeing across the life course.
- Better supporting the health, social and educational systems which engage communities in the Asia Pacific region.

Securing food, water and the environment

- Raising the efficiency and efficacy of agricultural production.
- Safeguarding and improving environmental integrity and the provision of ecosystem services.
- Enhancing the communication and application of knowledge to influence policy, planning and decision-making when resolving competition over natural resources and their allocation.

Transforming human societies

All of our themes will be explored from the perspectives of past, present and future, and will consider environmental and climatic change:

- Understanding human mobility and exploring the drivers and impacts of human migration.
- Understanding social and cultural change.
- Achieving social justice and sustainable societies.

Sport, exercise and rehabilitation

- Improving the health of Australians by increasing regular participation in sport and exercise.
- Enhancing sport performance and exercise effectiveness in the community.
- Improving mobility and rehabilitation outcomes through evidence-based practice.

Understanding disease

- Investigating diseases of early origin, including inherited diseases.
- Researching diseases acquired during a lifetime, including cancer, infections, metabolic disorders, cardiovascular disease and neurological disorders.
- Undertaking translational research: prevention, diagnosis and treatment.

COMPLEMENTARY MEDICINE EVIDENCE CENTRE

The University plans to establish a Complementary Medicine Evidence Centre (CMEC) to address a major gap in independent research on the safety, consistency, efficacy and cost effectiveness of complementary medicines and nutraceuticals being sold in Australia.

Lobbyists undertook publicity actions against the University's inaugural CMEC client partner, Swisse, and the University addressed those actions by emphasising the need for an independent research program and clarifying that CMEC will work with a range of client partners.



Securing food, water and the environment

CASE STUDY

Research culture and support for staff and students

'La Trobe will be recognised for its research environment and culture and will continue to have a reputation as an institution that is not only a research leader, particularly in its fields of research strength, but also as a leader in the support it provides for academic staff in their research.'

The *La Trobe Research Plan 2013–2017* states that we will be recognised for our modern, vibrant research culture— one that values academic freedom, attracts and retains exceptional staff and outstanding students and cuts across traditional disciplinary boundaries to address global problems. La Trobe's academic culture will foster the very best research and attract game-changing partnerships. We engage with our local communities, in northern Melbourne, regional Victoria, and throughout Australia. Our research will make a positive difference to the communities we serve, and we will assess the impact of our research by a variety of measures.

The University will continue to largely 'grow its own' research leaders by hiring promising Early Career Researchers and nurturing their careers so that they can fully achieve their potential. We will continue to provide support and infrastructure to assist staff at all campuses to build and maintain excellent research careers. An essential element of this approach is for RFAs to enable collaboration and provide tailored support to research groups and individual researchers.

The Research Education and Development (RED) Unit offers a wide range of support for all researchers, especially Higher Degree by Research (HDR) students, including tailored workshops and mentoring opportunities.

Our academic staff are dedicated to guiding all commencing HDR students through to a successful completion. We offer a safe and supportive environment for postgraduate study. This includes assistance with professional development, presentation skills and IT support. Our library services have a high student satisfaction rating, in the top quartile for Australia (2012). Depending on the field of research, purpose-built laboratories are also available.

To download our Research Plan, visit:
latrobe.edu.au/research/downloads/Research-Plan-2013-2017.pdf

ETHICS AND ANIMAL WELFARE

La Trobe is committed to conducting all research in accordance with the Australian Code for the Responsible Conduct of Research, and Australian and State legislation and guidelines. We have a comprehensive approach to ensure that the University, staff and students comply with these requirements through policies, education, research ethics committees and Research Integrity Advisors, who assist staff and students with advice and assistance.

We have a number of ethics committees at university and faculty levels that address human research ethics, animal research ethics and recombinant DNA research. There are formal policies and processes in place to deal with breaches of research ethics.

La Trobe conducted a formal Internal Research Integrity Audit in 2013 to test the strength of the research ethics framework, policies and procedures and a number of areas of strength and weakness were identified. The report is being used as a basis for business planning to strengthen research ethics processes during 2014.

During 2013 we finalised a self-review tool for researchers and administrators to test the compliance of research projects with the Australian Code.

Our Animal Ethics Committee addressed concerns raised by students and lobby groups in relation to the use of animals in research in 2013. Improvements to animal management have been achieved in recent years, including through the opening of the new purpose built La Trobe Animal Research and Teaching Facility.

For more information, visit:

latrobe.edu.au/researchers/managing-your-research/integrity-ethics



2013 ACTIONS/RESPONSIBILITY	PROGRESS
Provide opportunities for sustainability students and researchers to collaborate across disciplines (<i>ongoing</i>). Deputy Vice-Chancellor (Research)	Ongoing; the Hallmarks are currently under development and sustainability is a consideration for this curriculum development work. RFAs have a mandate for addressing cross-disciplinary research and teaching, including sustainability.
Encourage faculty staff to participate through Research Focus Areas (<i>ongoing</i>). Deputy Vice-Chancellor (Research)	Ongoing; the RFAs, DRPs and faculties have their own requirements to encourage sustainability practices and the RFAs will increasingly address this issue.
Link researchers to sustainability issues in operations and education (<i>ongoing</i>). Vice-President, Administration	Ongoing; coordinate regularly with La Trobe Learning and Teaching (LTLT) on environmental sustainability education and research opportunities.
Encourage and support collaboration with IRU sustainability and related networks (<i>annually</i>). Deputy Vice-Chancellor (Research)	Ongoing; the IRU designates Environmental Sciences – Climate Change – Water – Energy as one of four priority focus areas, and is currently working on a major collaboration around disaster risk reduction and resilience, with environmental, social and economic sustainability as major themes.
Annual 10% growth in value of competitive Research Grants related to sustainability (<i>annually</i>). Deputy Vice-Chancellor (Research)	Ongoing (not achieved); this target is being monitored, however the 10 per cent growth target appears to have not been reached for 2013 applications (final data available July 2014).
Annual 5% growth in number of publications related to sustainability at or above world standard (<i>annually</i>). Deputy Vice-Chancellor (Research)	Ongoing; this target is being monitored, however achievement cannot be tested until after July 2014 when the HERDC publications for 2013 are finalised.
Submit a major bid for sustainability research funding that requires more than one discipline or approach (<i>annually</i>). Research Focus Area Directors	Ongoing (achieved); the RFAs have provided internal grants to over twenty projects in the broad area of sustainability and a national competitive grant application is a requirement of grant success.
Engage in at least one sustainability research activity per year with a clear benefit to regional Victoria (<i>annually</i>). Research Focus Area Directors	Ongoing (achieved); the RFAs have provided internal grants to six projects in the broad area of sustainability with clear benefits to regional Victoria.
Invest senior academic staff in identified gaps in sustainability research areas. Deputy Vice-Chancellor (Research)	Achieved; the RFA Directors are in place and they have a mandate in this area, especially for the Food, Water and the Environment RFA.
Implement actions identified in the Research Plan to further develop multi-disciplinary research capability in sustainability. Deputy Vice-Chancellor (Research)	Achieved; the main vehicle for this target is the creation of the RFAs which has been completed.

Environmental impacts



Solar panels, Beth Gleeson Building, Melbourne Campus*












GREENHOUSE GAS EMISSIONS

As in previous years, La Trobe University's 2013 greenhouse gas (GHG) inventory includes Scope 1, 2 and 3 emissions.

The International Greenhouse Gas Protocol categorises these scopes as direct and indirect emissions as follows:

- **Scope 1** – all direct GHG emissions.
- **Scope 2** – indirect GHG emissions from consumption of purchased electricity, heat or steam.
- **Scope 3** – other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, electricity-related activities (e.g. transmission and distribution losses) not covered in Scope 2, outsourced activities, waste disposal, etc.

Our greenhouse gas emissions are further categorised by specific areas of operation, as follows:

	SCOPE 1	SCOPE 2	SCOPE 3		
FACILITIES	 Stationary fuel	 Electricity	 Stationary fuel	 Electricity	
STAFF BUSINESS TRAVEL	 Fleet vehicle fuel		 Fleet vehicle fuel	 Taxi travel	 Aeroplane travel
STAFF AND STUDENT ACTIVITIES			 Paper use	 Waste to landfill	 Domestic postage

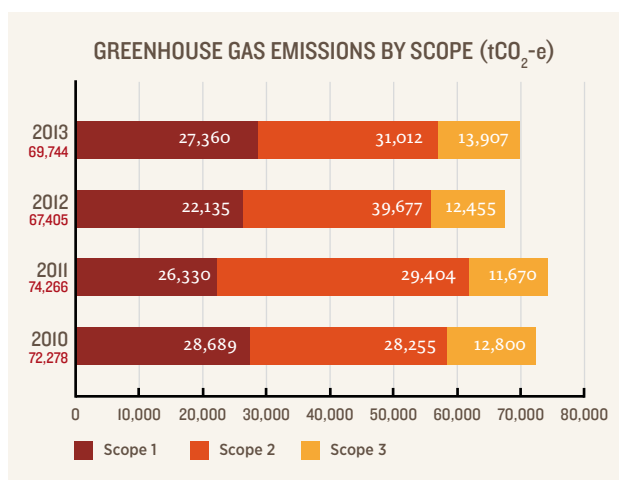
* The Department of Electronic Engineering installed the solar photovoltaic (PV) panels in 2008 with the assistance of our Infrastructure and Operations Group and generous partners. For more information, visit: latrobe.edu.au/ee

In 1993, La Trobe University installed a cogeneration (cogen) plant on the Melbourne Campus, reducing carbon emissions and utility costs through on-site electricity generation. The capacity of the cogen plant enables La Trobe to supply electricity to some on-site tenants, provide heating and cooling through waste heat and export electricity to the grid. This system has brought many benefits to the University, but it also adds a level of complexity to the overall energy and emissions profile for the organisation. For more information, visit:

latrobe.edu.au/sustainability/report/2010/case-studies/co-generation-plant

The cogen plant ran at full capacity in 2013 and helped the University achieve its facilities greenhouse gas target of 0.15 tCO₂-e/GFA. The 2013 result is marginally higher than the 2012 result (0.14 tCO₂-e/GFA). The higher result reflects increasing energy use as a result of adaptive reuse of current buildings (discussed further in the energy and water sections following).

The on-site cogen plant makes La Trobe the largest consumer of natural gas of all Australian universities, with our associated emissions reaching the 'large gas consuming facilities threshold' (25,000 tCO₂-e), triggering participation in the Australian Carbon Pricing Mechanism (CPM). La Trobe University is the only Australian university directly liable under the CPM and the 2012-13 financial year was the University's first year of participation. In 2013, the University's carbon price liability accounted for 12 per cent of the overall energy costs for the organisation.



In 2013, the University submitted all required reports on energy use and emissions, including the National Greenhouse and Energy Report (NGER) and the National Pollutant Inventory (NPI). Specific details on these report submissions and carbon unit purchases are available on the Clean Energy Regulator and NPI websites.

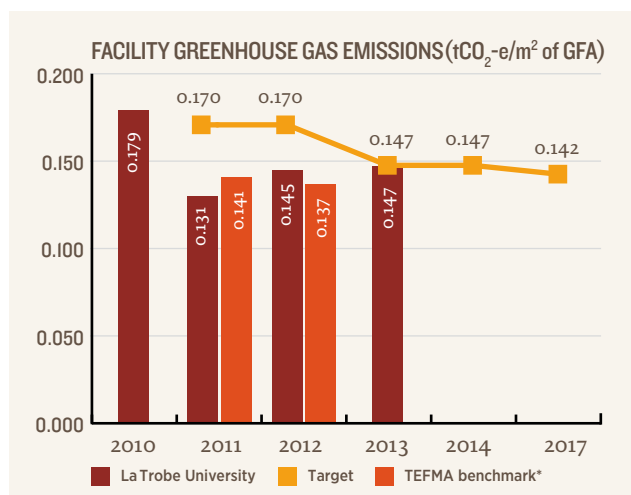
La Trobe University purchased 25 per cent GreenPower in 2013. In calculating facility greenhouse gas emissions for this report, we have included our GreenPower purchases as a zero emissions source. This resulted in offsetting 6,896 tonnes of our emissions in 2013.

In 2013, we did not achieve our staff business travel target of 2.01 tCO₂-e/FTE – the result of 2.26 tCO₂-e/FTE equates to a nine per cent increase on 2012 and 12 per cent above the 2013 target. It is unclear if this was due to increased travel by staff or better data capture due to a travel provider tender implemented in 2013. We will investigate this in 2014.

Although the staff business travel component of the organisational greenhouse gas emissions is small compared to emissions associated with facility energy use, La Trobe is committed to reviewing and improving communications around our Sustainable Travel Policy in 2014.

The University offsets vehicle fleet emissions through GreenFleet, using calculations based on the amount of fuel used by vehicles in our fleet that year and the national emissions factors. The 2013 amount offset was 620 tCO₂-e; the University does not currently include this as a reduction in our emissions profile.

Our staff and student activities greenhouse gas emissions include emissions associated with general waste-to-landfill (Melbourne Campus only), domestic postage and office paper.



* Tertiary Education Facilities Management Association

2013 ACTIONS/RESPONSIBILITY

Prepare procedures for the financial management of carbon credits and other emission units to enable the university to meet its obligations.
Vice President, Finance and Resources/Chief Financial Officer

Report under National Gas and Energy Reporting (NGER) Act (*ongoing*).
Executive Director, Infrastructure and Operations

PROGRESS

Complete; procedures for the purchase and surrender of carbon credits have been formulated and were used for the first purchase of carbon credits for 2013.

Ongoing; completed again in 2012/13, with improvements made to process (some of which were in response to assurance provider's recommendations).

2014 ACTIONS

Upgrade the pool car booking system to allow multiple user booking (i.e. people are notified automatically if a car has been booked to travel to another campus at the same time).

Review the Fleet policy to ensure it covers current best practice for sustainability (mandate minimums for fuel-efficiency, low emissions and a high level of safety).

RESPONSIBILITY

Director, Corporate Finance

Director, Corporate Finance

ENERGY CONSUMPTION AND PRODUCTION

The University was over its energy target of 0.89 GJ/m² of GFA by three per cent in 2013 (at 0.92 GJ/m²). While this result is not a significant increase from 2012 (0.89 GJ/m²), the adaptive building reuse approach adopted by the University and potential future average temperature rises indicate there is likely to be an upward trend in energy usage and this demonstrates our need to focus further on energy efficiency in 2014.

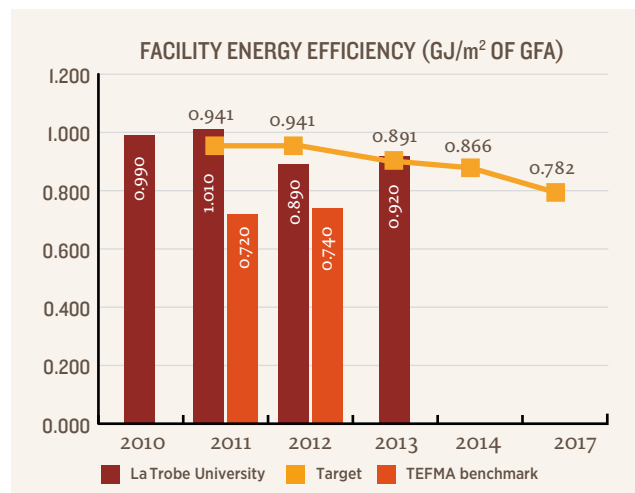
The University's approach of adapting existing buildings to maximise floor space use may have resulted in higher energy consumption as previously empty areas, such as corridors, are activated for student use (e.g. the breakout learning space created on level one of the Humanities and Education complex, Melbourne Campus).

In addition, the Australian Bureau of Meteorology Annual Climate Statement for 2013 revealed that average temperatures were 1.20 degrees Celsius above the long-term average of 21.8C, breaking the previous record set in 2005 by 0.17C. Every month of 2013 had national average temperatures at least 0.5C above normal, likely to have resulted in increased electricity use for air-conditioning.

Given the clear scientific evidence that average temperatures are set to continue to rise as a result of climate change, this trend of increasing energy use will be problematic and needs to be addressed.

The Infrastructure and Operations Group, which oversees all projects and maintenance for the University, developed an Environmental Management System (EMS) in late 2013 for roll-out across the division in 2014. One of the main focuses of the EMS is on energy efficiency and a number of projects have been identified to assist the University to meet its 2014 target.

The energy consumption profile of La Trobe is less greenhouse gas intensive – but more complex – as a result of on-site energy production through the cogeneration (cogen) plant on the Melbourne Campus. In 2013, La Trobe consumed 404,788.54 GJ of natural gas in the cogen plant, which we used to generate 100,786.56 GJ (27,996,267 kWh) of electricity for on-site use and export to the grid. The electricity generated by the cogen plant accounted for 63 per cent of the overall electricity usage at the Melbourne Campus.



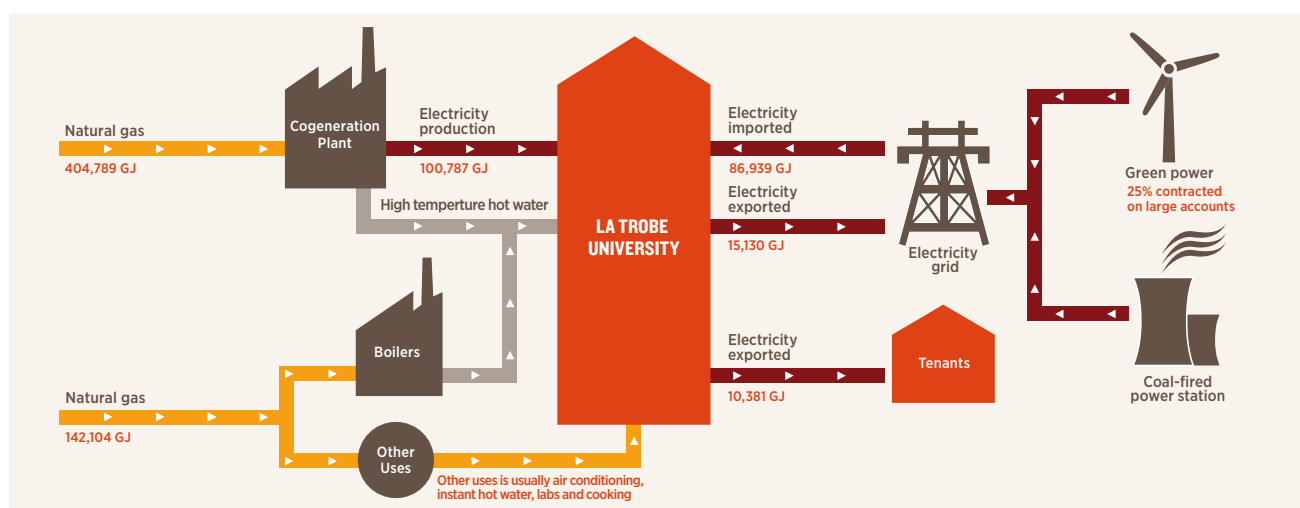
The energy profile can be broken down as shown on the graph below. To see our energy data broken down by campus, visit: latrobe.edu.au/sustainability/report/2013/data

The Infrastructure and Operations Group managed a number of refurbishment projects in late 2012 and 2013, contributing to energy efficiency across our campuses.

Examples of projects include:

- Eastern Lecture Theatre – 72 lights were changed from T8 to T5 with dimmable ballasts (completed 2012).
- George Singer Building – replaced 319 lights with higher efficiency units (completed 2013).
- Menzies College – replacement of 280 windows resulting in improved insulation (started 2013, to be completed 2014).

The University acknowledges that more can be done to reduce our overall energy consumption and will use the EMS to focus efforts on energy efficiency in the future.



2013 ACTIONS/RESPONSIBILITY	PROGRESS
Link researchers and students with operational projects and initiatives concerned with energy reduction and renewable energy use (<i>ongoing</i>). Vice President, Administration	Ongoing; students learn about the cogeneration plant and study on-site Solar PV on the Melbourne Campus.
Review the purchase of 25% GreenPower across the University's large electricity accounts for 2014. Executive Director, Infrastructure and Operations	Complete; review of GreenPower purchasing conducted annually.

COMMUTING

In 2013 we reduced the proportion of commuters in single occupant vehicles by nine per cent, bringing the number of these vehicles arriving on the Melbourne Campus down to 45 per cent. While this is a positive improvement, this figure falls short of our 2013 target of 41 per cent, indicating further efforts are required to make inroads on the 2014 target.

Transport surveys for staff and students were conducted at the Melbourne and Bendigo Campuses, counting the final transport mode people used to reach campus. The surveys showed that there was an overall reduction in car dependency, with 62 per cent arriving at the Melbourne Campus by car in 2013, compared to 68 per cent in 2012. This is likely related to an increase in public transport usage, which increased from 21 per cent in 2012 to 29 per cent in 2013.

The Public Transport Strategy that we developed in 2012 continued to be a focus for discussions with the Department of Transport, Public Transport Victoria and bus providers.

The Transport Central website was launched in 2013 and provides access to information on all forms of sustainable transport options available across our campuses.

To encourage the use of public transport, University staff can participate in the Commuter Club, providing access to a discounted annual Myki card for metropolitan public transport. La Trobe also promotes and supports the use of concession cards to make public transport more affordable for eligible students.

The carpooling system introduced in 2012 was maintained in 2013 and participation rose from 249 to 469, representing an 88 per cent increase in uptake.

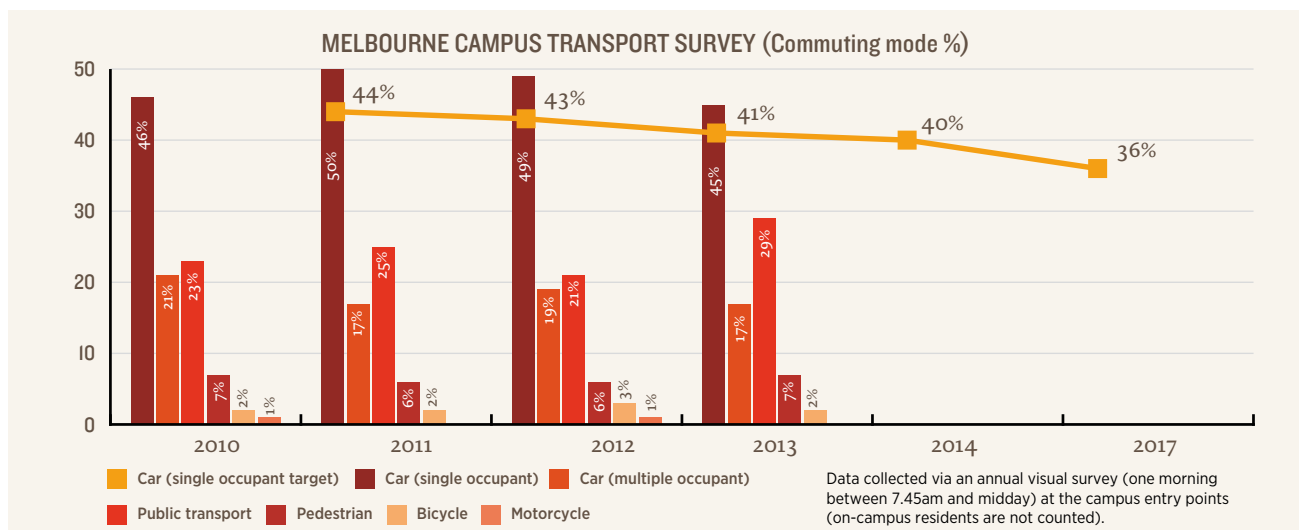
In 2013, two Flexicars (a car share service) were made available for the University community at the Melbourne Campus. The program includes discounted and flexible rates for staff and students, and is intended as an alternative to individual car ownership. Uptake has been reasonable (48 members), but further promotion will be undertaken in 2014 to increase usage.

A number of improvements were made to cycling infrastructure to encourage more people to ride to campus. To meet the needs of the active cycling community, we installed new hoops on the Melbourne Campus. The bike path exit from the Darebin Creek Trail was also realigned to ensure safer merging with traffic on the road into the University.

A bicycle hub was created on the Melbourne Campus following the installation of a bike part vending machine in 2013. A bike repair station will be installed in early 2014. If this is successful, the University will seek to create similar solutions on regional campuses.

The Bike Share Program was trialed in 2013 on the Melbourne Campus, with over 75 members in the first year. The Program will be operated again in 2014 in partnership with LifeSkills, a social enterprise based on campus and another social enterprise, Good Cycles, will be contracted to provide maintenance services on the fleet of bikes in the Program.

The University provides video/teleconferencing facilities that can help reduce travel requirements (see 'Green ICT' on page 29). For more information on our commuting initiatives, visit: latrobe.edu.au/transport-central



ONGOING ACTIONS/RESPONSIBILITY	PROGRESS
Continue to work with the Victorian Government to improve public transport options to all campuses. Executive Director, Infrastructure and Operations	Ongoing; continuing to implement Melbourne's 2012 Public Transport Strategy actions.
Seek staff and student involvement and support in sustainable transport options and projects Vice President, Administration	Ongoing; students and staff are regularly involved in sustainable transport events and promotions.
Communicate sustainable transport options and benefits to the University community. Executive Director, Infrastructure and Operations	Ongoing; regular communication of new and existing programs and events.
Expand and promote carpooling and carshare programming. Executive Director, Infrastructure and Operations	Ongoing; carpooling available on all campuses and carshare (Flexicar) available on Melbourne Campus.
Review of car parking availability and pricing to ensure the sustainable development of car parking on campus. Executive Director, Infrastructure and Operations	Deferred to 2014; car parking strategy underway for the Melbourne Campus with outcomes communicated in 2014 and anticipated pricing changes in 2015.

WATER USE

This year we reached 8.89 kL/EFTPL, failing to meet the target of 8.20 kL/EFTPL by eight per cent. As there is currently only one water meter serving the Melbourne Campus, measuring, monitoring and identifying the potential areas of increased consumption is difficult. The Infrastructure and Operations Group will start addressing this issue through the Environmental Management System in 2014, with a specific action to improve monitoring and measurement practices in relation to water use.

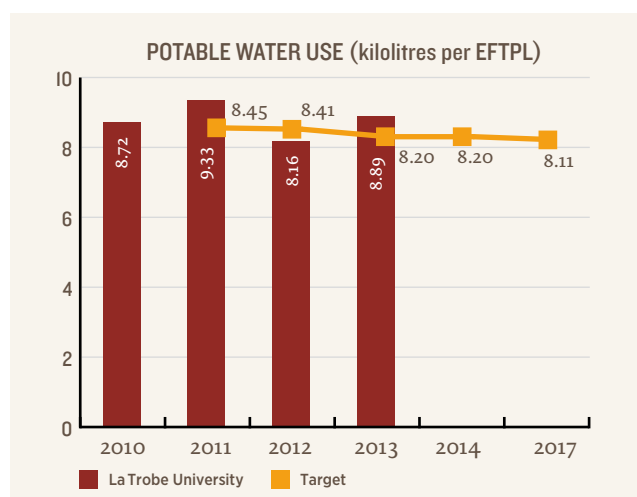
Stormwater and rainwater are in use for irrigation and toilet flushing on some campuses but further efficiencies are needed to ensure the University meets its future potable water use reduction targets. As metering and monitoring are improved, we will be better able to target water efficiency initiatives.

In late 2013, a project was completed to harvest water from the Maintenance Building on the Melbourne Campus into two 100,000 litre tanks. This water offsets potable water use in the cooling towers, associated with the cogeneration plant.

As outlined in the Energy section, the Australian Bureau of Meteorology Annual Climate Statement revealed above average temperatures were experienced in 2013. These temperatures are likely to have had an impact on the irrigation regimes across all of our campuses and therefore lead to an increase in our overall water use.

La Trobe University received a grant from the Office of Living Victoria in 2013 for a project that involves enhancement, redesign and rehabilitation of the stormwater collection and conveyance channel encircling the Melbourne Campus. This project commenced in 2013, will progress through 2014 and be completed in 2015.

For more information, and to see the water use at each campus, visit: latrobe.edu.au/sustainability/report/2013/data



Includes all campuses in 2013. See previous reports for exceptions. EFTPL – The sum of all full-time equivalent hours for staff and the equivalent full-time student load hours at all of the University's Victorian campuses.

ONGOING ACTIONS/RESPONSIBILITY	PROGRESS
Seek staff and student involvement in water projects and initiatives. Vice President, Administration	Ongoing; students are engaged in water quality monitoring through the Wildlife Sanctuary.
2014 ACTIONS	RESPONSIBILITY
Plan and implement water reduction initiatives identified in the Greener Government Buildings Program's Detailed Facilities Study with operational savings and minimal paybacks.	Executive Director, Infrastructure and Operations



Staff with a bike from the Bike Share Program

CASE STUDY

Upgrading our water infrastructure

The University is undertaking strategic upgrades to its campuses, in support of our Future Ready objectives and campus master plans.

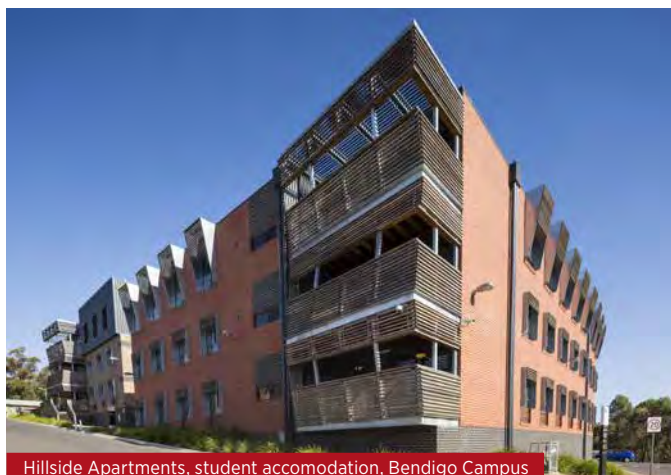
In 2013, an improved irrigation system was installed at the Bendigo Campus, providing real-time data in terms of soil condition and water levels. Further investigation was completed into advanced technology irrigation systems for the Melbourne Campus, with a new system installed at the sports fields in early 2014 as part of the lower playing fields upgrades. We intend to investigate wider applications that work with our usage profile, exploring new technologies where equipment needs to be upgraded.

In addition to improved irrigation technologies, a significant project to strategically upgrade site-wide hydraulic engineering infrastructure to achieve compliance with Building Code of Australia and Australian Standards was undertaken in 2013 on the Melbourne Campus.

The project included:

- new fire and domestic water pipework resulting in improved safety
- compliant distribution system (as signed off by building surveyor and Melbourne Fire Brigade)
- the modernisation of campus infrastructure and services
- decreased likelihood of water leakage due to bursts
- monitoring of water usage
- compliance with legislative maintenance requirements
- required water pressure to allow for future buildings on campus.

The testing required in the commissioning phase of this project is likely to have resulted in water usage above and beyond day-to-day operations.



Hillside Apartments, student accommodation, Bendigo Campus

BUILT ENVIRONMENT

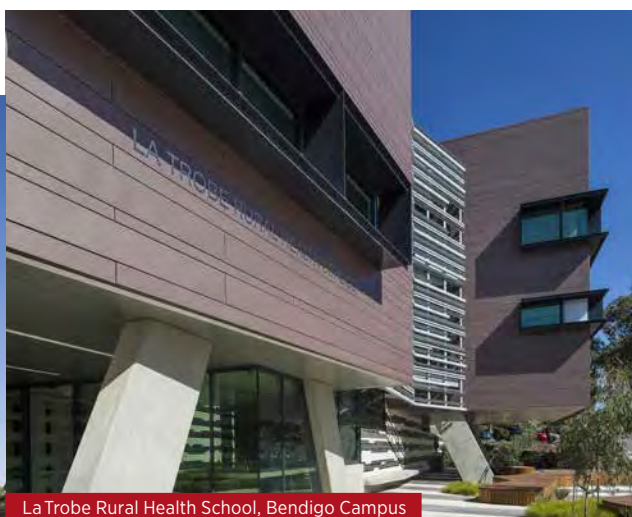
La Trobe University is committed to achieving financially and environmentally sustainable outcomes when it comes to reducing facility energy consumption and carbon emissions. The University is pursuing the adaptive reuse of current building stock. This has advantages in maximising the use of existing buildings, upgrading ageing infrastructure and reducing the need to build new facilities, but can lead to increased energy consumption within our current footprint as existing floor space is used more actively.

We received Green Building Council of Australia (GBCA) 5 Star Green Star design certification for the Clinical Teaching Building (Bendigo) in 2013. Work is ongoing to achieve certification for the Health Sciences Building (Bendigo), and this is likely to be achieved in 2014.

Three members of University staff are active Green Star Accredited Professionals through the GBCA, providing support to the project delivery team on the accreditation process.

A planned solar photo voltaic (PV) installation for the Bouverie Centre was completed in early 2013. This project involved the installation of a 72 panel, 18kW system and has resulted in a 36 per cent reduction in electricity demand on-site in 2013 compared to 2012.

ONGOING ACTIONS/ RESPONSIBILITY	PROGRESS
Reduce the need for creating new infrastructure through adaptive reuse and include recognition of embedded energy in any option studies. Executive Director, Infrastructure and Operations	Ongoing; focusing on facility retrofits to optimise space utilisation.
Where possible, limit the rollout of split system air conditioning/heating (within requirements of the University's Thermal Comfort Guidelines). Executive Director, Infrastructure and Operations	Ongoing; thermal comfort improvements project underway.
2014 ACTIONS	RESPONSIBILITY
Plan and implement energy reduction initiatives that are identified in the Greener Government Buildings Program's Detailed Facilities Study with operational savings and minimal paybacks.	Executive Director, Infrastructure and Operations



La Trobe Rural Health School, Bendigo Campus



Interiors of the Rural Health School

PROJECT UPDATE: GREENER GOVERNMENT BUILDINGS

In 2011, the University began participating in the State Government's Greener Government Buildings (GGB) program.

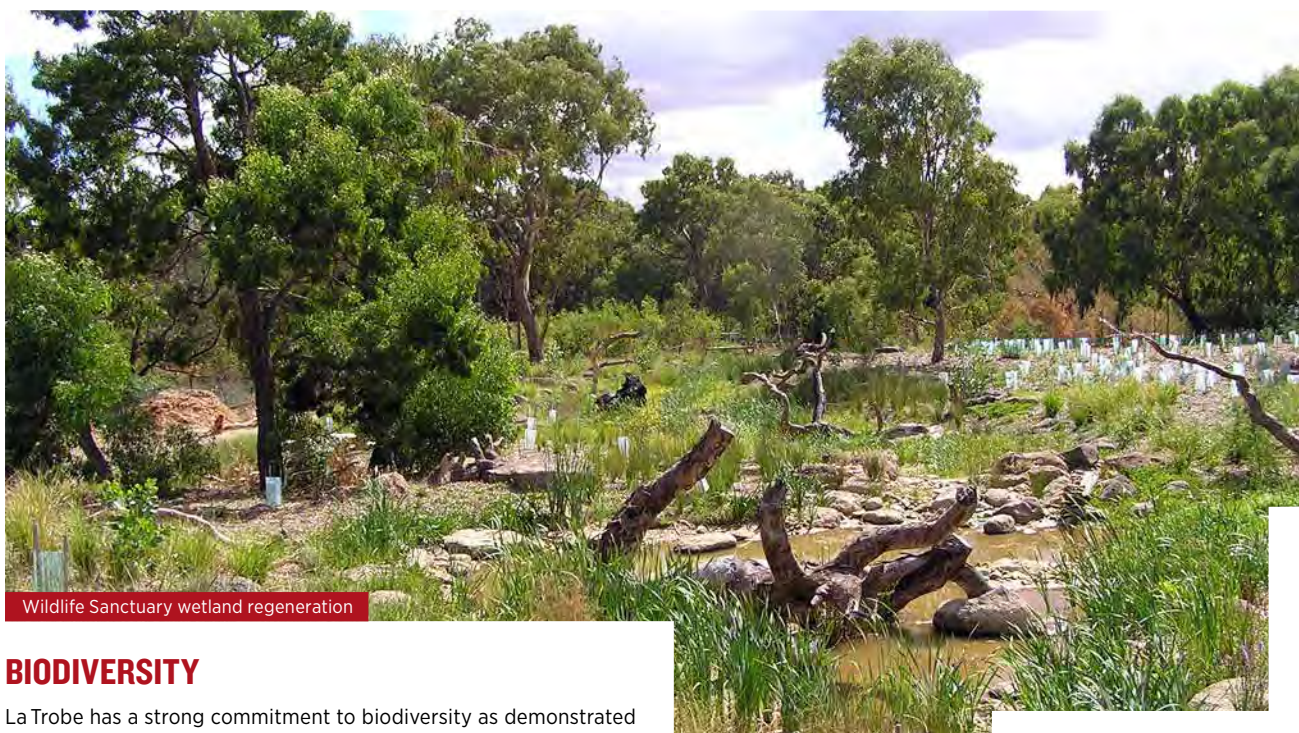
The GGB program provided zero per cent interest funding to identify and implement energy and water consumption reduction projects with a seven-year payback, funded by the operational savings achieved by these projects. The program was aimed at tertiary education facilities and included a learning and research component. In 2012, a change to the program removed the zero per cent interest funding availability for universities.

Despite the change, the University chose to continue, engaging Siemens in 2012 to conduct a detailed facilities study (level 3 energy and water audit) on the Melbourne, Bendigo and Albury-Wodonga Campuses. In addition to this work, expressions of interest for learning and research projects were sought and three projects were identified to be funded through the program. The total cost of the program was estimated at \$30 million.

In 2013, the University considered its position in relation to progressing beyond the completed detailed facilities study. While undergoing significant changes to achieve Funding Future Ready objectives, the University determined that it was unable to move to the implementation stage of the program.

The outcomes of the detailed facilities study are being used to identify energy and water use reduction work programs for phased delivery by the Infrastructure and Operations Group, commencing in 2014. These works will contribute to our sustainability targets to reduce facility energy consumption and carbon emissions.

GGB learning and research documentation has been provided to the University's Research Services area for future funding bid consideration under the appropriate Research Focus Areas.



Wildlife Sanctuary wetland regeneration

BIODIVERSITY

La Trobe has a strong commitment to biodiversity as demonstrated through various projects.

The University manages significant areas of land for biodiversity purposes across all campuses, including the La Trobe Wildlife Sanctuary (30.04 ha) and adjacent property (known as Area 2A at 1.82 ha), registered under a Trust for Nature Deed of Covenant (2012).

There are numerous other areas of remnant and high ecological value managed across the Melbourne, Bendigo and Albury-Wodonga Campuses.

The Deed of Covenant for the Conservation of Land mandates for the conservation of:

- land and native plants and wildlife
- natural interest and beauty
- ecological significance
- historical interest
- bushland, trees and rock formations
- watercourses, lakes, ponds, marshes and other bodies of water.

La Trobe continues to implement the Land and Water Management Plan for the Melbourne, Bendigo and Albury-Wodonga Campuses. This Plan addresses the protection and management of remnant vegetation, including the control of soft and woody weeds, the improvement of water quality within the moat, and enhancement and protection of biodiversity through measures such as pest species control.

Maintenance of the Wildlife Sanctuary Nursery seed bank, production of indigenous plants from local provenance, and the installation of nesting boxes contributes to the enhancement of biodiversity on the land that La Trobe manages. The Sanctuary is being developed as a living laboratory to support educational experiences for university and school students, and members of the community.

A Melbourne Campus environmental improvement project was conducted in 2013 to remove historical stockpiles of garden waste and other materials.

The Wildlife Sanctuary partnership with Conservation Volunteers Australia provides support to the land and water management activities including weed control activities and planting of indigenous species to restore habitat.

ONGOING ACTIONS/RESPONSIBILITY	PROGRESS
<p>Seek staff and student involvement in land and biodiversity projects and initiatives and develop research opportunities with Greening Australia (Victoria).</p> <p>Research Focus Area Director: Securing Food, Water and Environment</p>	<p>Ongoing; students involved in volunteering and La Trobe staff working on projects with Greening Australia (Victoria).</p>
2014 ACTIONS	RESPONSIBILITY
<p>Investigate the development and management of an electronic inventory of threatened, protected and endangered floral species and faunal assessments at the Wildlife Sanctuary.</p>	<p>Executive Director, Infrastructure and Operations</p>

WASTE AND RECYCLING



The University did not meet waste-to-landfill and recycling targets in 2013, with results at 20 per cent and 37 per cent off the targets respectively. To address this, La Trobe will work towards improving waste programs and integrity for waste-to-landfill data sources in 2014.

In 2013, 301 items of furniture were provided to the University community for reuse through the Furniture Shed on the Melbourne Campus.

A water fountain audit and upgrade program was undertaken on the Melbourne Campus to add bottle refill taps to existing infrastructure. The additional taps will encourage the use of reusable bottles, avoiding plastic bottle waste. The Infrastructure and Operations Group will install additional water fountains in 2014 – two fountains are a result of a partnership with Yarra Valley Water. There will also be a communications campaign to build awareness about this infrastructure to increase uptake.

An audit of waste-to-landfill bins in the Agora retail area at the Melbourne Campus in September 2013 showed that 80 per cent of material in bins inspected could be diverted from landfill. The majority of the waste (70 per cent) was organic food waste, which is not currently collected as a separate stream. The remainder of the contamination (10 per cent) comprised of packaging waste such as recyclable bottles, cans and containers.

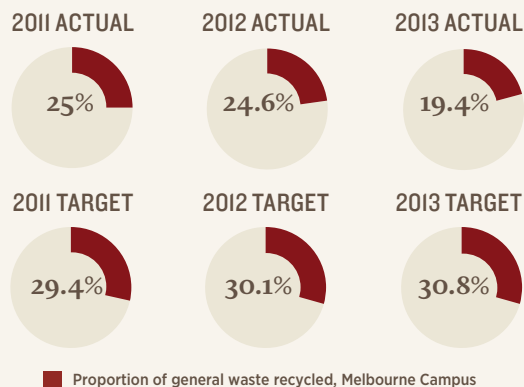
These results demonstrate that a specific focus is required to enable segregation of organic food waste and that further behaviour change initiatives are required to ensure recyclable materials are disposed of in the appropriate bins. An Organics Strategy will be developed in 2014, targeting the Agora area as an opportunity to reduce waste to landfill.

La Trobe segregates and recycles a number of other waste streams outside general recycling. These streams include:

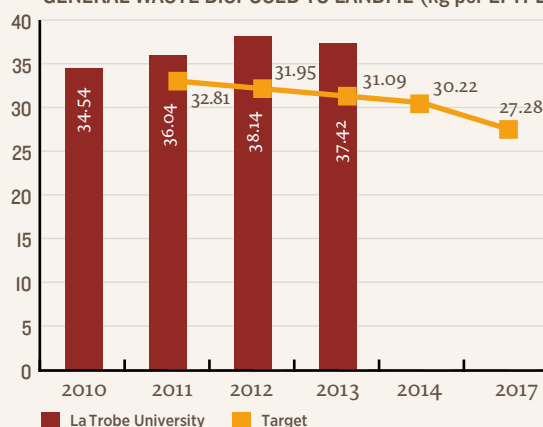
- batteries
- CDs and DVDs
- fluorescent tubes
- e-waste
- toner cartridges
- mobile phones
- polystyrene
- furniture.

An engagement program will be delivered in 2014 to build awareness of these recycling services and increase diversion from landfill.

RECYCLING RATE (% of all general waste)



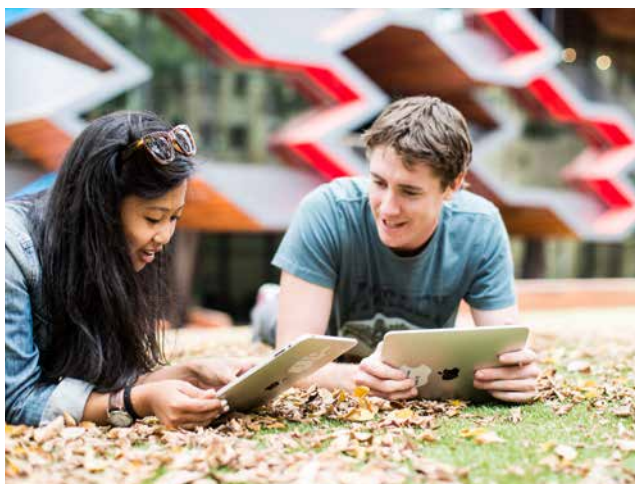
GENERAL WASTE DISPOSED TO LANDFILL (kg per EFTPL)



Melbourne campus data only. EFTPL – The sum of all full-time equivalent hours for staff and the equivalent full-time student load hours at all of the University's Victorian campuses.

ONGOING ACTIONS/RESPONSIBILITY	PROGRESS
Link researchers and students with waste and recycling operational projects and initiatives. Executive Director, Infrastructure and Operations	Ongoing; student involvement in waste reduction through the Office for Sustainability's Green Steps Program and other initiatives.
Create and implement internal procedures that mandate waste, composting and recycling standards in contracts (as leases come up for renewal) with food service vendors, residential colleges, campus catering and campus child care centres. Executive Director, Infrastructure and Operations	Complete; guidelines completed for operations and services under control of our Infrastructure and Operations Group.
Implement communication and engage with students and other stakeholders to reduce waste and increase recycling. Executive Director, Infrastructure and Operations	Ongoing; regular communication of new and existing programs and events.
2014 ACTIONS	RESPONSIBILITY
Roll out the pilot organic waste program at all Melbourne Campus colleges (Chisholm, Menzies and Glenn).	Executive Director, Infrastructure and Operations

PRODUCTS AND SERVICES



Green ICT

The University continued its efforts to provide sustainable ICT services in 2013, with 99.93 per cent of PCs continuing to be disposed of in an environmentally friendly manner and a rise in the percentage of computers rated EPEAT Gold (from 99.78 per cent to 99.93 per cent in 2013). La Trobe has increased the proportion of its servers that are virtualised – 83 per cent, excluding virtualisation hosts.

As older devices reach end-of-life, the University is providing more power-efficient ICT infrastructure. All new VOIP phones and Network Switches have advanced power management enabled, and new more efficient data storage has been installed. The wireless network across our campuses is also becoming more energy-efficient through the new wireless access points currently being deployed.

With regards to software, our Power Management software pilot produced recognised energy savings. We plan to implement the software in a phased approach, following a network design review. To improve communication, unified communications software (Cisco Jabber and WebEx) are now standard on University PCs. These allow staff to host web conferences and use their phone through their computer whenever they are on the University network.

The use of videoconferencing (in meeting rooms and teaching spaces) was increasingly used for teaching purposes in 2013, but dropped in administrative use. The unified communications software roll-out, which enables staff to meet from their desktop (avoiding the need for dedicated Video Conferencing equipment), may be the reason for the decrease in use, which was the first drop in use in five years. To see the videoconferencing data, visit: latrobe.edu.au/sustainability/report/2013/data

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Procure more power-efficient ICT infrastructure such as VOIP phones and network switches, and data storage where appropriate. Executive Director/Chief Information Officer	Complete; this will continue in future.
Investigate the wider use of Power Management software for PCs piloted at Bendigo in 2012. Executive Director/Chief Information Officer	Complete; pilot ran and results analysed.
Investigate the possible benefits of desktop virtualisation for reducing power use and extending equipment lifetime, thereby reducing e-waste. Executive Director/Chief Information Officer	Complete; desktop virtualisation pilot undertaken, and funding for deployment being sought.
Encourage the use of desktop videoconferencing to reduce the need for travel as part of the unified communications project. Executive Director/Chief Information Officer	Complete; infrastructure and software implemented.

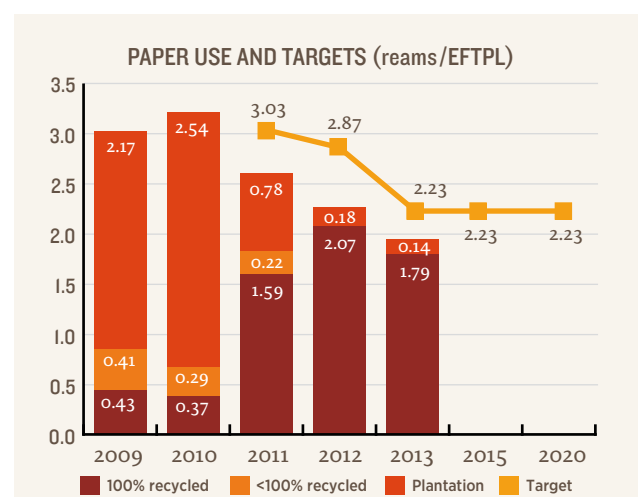
Paper use and printers

The University made significant reductions in paper use again in 2013 achieving 1.93 reams per EFTPL, 14 per cent better than the target of 2.23.

To support a move to a paperless workplace, La Trobe has a site licence for Adobe Acrobat Pro, which is available as a self-service install for all University PCs. Other software deployment and awareness options are being tested for delivery in 2014.

The trend of decreasing the numbers of printers overall continued in 2013 (down from 758 in 2010 to 672 in 2013), despite Campus Graphics needing to replace faulty units and other equipment reaching end-of-life. This is expected to continue in 2014, as is the trend towards centrally managed printers.

For more data on our printers and paper use, visit: latrobe.edu.au/sustainability/report/2013/data



EFTPL – The sum of all full-time equivalent hours for staff and the equivalent full-time student load hours at all of the University's Victorian campuses.

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Only purchase printers with full-duplex capability and set all printers to double-sided as default. Executive Directors; Executive Deans	Ongoing; continuing as per past practice.
University faculties and divisions to reduce the number of printers in their areas. Executive Directors; Executive Deans	Ongoing.
Encourage the use of Adobe Acrobat Pro for the creation and annotation of PDF documents to reduce printing. Executive Director/Chief Information Officer	Complete; software has been rolled out, and further promotion is planned in 2014.

Our community



We extended the breadth and depth of our social impact in 2013 through a diverse range of community engagement approaches with our teaching and research partners, and with communities in and around our campuses.

In our Campus Vision and *Future Ready*, we outlined our goal to engage more deeply with our internal and external communities. In 2013, we invited discussion on *Future Ready*, our five Research Focus Areas, and our Master Plan for the Melbourne Campus at town hall meetings, summits, and through other community and media channels. Our community and campus focus in *Future Ready* can be found at:

latrobe.edu.au/about/vision/our-campuses-and-communities

ITUNESU IN 2013

The University's offerings through iTunesU grew in 2013, with 13 new courses added and 5,762,935 downloads. Since La Trobe joined the online platform in 2009, there have been 17,076,679 overall downloads and the University now offers 26 courses for free – the most popular course so far being the Roman World, with 1,925,754 downloads and 124,921 subscribers. We offer a broad range of courses and individual presentations; for more information, or to see La Trobe's iTunesU offering, visit:

latrobe.edu.au/teaching-learning/innovation/la-trobe-on-itunesu

YOUTH FOUNDATION 3081

In September 2013, we announced a further two-year commitment to Youth Foundation 3081, which supports young people in West Heidelberg (postcode 3081), an area of low socioeconomic status and lower participation rates. The successful partnership was created with key local agencies including Bendigo Bank (Heidelberg and East Ivanhoe Community Bank branches), Banyule City Council, and Banyule Community Health Centre.

This youth-led program provides opportunities for young people (aged 12–25) to develop local community projects and to address local needs with the support of a community facilitator. Valuable life skills are developed through philanthropic and community development approaches. Young people are encouraged to use university resources including work experience and outreach programs.

Celebratory events are a key aspect of the program; where grants and projects are recognised by community members, peers, and the University.



In September 2013, over 200 guests joined eight youth project teams at our Melbourne Campus to recognise their achievements. Local community agencies, local and state government representatives, secondary school students, La Trobe alumni, and program partners joined staff to celebrate.

Highlights included a presentation from Pavilion School students on The Big Adventure (a trip to the Northern Territory). Many of these students had never been on a plane or away from the city itself, so the trip was significant. A video of this celebration can be viewed online:

'The celebration provided a chance for our students to visit a university setting and experience life on campus – only one of our students had ever been to a campus before. Our classes are named after tertiary institutions, including La Trobe, as we would like our students to aspire to continue their educational journey. Spending time on campus provides the most effective method for inspiring the students to achieve their dreams.'

Michael Scicluna, teacher at the Pavilion School.

Each team received a philanthropic grant of \$1,000 from Youth Foundation 3081 to help implement their ideas and received recognition certificates for their inspirational contribution for the benefit of their community.

Projects included:

- Books and Veggie Garden (Parkville College)
- Big Adventure (The Pavilion School)
- Fairy Garden (Macleod College)
- 3081 Angels (Open House)
- Pavilion's Got Swag and ACU Survival Camp (The Pavilion School)
- Basketball Uniforms – (Hoop Dreams)
- Horse Riding Day Out – (Aboriginal Mentor group).

For more information, visit:

latrobe.edu.au/community-engagement/engagement-stories/youth-foundation



Andrew Butt, Big Fat Ideas



COMMUNITY ENGAGEMENT ONLINE

La Trobe rolled out a new website in 2013, including a new community engagement section. It showcases our social impact through teaching, research and community partnerships, and invites our communities to experience our campuses in a variety of ways.

The new La Trobe website highlights how we build mutually beneficial partnerships, locally, regionally and internationally, such as our award-winning China Health and International Student Community Engagement programs. For more on these awards, and how our international students engage with neighbouring communities, visit: latrobe.edu.au/news/articles/2013/release/recognition-for-international-education

Information on our long-term sustainable partnerships with China through our China Health Program, and how we're making an impact on the development of China's health system is available at: latrobe.edu.au/international-news/feature-articles/content/la-trobe-shines-in-international-education

Our website also showcases how we build stronger communities through our support of local arts, sporting and cultural events such as [Bendigo Writers Festival](#), [SheppARTon Festival](#), and [Melbourne Heart FC](#).

To see our community engagement site for yourself, visit: latrobe.edu.au/community-engagement



Premier Award Recipients, J. Shaw, Dr C. Itsiopolos, China Health Program

BIG FAT IDEAS – COMMUNITY ENGAGEMENT

In 2013, we produced the first Big Fat Ideas program on the theme of Community Engagement. Big Fat Ideas presents Focused, Ambitious, Transformative (FAT) talks, aimed to challenge listeners to think differently about issues of local, national and global significance.

Our staff presented programs demonstrating the depth of our impact, through teaching, research and student experience. Topics included:

- FitSkills: Changing attitudes towards disability one bench press at a time
- Volunteering breaks down barriers
- Why integrated health services should include lawyers
- Pre-service teachers learning in the community: Lessons for educators
- Cross-cultural engagement: knowing what you don't know
- Community engagement: Not just bums on seats!

To see the presentations, visit:

latrobe.edu.au/big-fat-ideas/community-engagement



International students at the Bendigo Campus

STUDENT ENGAGEMENT WITH REGIONAL AND INTERNATIONAL COMMUNITIES

Our award-winning students in Bendigo collaborated with local, regional, and international communities on planning and community development projects through our Bachelor of Urban, Rural and Environmental Planning. To find out more about their plan for a bicycle track in Bendigo, read: latrobe.edu.au/news/articles/2013/release/first-years-shine-at-planning-awards

Our students help shape regional communities by working with governments, community groups, local authorities and businesses. To find out more about the Lake Boga project, watch: latrobe.edu.au/news/videos/la-trobe-helps-shape-regional-community

Our students share knowledge to help address community needs and contribute to international development. Watch the video to find out more about our students in Sri Lanka, under the 'engaged learning' section on this webpage: latrobe.edu.au/community-engagement/engagement-stories

REGIONAL VICTORIA

Our campuses in Bendigo, Shepparton, Mildura and Albury-Wodonga play a central role in the economic, environmental and social future of regional Victoria. *Future Ready* makes a commitment to increase our engagement and community support significantly, particularly in the communities surrounding our campuses.

We are proud to support a diverse range of education programs, research, scholarships, awards, public lectures, and festivals in the areas of health, sport, business, and the arts.

The arts are a vital part of thriving communities and to show our commitment to the arts in regional Victoria, we established the La Trobe Art Institute in 2013.

The Institute will lead the development of regional arts in Victoria, coordinating training, promotion and advocacy for regional arts employment and development. More information is available at: latrobe.edu.au/humanities/research/institutes/la-trobe-art-institute



Sri Lanka Study Tour Program



Golden Lanyard Campaign

STAFF GIVING

In 2013, our staff exceeded all expectations in fundraising and volunteering demonstrating their desire to contribute to the development of sustainable communities. Some highlights included:

Golden Lanyard Campaign

La Trobe staff proudly supported the Golden Lanyard Campaign which took the number one place in Australia for university workplace giving, raising \$65,000 (three times greater than anticipated). In only its second year, the program achieved 412 gifts and a participation rate of more than 12 per cent.

Funds raised will help establish five new equity scholarships for students experiencing financial hardship. Golden lanyards were given to staff in recognition of their donation. Thanks to all staff who gave generously to this campaign. For more information, visit: latrobe.edu.au/giving/donating/staff-giving

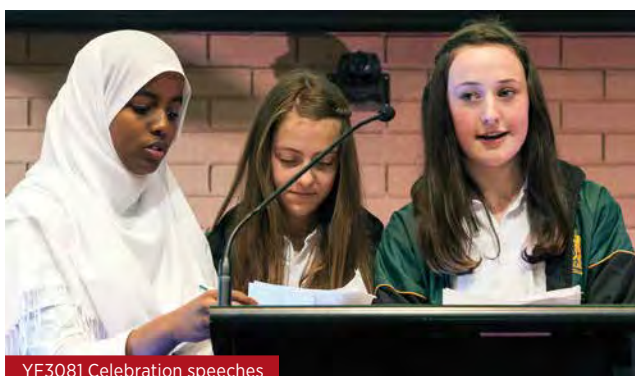
Christmas Giving

The 2013 La Trobe staff Christmas giving campaign donated to the Darebin Information, Volunteer and Resource Service. Staff volunteered time and goods to make over fifty hampers for DIVRS and their communities in need.

Youth Foundation 3081 Trivia Night

The bravery and determination of local youth from West Heidelberg has captured the hearts and minds of staff at La Trobe. In 2013, staff gave generously to YF3081, raising a total of \$11,000.

The trivia night on 8 October 2013 was run entirely on a voluntary basis. Over 180 staff, friends and family enjoyed the night and we raised over \$5,000. This was made possible by over 30 local businesses who donated prizes.



YF3081 Celebration speeches



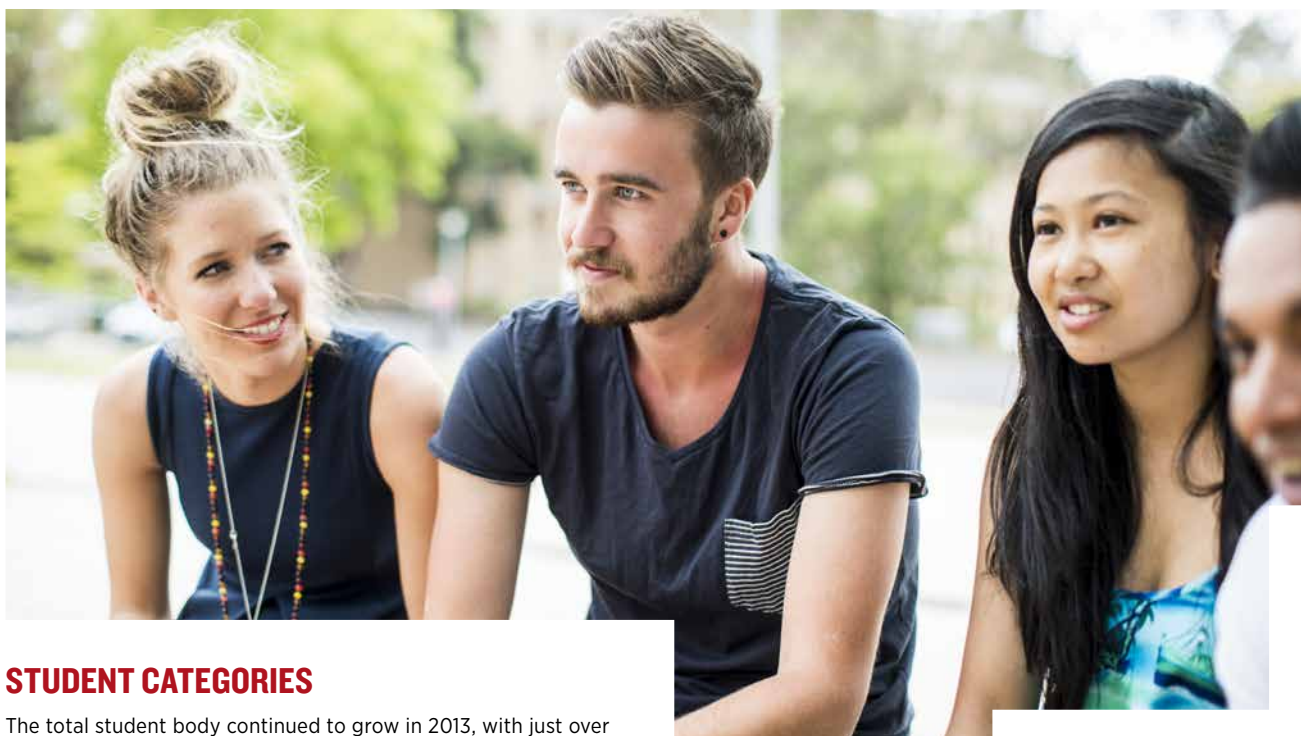
YF3081 Celebration

ENGAGEMENT AUSTRALIA CONFERENCE

La Trobe was strongly represented at the Engagement Australia conference in Melbourne in July 2013 'Next Steps: Co-producing knowledge for social impact'. We showcased our University – community engagement scholarship and practice – our students, academics and professional staff presented in panels, workshops and poster sessions, focused on how collaborations contribute to broad social outcomes. As part of the conference, we hosted a Thai delegation for a program on our University–community partnerships and engagement.

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Communicate outcomes of public sustainability events through iTunes U, the La Trobe Generations facebook page, email and Twitter to allow participants opportunities to provide feedback (<i>ongoing</i>). Chief Marketing Officer, Marketing and Engagement	Ongoing; regular communications continue through these channels.
Collaborate on community engagement initiatives with a focus on sustainability, linked to the Sustainability Stakeholder Engagement Strategy. Chief Marketing Officer, Marketing and Engagement	Ongoing; as outlined in the 'Our community' section of this report. In 2013, at least 33 public events were conducted across all campuses and some Melbourne CBD venues, while the La Trobe Wildlife Sanctuary had over 10,000 visitors.
Provide a range of programs that connect to the public, voluntary and community sectors (<i>ongoing</i>). Chief Marketing Officer, Marketing and Engagement	Ongoing; as outlined in the 'Our community' section of this report.

Our students



STUDENT CATEGORIES

The total student body continued to grow in 2013, with just over one per cent growth compared to 2012 in equivalent full-time student load (EFTSL). Domestic student numbers rose by two per cent since 2012, with a reduction of international student numbers.

The domestic student cohort remains strong at nearly 80 per cent of the total student body.

STUDENTS CATEGORIES (EFTSL)	2009	2010	2011	2012	2013
Domestic	17,863	18,749	19,367	20,077	20,888
International on-shore	5,045	5,602	5,514	4,332	4,883
International off-shore	672	757	1,108	1,749	787
TOTAL	23,580	25,108	25,989	26,158	26,558

2012 data updated to reflect submission to the Australian government as at 31 March 2013; 2013 data provisional.

STUDENTS ON DECISION-MAKING COMMITTEES

There has been a large increase in participation by students in the University's decision-making committees over the past few years. Over five-sixths of positions available to students were filled in 2013 (33 out of 38 potential positions), compared to almost half in 2011 (19 out of 40 positions). The reduction in student positions available relate to the governance reconfigurations required under the *Education Legislation Amendment Governance Act 2012*.

HUMAN RIGHTS, EQUALITY AND DIVERSITY

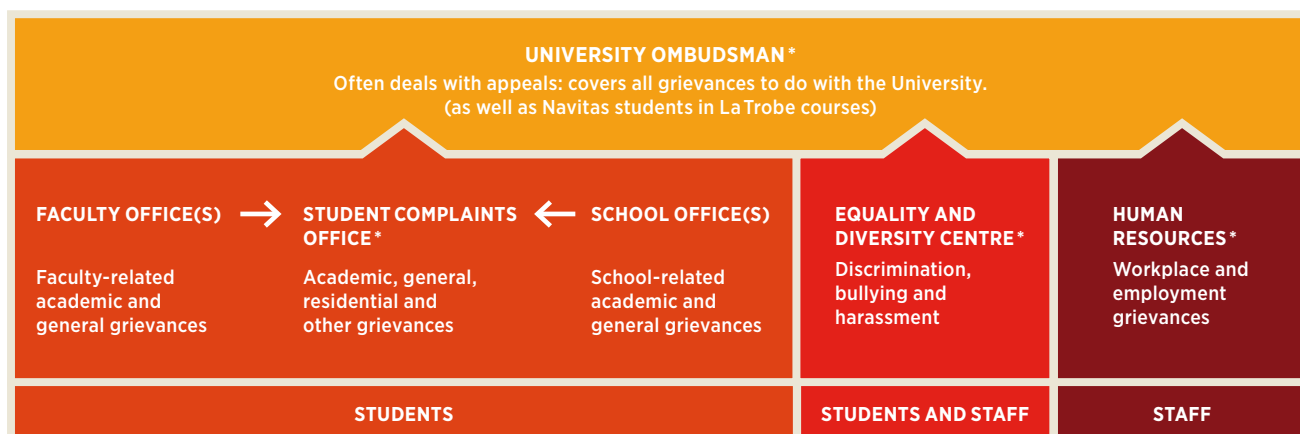
It has been a part of La Trobe's mission, since its inception, to provide access to quality higher education to those from a disadvantaged background. We provide a wide range of services and support to our students to ensure that all students have an equal opportunity to succeed. For more information, visit: latrobe.edu.au/students/equality

The participation of low socioeconomic status students (measured as a proportion of the total domestic student body) rose slightly to 18.1 per cent, allowing us to meet our 18 per cent target for 2013. Unfortunately we did not meet our target (0.7 per cent) for participation by Indigenous Australian students in 2013, with a decrease to 0.55 per cent. Participation of regional students was similar to past years (at 31.7 per cent), and remains well above the Victorian and Australian trend.

Relative to all Victorian and all Australian universities, La Trobe University remains well ahead in the participation of students from low socioeconomic and regional areas, as a proportion of the total domestic student body, but below for Indigenous Australian students. Support services for Indigenous Australian students are outlined at: latrobe.edu.au/indigenous/student-services

The success of all three of these student groupings in passing their courses (success rate) at La Trobe continues to exceed the Victorian and Australian means. For more information and the full dataset, visit: latrobe.edu.au/sustainability/report/2013/data

UNIVERSITY GRIEVANCE MANAGEMENT SYSTEM



* Data on grievances are currently collected by these offices

GRIEVANCE MANAGEMENT

The University has a number of avenues to address the grievances of students, staff and other members of the University community. Below are reports on the offices that deal with student complaints; workplace-related staff complaints are covered in the 'our people' section of this report. More in-depth data on the complaints outlined in this section can be found online at: latrobe.edu.au/sustainability/report/2013/data

University Ombudsman

The total number of complaints reported to the Ombudsman in 2013 rose by 44 from 2012 to become the second highest total in the last five years (refer to the table below). The majority of this increase related to students seeking release letters (up by 41) and interpersonal issues (up by 16). Initiatives that the Ombudsman will undertake in 2014 include sourcing comparative data from other Victorian universities, and working with Human Resources to run a series of seminars on bullying.

COMPLAINTS	2009	2010	2011	2012	2013
Academic	52	79	56	67	62
Administration	43	73	40	30	34
Other	134	122	131	116	161
TOTAL	229	274	227	213	257

Student Complaints Office

The Student Complaints Office has completed its second full year of operation, with the total number of enquiries and formal complaints rising from 131 in 2012 to 166 in 2013 (as shown in the table below). This is then reflected in the significant increase in formal cases/complaints handled by this office. In 2014 the Office aims to continue to increase its profile by offering information sessions around the complaints process, and further develop relationships with staff and students. Additionally, it will conduct an analysis of complaints at School-level to advise Schools of areas which might require their attention.

ENQUIRIES AND COMPLAINTS	2011	2012	2013
Academic issue	26	49	85
Administrative	27	53	42
Residential	6	0	0
Occupational health and safety	0	0	9
Other	21	29	30
TOTAL	80	131	166

Equality and Diversity Centre

As shown in the table below, there was a marked decrease in the number of enquiries and formal complaints related to discrimination in 2013, compared to 2012. Most enquiries did not relate to our harassment and discrimination policy and procedures, and as such nine cases were referred to other areas of the University or external agencies. Five enquiries resulted in the issues being resolved by informal mechanisms, ten were for information only, and only one case required formal conciliation.

La Trobe launched a video to encourage appropriate use of social media, which was widely distributed to staff and students. The University will continue to distribute advertising material, postcards and posters, and to send messages to the University community via email, Facebook and newsletters; ensuring staff and students understand their obligations and where to go for support if they have concerns about harassment or discrimination.

Staff training and engagement with students will continue to raise awareness of discrimination and harassment of particular groups in 2014, while our annual Pride Weeks on-campus promote acceptance and understanding of GLBTI staff and students.

ENQUIRIES AND COMPLAINTS	2009	2010	2011	2012	2013
Bullying	4	11	17	9	9
Sexual harassment	7	7	4	4	1
Employment related	3	0	1	0	0
Discrimination	8	10	7	16	5
Racial and/or religious vilification	0	3	0	0	1
Other/not disclosed	7	26	10	10	9
TOTAL	29	57	39	39	25



STUDENT EXPERIENCE AND ENGAGEMENT

Undergraduate satisfaction

The University Experience Survey (UES) was developed by the Australian Government to provide a new national tool for measuring the quality of teaching and learning in Australian higher education. The UES focuses on aspects of the student experience that are measurable and linked with learning and development outcomes.

La Trobe University students participated in the UES in 2012 and 2013, and the results of the 2012 survey show that 84 per cent of La Trobe's first year student cohort believe the quality of their educational experience was either good or excellent. This is slightly above the response of first year students across all Australian universities (83 per cent).

The 2012 results for final year students indicate that the La Trobe student cohort's perception of a good or excellent quality of educational experience (77 per cent) was slightly above the national figure (76 per cent).

While we do not yet have 2013 national data to compare with, we found that La Trobe's first year students rated their quality of education experience at 81 per cent, while final year students rated this at 75 per cent.

Visit La Trobe University's page on the My University website more detailed analysis of the 'quality of educational experience' by subject area: myuniversity.gov.au/La-Trobe-University/3020

DID YOU KNOW

Ninety-one per cent of our students in 2013 displayed an 'eco-friendly attitude' (Australian universities mean 90%, International Student Barometer mean 89%).

2013 ACTIONS / RESPONSIBILITY

Lobby for incorporation of sustainability-related questions in relevant student surveys conducted by external agencies including the Australian Government (Australian Graduate Survey and University Experience Survey) and ACER (Australasian Survey of Student Engagement).
Director, Planning and Institutional Performance Unit

PROGRESS

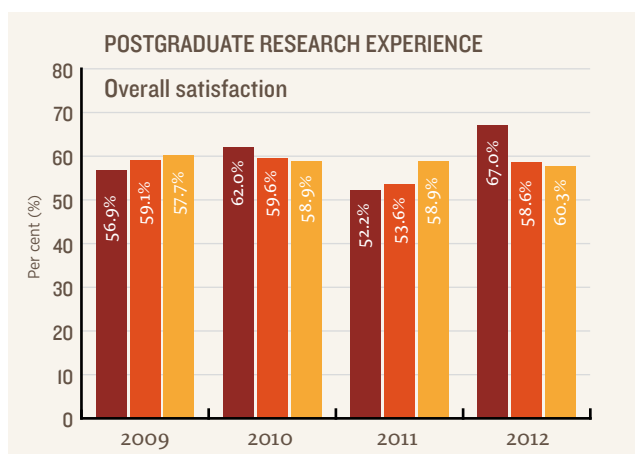
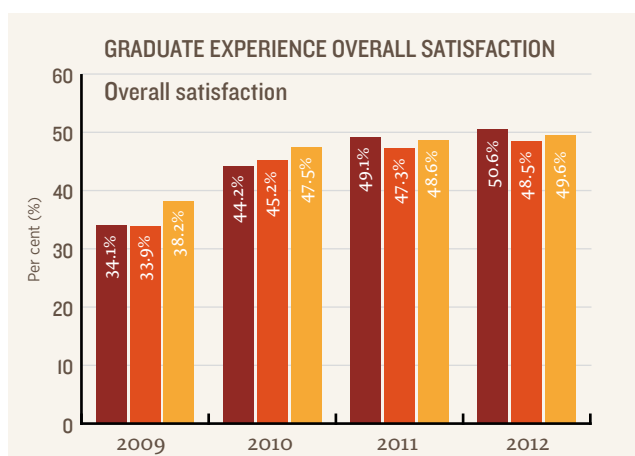
Ongoing; although there is little national appetite to further extend the scope of these surveys at present.



Graduate satisfaction

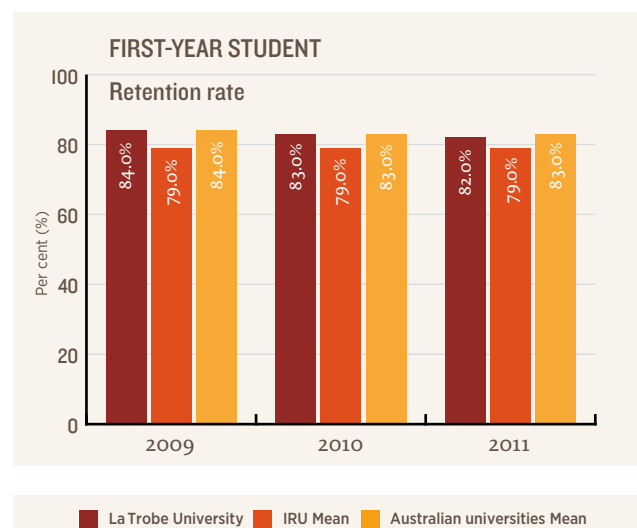
Our recent graduates are surveyed through the Course Experience Questionnaire and recently graduated postgraduate research students are surveyed through the Postgraduate Research Experience Questionnaire. These are a component of the Australian Graduate Survey, sent to recent graduates of Australian universities.

Both of these surveys provide a measure of satisfaction with their 'overall experience', and 2012 saw an increase in overall satisfaction for both student cohorts at La Trobe compared to 2011. The mean for La Trobe students was above the Australian mean and the Innovative Research Universities mean.



First-year student retention rate

First-year student retention rate is measured by the number of students continuing study at the University into their second year. While there has been a slight decline in La Trobe University's first-year student retention rate for the period 2009-2011, it is just below the Australian mean but above the Innovative Research Universities group's mean. At the time of publication, final figures for 2012 were not available.





International Student Barometer

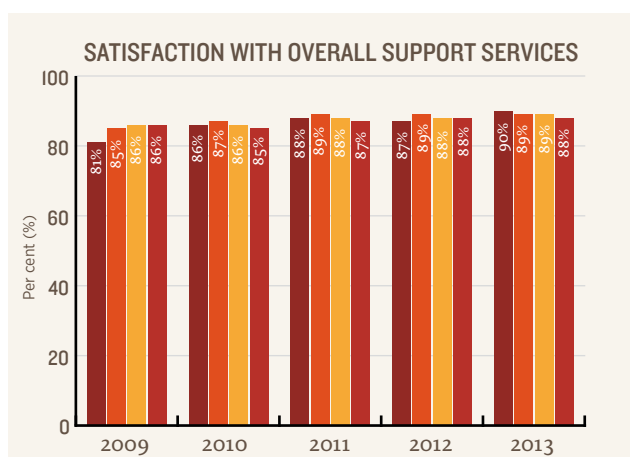
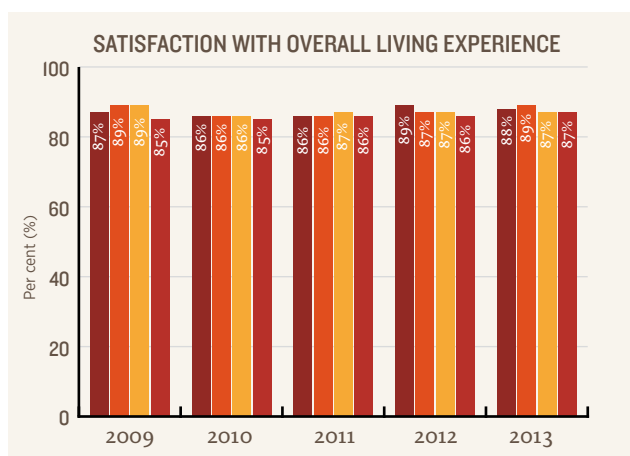
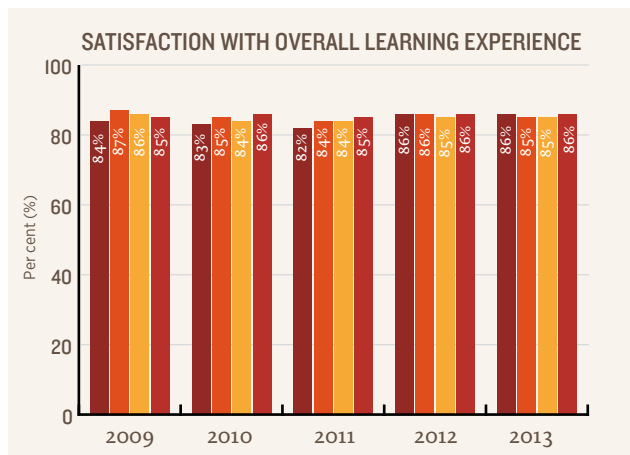
A worldwide annual survey of satisfaction for international students, the International Student Barometer, allows La Trobe to gather important feedback on their international students' experience.

La Trobe students participated again in 2013, with an increase in satisfaction for some areas compared to 2012 (overall support services and eco-friendly attitude), while overall learning experience remained steady and overall living experience dropped one point. It should be noted that La Trobe remains at or above the International and Australian mean for these four areas.

The University and our La Trobe International Division put a lot of effort into improving the student experience. For those living on-campus in 2013, we included enhanced emphasis and focus on international students/cross-cultural awareness as part of student leadership training; ongoing recruitment of students as 'International Ambassadors' to host new students; and promoted the involvement of international students in social events in on-campus residences, in areas such as sports, culture and outreach.

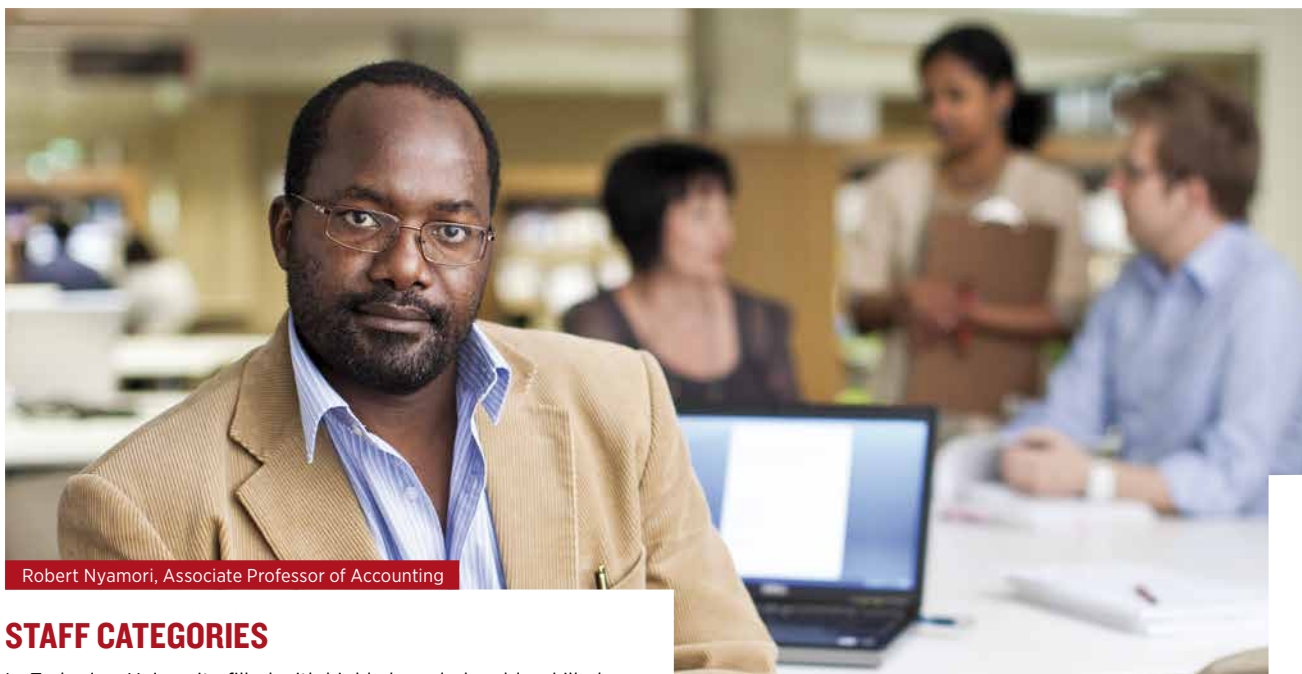
More information on our performance in the questions that are covered by these areas, as well as the initiatives that La Trobe has in place to improve students' experience, are outlined at:

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



La Trobe University IRU Mean Australian Mean International Mean

Our people



Robert Nyamori, Associate Professor of Accounting

STAFF CATEGORIES

La Trobe is a University filled with highly knowledgeable, skilled and passionate people. In recognition of this, we have developed the La Trobe People Strategy, focusing on three key people areas:

- Talent – globally aware, talented staff taking on issues that matter.
- Performance – meaningful contributions to La Trobe's goals.
- Vibrancy – vibrant and supportive workplace for a great staff and student experience.

The People Strategy has been developed to support staff in enabling the University to achieve the objectives outlined in *Future Ready*.

In addition, the People Strategy will ensure the staff experience at La Trobe is positively aligned to:

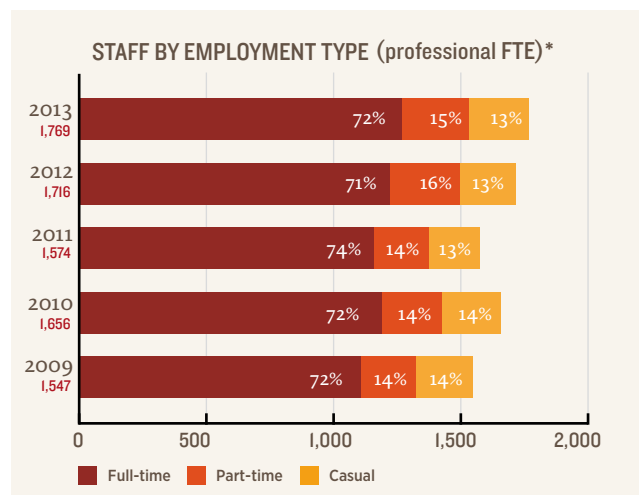
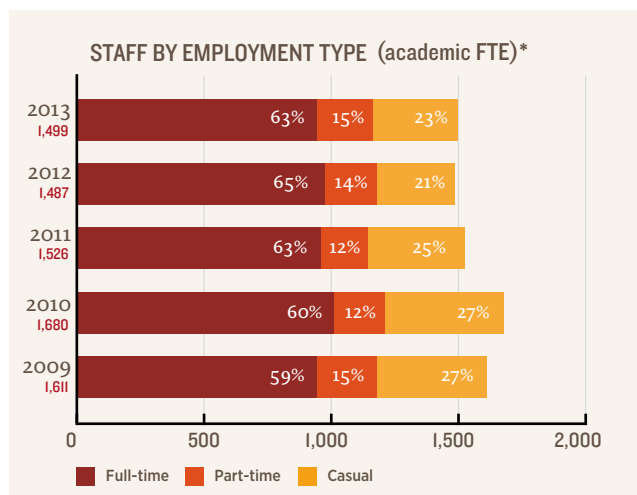
- creating a great place for staff to work
- delivering on key business imperatives
- maintaining sustainable growth and a competitive advantage.

2013 ACTIONS/RESPONSIBILITY

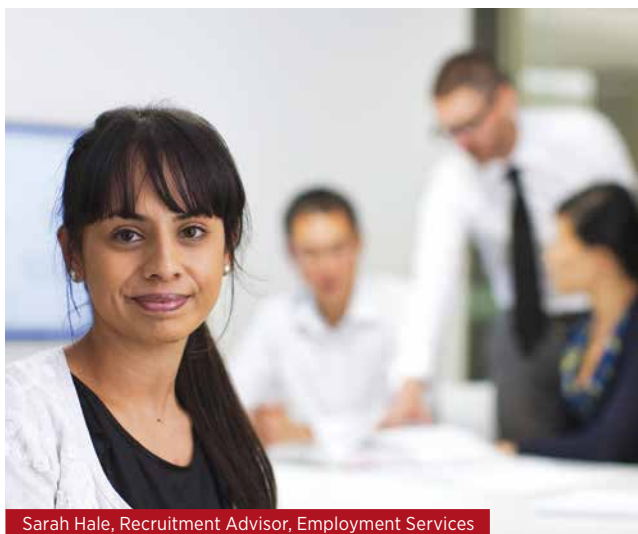
Develop and implement an organisational People Strategy that incorporates corresponding Workforce Planning strategies developed to address potential issues and risks related to staff age group diversity/balance
Executive Directors, Human Resources

PROGRESS

Complete; the La Trobe People Strategy has been developed in conjunction with La Trobe Learning and Teaching (LTLT) and Research Services during 2013. The Strategy is based on the goals and needs associated with Future Ready. It was approved by the University's Planning and Resources Committee in October 2013



* The 2012 values for the split between academic and professional staff was incorrect in Building Futures. This was due to a transcription error, which has been fixed for this report.



Sarah Hale, Recruitment Advisor, Employment Services

Workforce size

Our total full-time equivalency (FTE) figures have grown consistently since 2011, reaching approximately 3,267.9 by the end of 2013. This is an increase of approximately five per cent (or 168 FTE) since 2011. The size of the workforce for 2014 will be reviewed in conjunction with the People Strategy and the University's overarching *Future Ready* initiatives.

Gender composition

Historically, La Trobe's workforce has had a higher proportion of females than males, with an average female contingent steady at 58–59 per cent since 2009. The latest 2013 data shows a total female FTE of 1,943.18, compared to the total male FTE of 1,324.70. This trend is affected by a number of factors, including the University's commitment to equal opportunity, anti-discrimination, work-life balance, maternity leave benefits, and flexible work schedules. La Trobe has also been consistently identified as an Employer of Choice for Women since 2001, making it an attractive option for prospective female staff.

Employment categories

La Trobe's workforce composition (i.e. continuing, fixed-term, casual) has changed significantly over the last five years. Since 2009, there is an increase of 10 per cent in continuing contracts and a decrease of seven per cent in fixed term contracts.

This is a marked change from the 2011 Victorian university figures, with a noticeably lower percentage of staff in continuing contracts (52 per cent) compared to 68 per cent at La Trobe in 2013, and a higher percentage of staff on fixed-term contracts (32 per cent) compared to 14 per cent at La Trobe in 2013. Casual staff proportion for Victoria in 2011 (16 per cent) is similar to La Trobe for 2013 (18 per cent).

As we begin to deliver on *Future Ready* and the People Strategy in years to come, there are plenty of opportunities to see strategic changes that support and benefit our goals and ambitions.

Age distribution

La Trobe's age profile has changed significantly over the last five years. Between 2009 and 2010, approximately 50 per cent of our workforce were aged 50+, 37-38 per cent aged between 30 and 50, and the remaining 12-13 per cent were aged below 30.

La Trobe's age profile in 2013 had approximately 37 per cent aged 50+, 51 per cent aged 30-50 and 12 per cent below 30. This reflects over 350 fewer FTE aged over 50 years, and almost 500 FTE more in the 30-50 age group, over a five year period. This will contribute to a more sustainable staffing profile at the University, with a lower proportion of staff transitioning towards retirement.

For more detail, including our staffing profile by campus and our academic and professional staff figures, visit:

latrobe.edu.au/sustainability/report/2013/data

RECRUITMENT, RETENTION AND TURNOVER

Recruitment

In 2013, La Trobe hired 262 FTE with a recruitment rate of approximately 10.2 per cent. The recruitment rate by gender was very similar to total recruitment rate, with approximately 10.2 per cent for females and 10.1 per cent for males. These recruitment rates could also explain the consistently higher proportion of females than males across the workforce.

The majority of recruitment activity occurred within the under-30 age cohort, with a recruitment rate of 25.8 per cent. The second highest recruitment activity was within the 30 to 50 age cohort with a recruitment rate of approximately 17.1%. The recruitment rate for staff over 50 was the lowest among each age cohort, with a recruitment rate of approximately 3.7 per cent.

AGE COHORT	2009	2010	2011	2012	2013
<30	26.1%	29.6%	24.7%	27.9%	25.8%
30-50	24.3%	24.0%	14.1%	14.3%	17.1%
>50	4.2%	4.8%	3.5%	2.4%	3.7%
TOTAL	13.2%	13.7%	9.2%	8.9%	10.2%

Retention and turnover

La Trobe's staff turnover rate for 2013 was 11.4 per cent, which is consistent with 2012 figures (11.2 per cent). There was no difference between turnover based on gender, but there is a noticeable difference between age cohorts.

The highest turnover rate was among staff aged below 30 with a turnover rate of approximately 16.9 per cent, followed by staff aged between 30 and 50 who had a turnover rate of approximately 16.3 per cent. Turnover was lowest among staff aged 50 and over with a turnover rate of approximately 7.6 per cent.

The University undertakes exit interviews for staff, analysing the information for patterns and trends. We expect turnover to increase in 2014 as we progress and potentially implement a number of changes as part of the restructuring to support *Future Ready*. As part of this, the University will follow the organisational change procedures outlined in our Enterprise Agreement.

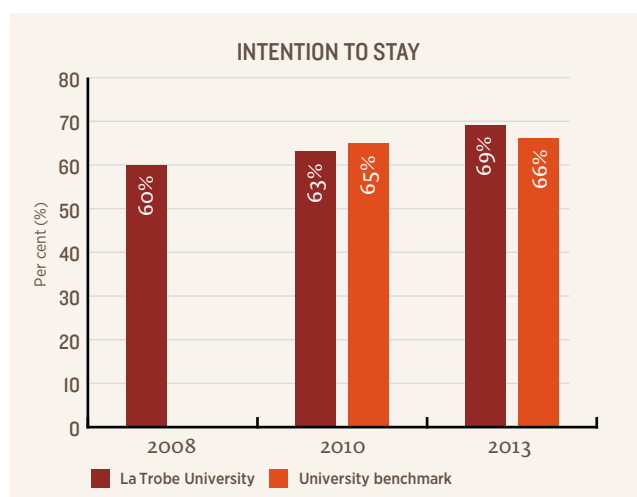
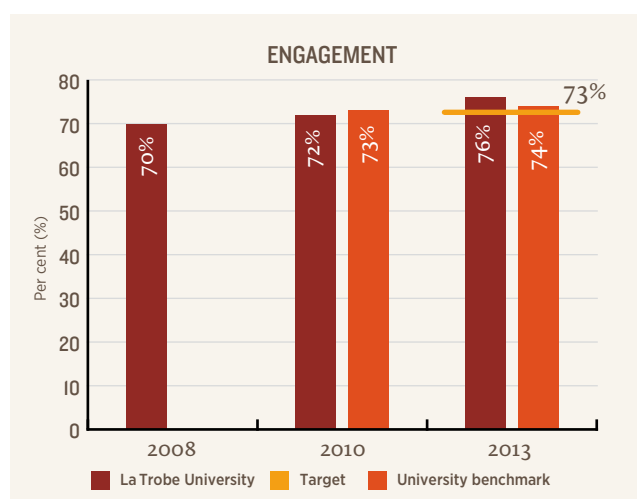
AGE COHORT	2009	2010	2011	2012	2013
<30	16.7%	18.1%	27.3%	19.8%	16.9%
30-50	24.6%	18.1%	19.8%	14.2%	16.3%
>50	12.8%	6.9%	8.1%	8.0%	7.6%
TOTAL	17.4%	11.8%	14.1%	11.2%	11.4%

ENGAGEMENT AND SATISFACTION

In 2013, La Trobe University conducted its regular Staff Climate Survey for fixed-term and continuing staff. The survey participation rate increased 37 per cent from the previous survey conducted in 2010 (rising from 47 per cent in 2010 to 84 per cent participation in 2013).

La Trobe University rated higher than the University cohort benchmark in 'Engagement' and 'Intention to Stay', two central indicators for organisational health, and exceed La Trobe's target for engagement. Each business unit used the results for their area to create an action plan to increase engagement, which form components of some Business Plans.

In 2013, La Trobe conducted its first survey of casual staff, recording a participation rate of 59 per cent. The results of this survey will be used to improve the engagement and experience of staff on casual work arrangements.



STAFF DEVELOPMENT AND PERFORMANCE

The Staff Climate Survey found that perception of staff learning and development provision across the University has increased by 14 per cent in the previous three years, from 46 per cent in 2010 to 60 per cent in 2013.

Over the past three years we have increased our total training hours for programs delivered internally, but decreased our spend on external development as a proportion of our salary spend (from 0.89 per cent in 2011 to 0.74 per cent in 2013).

Through the introduction of the online performance management system Career Success in 2013, La Trobe is strengthening its culture to focus on performance. With the integration of the La Trobe Capability Framework into this and other key HR systems, professional development is able to be closely aligned with identified development needs.

A new staff awards scheme was released in October 2013, covering both staff contributions to the Strategic Plan and Length of Service. Up to 11 staff contributions awards are made each year, across many categories including: internationalisation and global citizenship, innovation and entrepreneurship, sustainability, community engagement and partnerships, service culture, enhancing inclusivity and enhancing the student experience.

The Leadership Development Strategy provided for the launch of two new leadership programs in 2013: Foundations of Management and Leadership Transitions. It also included a Pilot Staff Mentoring Program, the commencement of Lunchbox Leadership Sessions and Hot topics. A needs analysis utilising qualitative and quantitative data from the Exit Survey, Career Success and the Staff Survey has informed program selection for 2014 to build high performing staff.

To see our staff training hours visit:

latrobe.edu.au/sustainability/report/2013/data

2013 ACTIONS/ RESPONSIBILITY	PROGRESS
Include a sustainability award in the Vice-Chancellor's award program. Vice-Chancellor	Complete; a new staff awards scheme was released in October 2013 covering both staff contributions to the Strategic Plan (including for sustainability) and Length of Service awards.
Implement a leadership program that encourages emerging leaders. Executive Director, Human Resources	Complete; a Leadership Development Strategy has been created in 2013 that focuses on the key areas of leadership behaviours, getting results and outcomes for the University.
ONGOING ACTIONS/ RESPONSIBILITY	PROGRESS
Each division and faculty to develop actions in workforce plans in response to Staff Climate Survey results. Executive Directors; Executive Deans	Ongoing; the University ran the Staff Survey in 2013 and improvement plans have been submitted.

STAFF BENEFITS

A wide range of benefits and entitlements are offered to staff members at La Trobe University including: competitive salary rates, 17 per cent employer-contributed superannuation, career support and development, wellness programs, an employee assistance program, salary packaging services, access to a staff union, parental leave, flexible working conditions, and access to childcare, gym and swimming facilities on some campuses.

Our Organisational Development unit provides professional and career development opportunities for staff in organisational learning, continuous improvement and staff development.

A number of initiatives are also in place to support staff transition from the University, including superannuation seminars, pre-retirement contracts and incentives, and severance pay (with consideration to age and years of service). These are provided as part of the University's Collective Agreement.

For more information, visit:

latrobe.edu.au/jobs/working/benefits

WOMEN IN LEADERSHIP

The proportion of female staff in senior academic roles (Associate Professor Level D and Professor Level E) in 2013 remained greater at La Trobe (39 and 40 per cent respectively) than the Australian universities mean for 2012 (33 and 24 per cent respectively). Targets for women at Professor Level E and Associate Professor Level D in 2013 were exceeded. This is a significant achievement.

While the proportion of female professional staff at Higher Education Officer Level 10 (HEO 10) and above rose in 2013, it remains below the 2013 target and lower than the 2012 Australian universities mean.

Notwithstanding La Trobe's comparatively good performance for senior female academic staff, women remain significantly under-represented at senior levels, as both academic and professional staff. A number of programs and a plan are in place to support women in the workplace, including our Workplace Gender Equality Strategic Plan 2013-2017. The Plan is available online at: latrobe.edu.au/students/equality/harassment.

The proportion of women on the University's Planning and Resource Committee and Academic Board rose in 2013 (to 40 per cent and 51 per cent respectively), but fell on the University Council (to 33 per cent).

More information, including a breakdown by age cohort for these high-level governance committees, is available at:

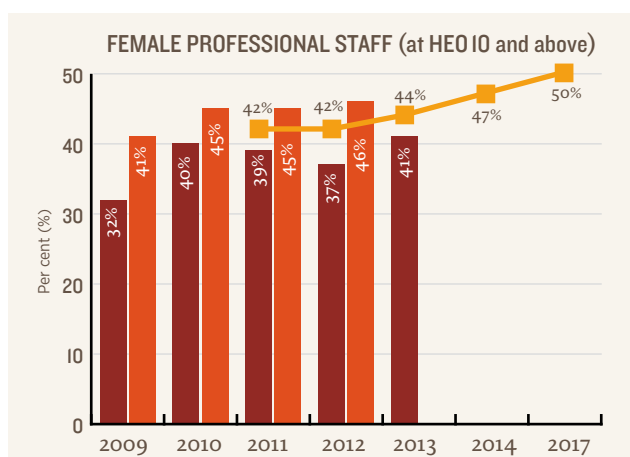
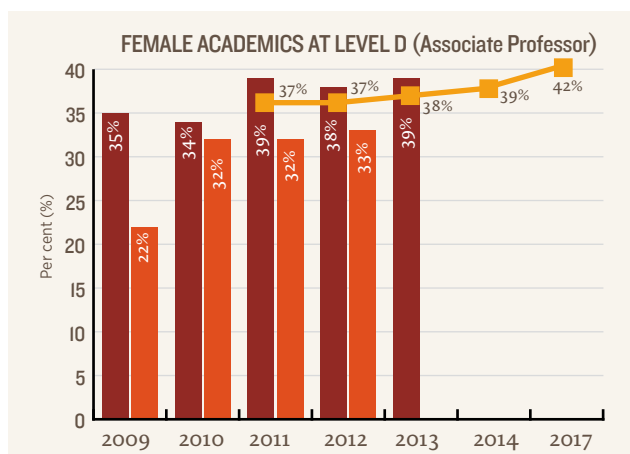
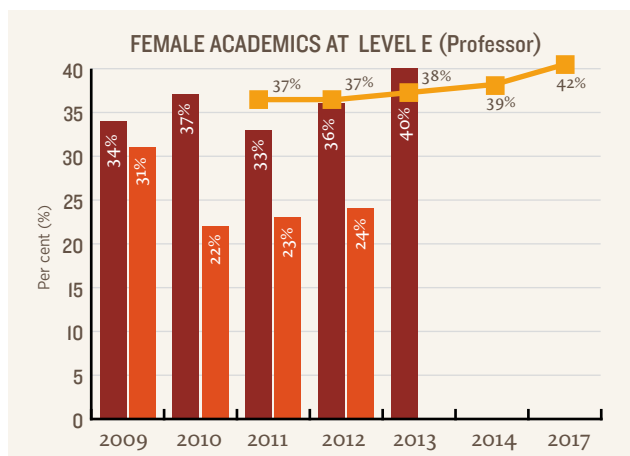
latrobe.edu.au/sustainability/report/2013/data

ONGOING ACTIONS / RESPONSIBILITY

Monitor achievement of targets for women on high-level governance committees.
Vice-Chancellor

PROGRESS

Ongoing; a report is prepared annually as part of the annual review of committee operations.



■ La Trobe University ■ Target ■ Australian universities mean



Inaugural Indigenous Strategy and Education Annual Dinner

EQUAL OPPORTUNITIES FOR INDIGENOUS AUSTRALIANS

In 2013, the University exceeded targets set out in its Indigenous Employment Strategy by recruiting 14 new Indigenous Australian employees. Staff were appointed across a wide variety of roles and levels, from traineeships to the newly established Executive Director, Indigenous Strategy and Education. We have already exceeded our 2015 goal for Indigenous staff employment opportunities (see pages 4 and 5).

Six Indigenous Australian employees departed La Trobe in 2013. Most of these separations represented career progressions into more advanced roles within other organisations (e.g. the previous Director, Indigenous Education took up an Associate Professor role at another Australian university).

Though still closely aligned to the University's recruitment function, the Indigenous Employment Coordinator role has been re-aligned to the Office of Indigenous Strategy and Education, under the leadership of the Executive Director, Indigenous Strategy and Education, representing a new direction for the University.

This strategically aligned function focuses on delivering a broad and consolidated range of Indigenous programs across the University, including Indigenous employment, staff support with Indigenous Australian matters, student services to Indigenous students, support to the University's academic staff with Indigenous courses and educational material, community engagement activities and events. For more information on our Indigenous Employment and Education programs, please see:

latrobe.edu.au/indigenous

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Renew the La Trobe University Indigenous Employment Strategy to maximise Indigenous Australian employment opportunities through relevant targets and initiatives. Executive Director, Human Resources	Ongoing; La Trobe's <i>Closing the Gap 35 in 5 Indigenous Employment Strategy</i> is at the mid-point and is tracking above annual goals to meet the target of thirty-five employment opportunities over the life of the strategy.

2014 ACTIONS	RESPONSIBILITY
Monitor progress against the La Trobe University Indigenous Employment Strategy, including targets and initiatives that maximise Indigenous Australian employment opportunities.	Executive Director, Indigenous Strategy and Education



Inaugural Indigenous Strategy and Education Dinner

HUMAN RIGHTS MANAGEMENT

La Trobe runs an Equality and Diversity Awareness Program for all staff, providing information on equal opportunity, disability support, cultural diversity, anti-discrimination, harassment issues and responsibilities.

In keeping with our commitment to equality and human rights, the University Council has mandated that all fixed-term and continuing employees must complete the Program. For more information about our Equality and Diversity Awareness Program training, see: latrobe.edu.au/students/equality/edap

In 2013, 283 fixed-term and permanent staff (9.2 per cent) completed the two-hour online and four-hour face-to-face components of our Equality and Diversity Awareness Program training, a third more than in 2012. Six semester-based casual staff completed the online training (compared to the spike of 210 people in 2011). Our human rights policies can be viewed at: latrobe.edu.au/policy

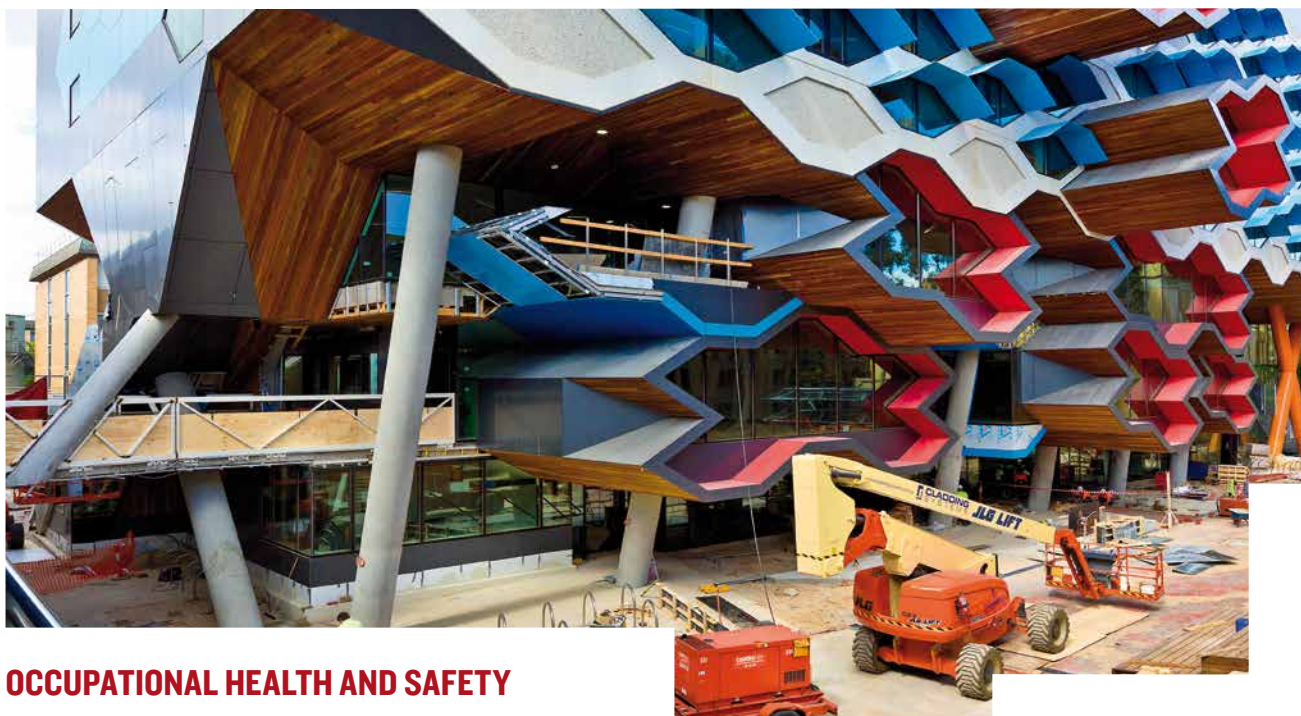
While the Equality and Diversity Centre deal with grievances related to many of the issues covered in the an Equality and Diversity Awareness Program (see the 'student' section, page 35), the University's Workplace Relations team offer support to staff who have a query or incident related to bullying and other workplace issues.

Of the 23 grievance incidents or enquiries the Workplace Relations team dealt with in 2013, most related to bullying or management style (both 26 per cent). The remainder covered alleged inappropriate behaviour (17 per cent), interpersonal conflict (13 per cent), contract/recruitment Issues (13 per cent) and workload (four per cent).

Enquiries and incidents of bullying have slightly increased, possibly due to increased information about expected behaviours within the University community. Significant change across the University has also increased incidences of grievances about management style. Information sessions regarding bullying and grievance procedures have been incorporated into training offered for managers.

The Workplace Relations team have conducted an information session on 'expectations for professional behaviour'. These professional behaviours are integrated in La Trobe's Performance Development Framework.

GRIEVANCES	2009	2010	2011	2012	2013
Initial contact	NA	28	9	11	12
Formal cases/complaints	21	12	16	16	11
Continuing	0	3	1	2	5
Completed	21	9	15	14	6



OCCUPATIONAL HEALTH AND SAFETY

A health and safety strategy containing a number of improvement activities was introduced for the period of 2011–2013. Improved awareness programs for staff and students were introduced; improvements in hazard management and reporting were consolidated. A new strategy is being developed for implementation from 2014, in line with *Future Ready*.

The number of occupational health and safety incidents and compensation claims broadly rose in 2013. For a more in-depth breakdown of these values (by campus, gender and person type), as well as OHS governance and training information, visit: latrobe.edu.au/sustainability/report/2013/data

A number of programs were introduced in 2013 to improve awareness of health and safety, for example continuing to roll out improved infrastructure for crime prevention and detection and extended physical security presence in residential areas. The Travel Safe program continued to operate to monitor and support staff and students during travel, while working or studying at other organisations. A clinical placement safety review was undertaken, with a range of recommended improvements to be implemented throughout 2014.

The Security Safety Strategy, which identifies risks and mitigating strategies, has continued to be refined throughout 2013. Surveillance, lighting systems, crime prevention and environmental design, will all be reviewed in 2014. The Security team will work with our Infrastructure and Operations Group to upgrade the Colleges and Carpark three on the Melbourne Campus.

At this stage we only collate security data for our Melbourne Campus. We aim to expand reporting to regional campuses in 2014, although we have a much lower rate of incidents there (e.g. one aggravated assault each at Albury-Wodonga and Bendigo in 2013). We will also work with local crime prevention groups and police on reporting other incident types, such as lower-rates of assault and crimes that have been intercepted.

OHS INCIDENTS	2009	2010	2011	2012	2013
TOTAL OCCUPATIONAL HEALTH AND SAFETY INCIDENTS					
Hazard reports (no injury)	64	61	66	72	119
Incident reports (no injury)	166	261	284	268	283
Incident reports (injury)	223	262	258	259	257
WORKERS COMPENSATION CLAIMS¹					
Total number of claims	30	33	37	35	38
Claims involving lost time	10	14	16	10	16
Total lost time (days)	163	286	500	203	516

1. Number of lost days within the calendar year due to accepted claims lodged that year (minor claim lost time included); this does not include lost time in previous years. Workers compensation claim numbers for 2012 have been updated (mistakenly, only compensable claims were reported in Building Futures).

SECURITY AND BEHAVIOUR	2009	2010	2011	2012	2013
Threatening behaviour	14	6	5	5	3
Aggravated assaults	1	4	6	3	7

Includes reports to University security by staff, students, contractors and University visitors at the Melbourne Campus.

2013 ACTIONS/RESPONSIBILITY	PROGRESS
Develop a new health and safety system to improve the management of health and safety risks and issues across the University. Manager, La Trobe Health and Safety	In progress; a new strategy is being developed in line with <i>Future Ready</i> , for implementation from 2014.
Improve arrangements by which health and safety is operationally managed within the University. Manager, La Trobe Health and Safety	Complete; initiatives to manage public safety during large events and student safety programs have been introduced during this period.
Improve overall public safety within areas of University operations and enhanced personal safety while travelling. Manager, La Trobe Health and Safety	Complete; a number of initiatives to improve public safety have been rolled out, as outlined in this report.

Economic and supply chain impact

ECONOMIC PERFORMANCE

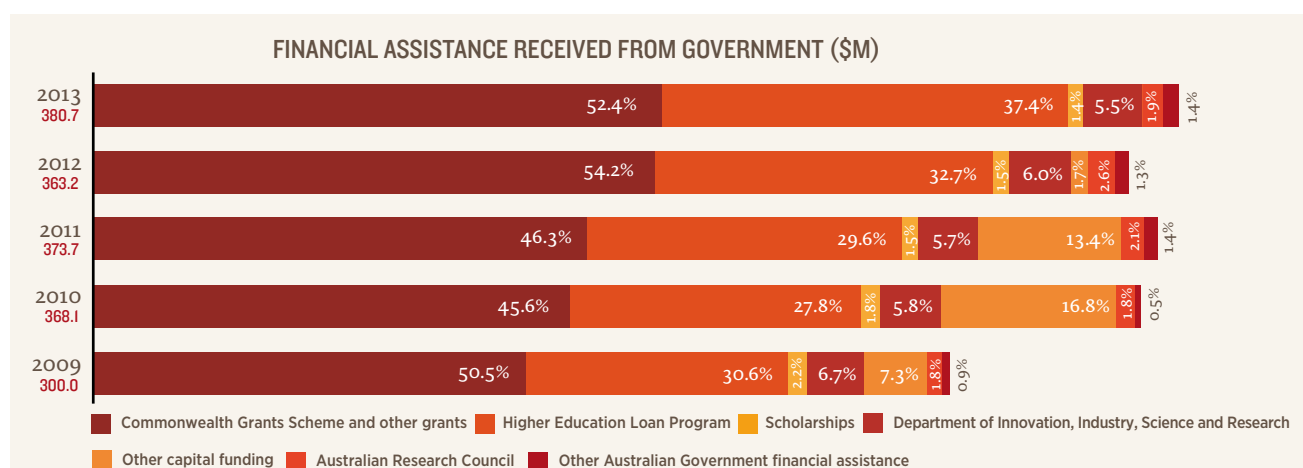
As a public university, the majority of La Trobe's funds come from Federal Government grants and fee payments on behalf of students. Overall revenue rose in 2013, slightly above revenue in 2010 and 2011 and a 5 per cent rise on 2012 revenue. The biggest rise was from FEE-HELP funding, a loan scheme that assists eligible students pay for their tuition fees.

The previous Labor Federal Government announced 'efficiency dividend' measures in 2013 to cut sector funding by \$2.3 billion in future, but these were not legislated during their term. The current Coalition Federal Government has indicated that it will implement these cuts. The University has identified that these cuts represent about a third of the current funding shortfall to 2015 that we are working to address as part of our Funding Future Ready projects.

The change in deferred government superannuation is due to the change in actuarial value of La Trobe's contributions to ESS Superannuation Fund. This fund is an old emerging cost super fund for which employer contributions are paid once members have retired, and contributions are underwritten by the Federal Government.

The liability and asset value fell by \$30 million in 2013 due to an increase in the discount rate and a determination that contributions tax was not payable on the fund.

For more information, see La Trobe's annual report at: latrobe.edu.au/council/resources



PERFORMANCE (\$000)	2009	2010	2011	2012	2013
Australian Government Financial Assistance					
▪ Australia Government Grants	208,048	265,908	263,190	244,353	238,403
▪ HECS-HELP – Australian Government Payments	85,392	94,961	101,180	110,380	131,092
▪ FEE-HELP	6,532	7,209	9,324	8,495	11,239
State and Local Government Financial Assistance	8,483	5,673	6,345	6,503	5,045
HECS-HELP – student payments	12,122	12,938	12,252	12,222	12,606
Fees and charges	118,004	126,172	115,070	117,252	124,344
Investment revenue	7,259	8,032	13,732	13,298	11,906
Consultancy and contracts	42,613	42,172	41,332	44,857	49,569
Other revenue	43,464	47,469	55,596	45,468	49,438
Deferred Government superannuation contributions	8,737	7,963	482	24,974	-30,673
Total Revenue (direct economic value generated)	540,654	618,497	618,503	627,802	602,969
Operating costs	-122,383	-118,492	-134,404	-149,921	-160,211
Employee wages and benefits	-323,798	-356,270	-359,485	-395,564	-347,729
Payment to providers of capital	-3,570	-3,333	-3,195	-7,190	-7,553
Other categories of expenditure	-38,159	-41,162	-37,634	-40,830	-44,329
Total Expenses (economic value distributed)	- 487,910	-519,257	-534,718	-593,505	-559,822
Net Operating Result (economic value retained)	52,744	99,240	83,785	34,297	43,147
Current and non-current Assets	1,095,553	1,205,464	1,300,882	1,398,566	1,496,847
Current and non-current Liabilities	213,879	224,584	235,860	361,539	397,633
Equity	881,674	980,880	1,065,022	1,037,027	1,099,214

DIRECT AND INDIRECT ECONOMIC IMPACTS

La Trobe recognises the impact that it has as a business, employer and partner within the communities around its campuses. We have not undertaken recent research into our indirect economic impact, but are committed to engage more effectively with our community as part of our 2013-2017 strategic plan, *Future Ready*. For more information, see the 'Our campuses and communities' section of *Future Ready*: latrobe.edu.au/about/vision/our-campuses-and-communities

In support of flexible learning, a University-wide blended and online learning course design project is in development. This will achieve flexibility in the curriculum through a staged approach, including a focus on flexibility in regional communities. For more information, see the project website:

latrobe.edu.au/ltlt/fold/features/overview

ONGOING ACTIONS/ RESPONSIBILITY	PROGRESS
Improve course flexibility of educational offering to regional communities. Deputy Vice-Chancellor (Academic)	Ongoing.
Measure the University's indirect economic impacts on its surrounding communities through the provision of infrastructure, services and research (biennially). Director, Planning and Institutional Performance Unit	Deferred consideration will be given to developing a business case for such research in 2014.

COST OF LIVING AND MINIMUM WAGE

La Trobe University has campuses in Melbourne (both in suburban Bundoora and the city centre) as well as regional areas. The University provides services to assist students seeking housing, career development support, public transport information and many other services both in face-to-face student hubs and online at: latrobe.edu.au/students/support

According to the International Student Barometer, La Trobe's international students in 2013 indicated 54 per cent satisfaction with cost-of-living (compared to 55 per cent in 2012). This is on par with other Australian universities, who scored 53 per cent for 2012 and 2013 respectively. More information on what La Trobe International is doing to support international students is outlined on page 38 and online at: latrobe.edu.au/international/life/supportservices/isb

The University offers a number of scholarships to domestic and international students, covering course fees, living costs and other opportunities while they are at university. Information on the many scholarships on offer is outlined on our website at: latrobe.edu.au/scholarships

The minimum wage for staff at the University in 2013 was very similar to the results for 2012, with staff wages well above the federal minimum wage. No staff were employed at the lowest professional level, HE01, when the audit of staff for this report was undertaken (31 December 2013).

MINIMUM WAGE LEVELS	RATIO TO FEDERAL MINIMUM WAGE				
	2009	2010	2011	2012	2013
Australian Government minimum wage	1.00	1.00	1.00	1.00	1.00
Academic minimum wage (Level A)	3.13	3.03	3.03	3.15	3.16
Casual academic minimum wage (Research Assistant 1)	1.92	1.93	1.95	1.97	1.95
Professional minimum wage (HE01)	1.41	1.40	1.41	1.43	NA
Casual professional minimum wage (HE01)	1.53	1.54	1.55	1.56	1.55

PROCUREMENT PRACTICES

As a responsible organisation, La Trobe aims to consider the social and environmental impact of its contractual obligations. A travel tender in 2013 included a provider based close to our Bendigo Campus, showing our commitment to businesses near our regional campuses.

All supplier contracts managed or supported by our central Procurement team consider human rights policies and laws, with 23 out of this 35 also having been screened with environmental considerations as part of the process. This team has updated the University's tender documentation which now includes economic, social and environmental sustainability selection criteria. As the majority of procurement and purchasing happens outside the direct control of the Procurement team, tender documentation is often the only opportunity to influence considerations such as sustainability.

The training of staff from areas such as IT, infrastructure, and research support is beyond the capability of the central Procurement team; they suggest the University should consider employing an organisation such as ECO-Buy to run a sustainability workshop for these staff members. As Purchasing staff are identified and moved into central College-based hubs (as part of Funding Future Ready initiatives), a training program needs to be implemented to highlight how the University's commitment to sustainability can be realised.

ONGOING ACTIONS/ RESPONSIBILITY	PROGRESS
Train staff who make major purchasing decisions in sustainable and responsible procurement. Director, Corporate Finance	Ongoing; staff in the central procurement team continue to update their skills and the tender templates to cover sustainability.
Communicate the 'locally produced' aspects of the procurement policy, particularly the requirements for use of food produced locally (where available) in contracts with food service vendors and in residential colleges and child care. Director, Service Businesses	Ongoing; La Trobe is committed to encouraging the use of local product/produce and capturing that in new contracts and agreements as they come up for renewal and re-tendering. This is in place for residential services, and will be looked at in the child care service in 2014 on the Melbourne Campus.

INVESTMENT PRACTICES

La Trobe engaged two fund managers to manage \$27 million on the University's behalf: Industry Funds Management and Victorian Funds Management Corporation. Over the past few years this investment has grown – as of January 2014, this investment was worth approximately \$35 million.

Information on these funds' approach to considering ESG (environmental, social and governance) can be viewed on their website:

ifminvestors.com/au/our-approach/responsible-investment
vfmc.vic.gov.au/Governance/ESG.aspx

Both fund managers provide regular reports on ESG matters to the University Council's Investment Portfolio Sub Committee.



FAIR TRADE

As an accredited Fair Trade University, La Trobe continues its work to increase Fairtrade offerings through our office consumables and retail outlets. Reviewing the food and beverage outlets across our campuses, we found that 20 out of 26 (77 per cent) of outlets offer a Fairtrade option in 2013, while 10 of these outlets have Fairtrade mandated in their lease agreement with La Trobe (up from six in 2012 and 2011).

Fairtrade Certified tea and coffee are mandated as default in the University's office consumables contract for staff, with the Procurement team continuing to look at Fairtrade options. While coffee spend on Fairtrade products increased to 99 per cent in 2013 (from 98 per cent in 2012), the proportion of money spent on tea that was Fairtrade certified fell to 86 per cent (from 91 per cent in 2012). This was due to an increase in the consumption of boutique teas (peppermint, earl grey, chai) which our supplier had been unable to source in a Fairtrade Certified form.

In 2013 the University increased student involvement in Fair Trade at La Trobe through two significant projects. As part of the La Trobe Award, we recruited volunteers to set up and manage a Fair Trade fortnight event in May 2013 and also created a GreenSteps project for Fair Trade. As a result of these two initiatives, La Trobe had a very successful Fair Trade Expo on 15 May 2013 in the Agora of the Melbourne Campus.

The GreenSteps project saw the development of a Fair Trade map for the University to identify for staff and students which Fairtrade products are available from which retail outlets on campus. In addition, during Fair Trade fortnight, staff participated in a chocolate talk and tasting with a Fair Trade company, Heart of Chocolate. In August 2013, Fair Trade stallholders were involved in La Trobe's annual Food and Wine Fair, while students ran a Fair Trade stand at the annual University Open Day.

In 2014, further work will be done to involve students in the management and promotion of Fair Trade at La Trobe through the La Trobe Award. We hope that this will increase future participation in the Fair Trade Steering Committee, as well as being involved in key events in the Fair Trade calendar.

ONGOING ACTIONS/ RESPONSIBILITY

As University retail outlet lease contracts are created or renewed, ensure that supply of Fair Trade products is a condition within leasing contracts.

Executive Director, Infrastructure and Operations

Continue to encourage the purchase of Fairtrade products for events (such as Open Days) and corporate gifts, where Fair Trade certified products are available.

Director, Corporate Finance

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

Executive Director, Infrastructure and Operations

PROGRESS

Ongoing; consistent standard language for any type of Fairtrade products included in all new leases.

Ongoing; the central procurement unit includes this for purchases it covers, and it is covered in other places such as the Image La Trobe shop.

Ongoing; consistent standard language for any type of Fairtrade products included in all new leases.

La Trobe will continue to explore opportunities to expand our range of Fair Trade products, such as Fairtrade Certified cotton and sports balls. Several coffee outlets, and the University, are currently considering the introduction of Fairtrade Certified flavouring syrups. The Infrastructure and Operations' Leasing team will continue to use consistent language encouraging the supply of Fairtrade Certified products in all new leases and leases up for renewal, aiming to expand the Fair Trade offerings in 2014.

COMPLIANCE

The University had no reported cases or corruption, anti-competitive behaviour, privacy complaints, fines or legal sanctions for non-compliance with laws and regulations in 2013. More information is available in the full GRI Content Index:

latrobe.edu.au/sustainability/report/2013/GRI

There was a significant gas leak at the Melbourne Campus in August 2013, when contractors disturbed a gas mains pipe. Emergency services attended the campus and nearby buildings were evacuated as a precautionary measure until the leak was controlled.

Independent Assurance Statement

Independent Limited Assurance Report in relation to La Trobe University's 2013 Sustainability Report

To the Vice-Chancellor of La Trobe University ('La Trobe')

We have carried out a limited assurance engagement in order to state whether anything has come to our attention that causes us to believe that the subject matter detailed below ('Subject Matter') and as presented in the La Trobe 2013 Sustainability Report ('the Report') has not been reported and presented fairly, in all material respects, in accordance with the criteria below.

Subject Matter

The Subject Matter for our limited assurance engagement included the following for the year ended 31 December 2013:

- Subject Matter 1: La Trobe's adherence to the AA1000 AccountAbility principles of Inclusivity, Materiality and Responsiveness as defined in the AA1000 AccountAbility Principles Standard (2008) ('APS (2008)').
- Subject Matter 2: 15 key sustainability metrics and related performance disclosures included in the Report - which were selected based on EY's materiality assessment process in consultation with La Trobe - being:

1. Ageing Infrastructure	9. Research Integrity and Quality
2. Bundoora Metropolitan Planning Strategy	10. Rural Education
3. Community Engagement	11. Staff Diversity
4. Commuting to Campus	12. Staff Satisfaction
5. Energy Consumption and Production	13. Student Satisfaction
6. Federal Budget Cuts	14. Sustainability Research and Education
7. Greener Buildings and Green Information and Communications Technology	15. Work Health and Safety
8. International Students	

- Subject Matter 3: La Trobe's reported alignment to the self-declared Global Reporting Initiative's ('GRI') application level (A+).

The Subject Matter did not include:

- Data sets, statements, information, systems or approaches relating to the key sustainability metrics other than the performance metrics and disclosures selected
- Management's forward looking statements, and
- Any comparisons made against historical data.

Criteria

The following criteria have been applied to the Subject Matter described above:

- Subject Matter 1: APS (2008).
- Subject Matter 2: La Trobe's reported criteria as detailed in footnotes throughout the Report.
- Subject Matter 3: The GRI's G3.1 Sustainability Reporting Framework Guidelines. These guidelines set out the criteria for achieving an application level of A+.

The Responsibility of Management

The management of La Trobe is responsible for the preparation and presentation of the Subject Matter in the Report in accordance with the above Criteria, and is also responsible for the selection of methods used in the Criteria. No conclusion is expressed as to whether the selected methods used are appropriate for the purpose described above. Further, La Trobe's management is responsible for establishing and maintaining internal controls relevant to the preparation and

presentation of the Subject Matter that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate criteria; maintaining adequate records and making estimates that are reasonable in the circumstances.

Assurance Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Subject Matter based on our assurance engagement in accordance with the International Federation of Accountants' *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ('ISAE 3000') and in accordance with the requirements of a Type 2 assurance engagement under AccountAbility's AA1000 Assurance Standard (2008) ('AA100AS (2008)') and the terms of reference for this engagement as agreed with La Trobe.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and, as such, do not provide all the evidence that would be required to provide a reasonable level of assurance. The procedures performed depend on the assurance practitioner's judgement including the risk of material misstatement of the Subject Matter, whether due to fraud or error. While we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls.

Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems, which would have been performed under a reasonable assurance engagement.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Work Performed

Our procedures were designed with regard to a Type 2 assurance engagement in accordance with AA1000AS (2008). In order for us to provide a conclusion in relation to the AA1000 AccountAbility Principles we considered the following questions:

- Inclusivity: Has La Trobe demonstrated a commitment to be accountable to stakeholders on whom it has an impact or to those stakeholders who have an impact on it?
- Materiality: Does La Trobe have in place a process for determining material issues that result in a balanced understanding and prioritisation of its material sustainability issues?
- Responsiveness: Does La Trobe have a process in place that enables it to respond to stakeholders in a way that addresses their needs, concerns and expectations in a comprehensive, balanced and timely way?

Our procedures included, but were not limited to:

- Gaining an understanding of La Trobe's business and approach to sustainability
- Conducting interviews with key personnel and collating evidence to understand:
 - The process for stakeholder engagement across the University
 - The process for determining material issues and reporting against them, and
 - The process for collecting, collating and reporting performance information relating to the 15 key sustainability metrics during the reporting period.
- Performing a gap analysis between La Trobe's implementation of the principles of materiality, inclusivity and responsiveness based on evidence gathered, and the guidance outlined in the AA1000 APS (2008)



- ▶ Conducting limited assurance procedures for the 15 key sustainability metrics:
 - ▶ Checking that calculation criteria have been correctly applied as per the methodologies outlined in footnotes throughout the Report
 - ▶ Undertaking analytical review procedures to support the reasonableness of the data
 - ▶ Identifying and testing assumptions supporting calculations
 - ▶ Testing, on a sample basis, underlying source information to check the accuracy of the data, and
 - ▶ Testing, on a sample basis, the accuracy and balance of performance statements within the Report.
- ▶ Reviewing and agreeing La Trobe's self-assessment of the Report's GRI G3.1 application level through checking La Trobe had reported against the relevant GRI standard disclosures and performance indicators.

Use of our Report

We disclaim any assumption of responsibility for any reliance on this assurance statement or on the Subject Matter to which it relates, to any person other than management and the Vice Chancellor of La Trobe, or for any purpose other than that for which it was prepared.

Independence, Competence and Experience

In conducting our assurance engagement we have met the independence requirements of the APES 110 *Code of Ethics for Professional Accountants*. We have the required competencies and experience to conduct this assurance engagement.

Limited Assurance Conclusion

Subject Matter 1

On the basis of our limited assurance procedures, nothing has come to our attention that causes us to believe that:

- ▶ La Trobe has not engaged with key stakeholders nor considered the information obtained from the stakeholder engagement process in developing an accountable and strategic response to sustainability in accordance with the AA1000 APS (2008) Inclusivity principle
- ▶ The Report does not address La Trobe's material sustainability issues most significant to La Trobe and its stakeholders in accordance with the AA1000 APS (2008) Materiality principle, and
- ▶ The Report does not respond to stakeholder issues in a timely and balanced fashion in accordance with the AA1000 APS (2008) Responsiveness principle.

Subject Matter 2

Nothing has come to our attention that causes us to believe that the key sustainability metrics and related performance disclosures listed above, have not been reported and presented fairly, in all material respects, in accordance with the Criteria listed above.

Subject Matter 3

Nothing has come to our attention that causes us to believe that La Trobe's self-declared application level of A+, has not been reported and presented fairly, in all material respects, in accordance with the Criteria listed above.

Positive Observations and Opportunities for Improvement

Materiality

We observed that La Trobe addressed a number of recommendations relating to materiality made by EY in 2012, including:

- ▶ Improving the structure of its reporting around its material issues to allow stakeholders to more easily access information that is of interest to them, and

- ▶ Focusing its Report on issues considered to be more material to stakeholders and La Trobe. This helped to reduce the length of its Report thereby making it more accessible to stakeholders.

We observed last year that La Trobe's materiality determination process was still developing and that there were opportunities to improve the process and integrate the materiality outcomes to enhance organisational and stakeholder value. However, we did not observe any change to La Trobe's materiality determination process in 2013. Developing a comprehensive materiality determination process, and using the outcomes of this process to inform both future strategy and reporting, will be essential to helping La Trobe transition to reporting against the GRI G4 framework in 2014.

Inclusiveness and Responsiveness (Stakeholder Engagement)

EY observed that La Trobe made a commitment to engage with its external and internal stakeholders within its Future Ready strategic plan and in 2013 went about executing on this commitment. For instance, La Trobe established a dedicated role for Community Engagement (Director, Community Engagement) to improve engagement with stakeholders to deliver on a number of Future Ready strategic commitments relating to its Melbourne Campus. Based on discussions with the Director, Community Engagement management has provided the appropriate support to assist the Director in achieving the stated mandate (as described in the Master Plan - see Report).

In addition we observed that La Trobe participated in a number of other strategic stakeholder engagement activities i.e. in its development of its *Sustainability Plan 2013 - 2017* and in its involvement with the Plan Melbourne initiative and Melbourne's North, Now and Tomorrow Summit. These activities demonstrate La Trobe's commitment to inclusive and responsive stakeholder engagement.

While we observed that La Trobe is both inclusive and responsive to its stakeholders, similar to our findings from last year, we identified that La Trobe has no overarching stakeholder engagement framework to ensure consistency in its approach to stakeholder engagement across the University. We would encourage La Trobe to develop such a framework to drive consistency in its approach to identifying and prioritising stakeholders and their issues. Further, the framework should specify how the information collected through stakeholder engagement is responded to and communicated to management as this will help inform La Trobe's future strategy.

The above observations and opportunities for improvement do not affect our conclusions expressed in the Limited Assurance Conclusion section above.

Matters Relating to Electronic Presentation of Information

Where web-links have been made from the full Report to La Trobe web pages for the purposes of meeting the declared GRI G3.1 application level, our review included that web-based information that was available via these web-links as of the date of this statement. We provide no assurance over changes to the content of these web links after the date of this assurance statement.

Ernst & Young

EY
Melbourne, Australia
24 April 2014





Statement GRI Application Level Check

GRI hereby states that **La Trobe University** has presented its report "Impacting Futures (2013)" 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. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

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

Amsterdam, 23 April 2014

A handwritten signature in dark ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir
Director Services
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 9 April 2014. 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 approach to sustainability and our material impacts	2-3 6-8
2.1-2.7, 2.10	Organisation profile	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
2.8		Fully	La Trobe University 2013 snapshot Our students: student categories Our people: staff categories Our economic and supply chain impact: economic performance	verso 34 39-40 45
2.9			Our people: staff categories Our people: recruitment, retention and turnover	39-40 40
3.1-3.3, 3.5-3.12	Report parameters	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
3.4		Fully	Back page	
3.13		Fully	Reporting framework Our commitment to sustainability Our approach to sustainability and our material impacts Assurance statement	1 2 6-7 48-49
4.1-4.3, 4.5-4.11, 4.13-4.14	Governance, commitments and engagement	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
4.4		Fully	Our commitment to sustainability Our approach to sustainability and our material impacts Our students: students on decision-making committees	2 6-8 34
4.12		Fully	Our commitment to sustainability Engaging with stakeholders on sustainability Our environmental impact: built environment Our community	2-3 9-10 26 30-33
4.15		Fully	Our approach to sustainability and our material impacts Engaging with stakeholders on sustainability	6-7 9-10
4.16		Partially	latrobe.edu.au/sustainability/report/2013/GRI	
4.17		Fully	Our approach to sustainability and our material impacts	6-7
G3.1 DMAs	Disclosure on management approach	Fully	latrobe.edu.au/sustainability/report/2013/GRI	

PERFORMANCE INDICATOR AND CATEGORY		REPORTED	REPORT SECTION OR FULL GRI CONTENT INDEX	PAGE
EC1	Economic performance	Partially	Our economic and supply chain impact: economic performance	45
EC2, EC3		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
EC4		Fully	Our economic and supply chain impact: economic performance	45
EC5	Market presence	Fully	Our economic and supply chain impact: cost of living and minimum wage	46
EC6		Partially	Our economic and supply chain impact: procurement practices	46
EC7		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
EC8, EC9	Indirect economic impacts	Partially	latrobe.edu.au/sustainability/report/2013/GRI	
EC9		Fully	Engaging with stakeholders on sustainability Our community: Regional Victoria Our economic and supply chain impact: direct and indirect economic impacts	10 32 46
EN1-EN2	Materials	Fully	Our environmental impact: products and services – paper use	29
EN3, EN4	Energy	Fully	Our environmental impact: energy consumption and production	23
EN6, EN7		Partially	Our environmental impact: energy consumption and production Our environmental impact: commuting Project Update: Greener Government Buildings program	23 24 26
EN8	Water	Partially	Our environmental impact: water use	25

PERFORMANCE INDICATOR AND CATEGORY		REPORTED	REPORT SECTION OR FULL GRI CONTENT INDEX	PAGE
EN11	Biodiversity	Partially	latrobe.edu.au/sustainability/report/2013/GRI	
EN12-EN14		Fully	Our environmental impact: biodiversity	27
EN16	Emissions, effluents and waste	Fully	Our environmental impact: greenhouse gas emissions	21-22
EN17		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
EN18		Fully	Our environmental impact: greenhouse gas emissions	21-22
			Our environmental impact: commuting	24
			Project Update: Greener Government Buildings program	26
EN20, EN21		Partially	latrobe.edu.au/sustainability/report/2013/GRI	
EN22		Fully	Our environmental impact: waste and recycling	28
EN23		Partially	Our economic and supply chain impact: compliance	47
EN26	Products and services	Fully	Our environmental impact: products and services	29
EN28	Compliance	Fully	Our economic and supply chain impact: compliance	47
EN29	Transport	Fully	Our environmental impact: greenhouse gas emissions	21-22
			Our environmental impact: commuting	24
LA1	Employment	Fully	Our people: staff categories	39-40
LA2, LA15		Fully	Our people: recruitment, retention and turnover	40
LA3		Fully	Our people: staff benefits	42
LA15		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
LA4-LA5	Labour/ management relations	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
LA6, LA8-LA9	Occupational health and safety	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
LA7		Partially	Our people: occupational health and safety	44
LA10	Training and education	Partially	latrobe.edu.au/sustainability/report/2013/GRI	
LA11		Fully	Our people: staff development and performance	41
			Our people: staff benefits	42
LA12	Diversity and equal opportunity	Partially	Our people: staff development and performance	41
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LA14	Equal remuneration for women and men	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
HR1	Investment and procurement practices	Partially	Our economic and supply chain impact: investment practices	46
HR2		Partially	Our economic and supply chain impact: procurement practices	46
HR3		Fully	Our people: human rights management	43
HR4, HR11	Non-discrimination; remediation	Fully	Our students: grievance management	35
			Our people: human rights management	43
HR5, HR8, HR10	Freedom of association and collective bargaining; security practices; assessment	Partially	latrobe.edu.au/sustainability/report/2013/GRI	
HR9	Indigenous rights	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
SO1	Local communities	Partially	Engaging with stakeholders on sustainability	10
			Our community	30-33
			Our economic and supply chain impact: direct and indirect economic impacts	46
SO9		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
SO2	Corruption	Partially	latrobe.edu.au/sustainability/report/2013/GRI	
SO4		Fully	latrobe.edu.au/sustainability/report/2013/GRI	
SO5	Public policy	Fully	Engaging with stakeholders on sustainability	10-11
			Research for future generations	18-19
SO7, PR9	Anti-competitive behaviour; compliance	Fully	Our economic and supply chain impact: compliance	47
SO8	Compliance	Partially	Our economic and supply chain impact: compliance	47
PR4, PR7-PR8	Marketing communications; customer privacy	Fully	latrobe.edu.au/sustainability/report/2013/GRI	
PR5	Product and service labelling	Fully	Our students: undergraduate satisfaction	36
			Our students: graduate satisfaction	37
			Our students: International Student Barometer	38
PR6	Marketing communications	Partial	latrobe.edu.au/sustainability/report/2013/GRI	

For more information, including on partially or not-addressed indicators, see our full GRI Content Index:

latrobe.edu.au/sustainability/report/2013/gri



IMPACTING FUTURES 2013

La Trobe's sustainability reports, and supporting information, can be found online:
latrobe.edu.au/sustainability/report

FOLLOW OUR PROGRESS

We welcome feedback on this report and suggestions regarding our sustainability plans and activities. Connect with us:
E sustainability@latrobe.edu.au
facebook.com/ltusustainability