

Responsible Futures

Sustainability Report 2010



What is sustainable development?

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

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

Thus the goals of economic and social development must be defined in terms of sustainability in all countries — developed or developing, market-oriented or centrally planned. Interpretations will vary, but must share certain general features and must flow from a consensus on the basic concept of sustainable development and on a broad strategic framework for achieving it.

Development involves a progressive transformation of economy and society. A development path that is sustainable in a physical sense could theoretically be pursued even in a rigid social and political setting. But physical sustainability cannot be secured unless development policies pay attention to such considerations as changes in access to resources and in the distribution of costs and benefits. Even the narrow notion of physical sustainability implies a concern for social equity between generations, a concern that must logically be extended to equity within each generation.

Gro Harlem Brundtland

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

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Our commitment to sustainability



Professor Paul Johnson
Vice-Chancellor and President

Message from the Vice-Chancellor and President

Welcome to *Responsible Futures*, La Trobe University's first sustainability report.

La Trobe University was created in 1964 with a distinct mission: to serve the community through the relevance and inclusiveness of its research and teaching, and through the production of graduates who are well-rounded citizens as well as trained professionals. The ethos of our University resonates today as profoundly as ever.

In 2010, after University-wide consultation, we launched Vision 2015 – a five-year plan that outlines the ways in which we will prepare ourselves for success in a rapidly changing higher education environment. A key element of this plan is the sustainable and ethical operation of the University and our ongoing contribution to the sustainability of our communities. Vision 2015 has been approved by the La Trobe University Council, the University's governing authority, chaired by the Chancellor, Professor Adrienne Clarke. As Vice-Chancellor and President, I am appointed by Council to be the Chief Executive Officer of the University.

Further information on governance and management at the University can be found at:
latrobe.edu.au/about/management/governance

We appointed Australia's first Pro Vice-Chancellor (Sustainability) and established the Office of the Pro Vice-Chancellor (Sustainability) to drive our efforts at making sustainability and social responsibility central to everything we do.

We are embedding sustainability principles in our curriculum, conducting research that contributes to the sustainability of our communities, and acting to reduce our own environmental footprint.

Government policy has set ambitious targets to expand student enrolment, create a demand-driven student funding system, develop new regulatory mechanisms and change the funding structure for research. These four policy strands have introduced some uncertainty about revenue and enrolments, and have created new expectations about the level and consistency of performance in teaching and research. They have also created opportunities for large-scale growth, innovation and structural change in higher education.

Social responsibility has been a part of La Trobe University's identity since its inception. We will continue our commitment to improve higher education attainment levels in Australia and employment opportunities for those who are under-represented in our workplaces.

It is with great excitement and pleasure that I introduce La Trobe University's first sustainability report *Responsible Futures*. This report makes our social, environmental and economic impacts visible so that we can strive for improvement. It highlights some issues that we need to address and we will give these priority. It also symbolises a step forward in sustainability practice in higher education and adds to the University's proud history of social responsibility leadership. The University has a community of around 30,000 students and staff, with great reach and considerable influence. We have a responsibility to engender dialogue and debate and to include as many people as possible in these exchanges. We have a responsibility to provide our community with the impetus for changes that cannot be put off for another generation. *Responsible Futures* is a landmark point of this journey.

Our approach to sustainability



Professor Carol Adams
Pro Vice-Chancellor (Sustainability)

La Trobe University's sustainability principles

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

Recognising

that sustainability encompasses economic, social and environmental dimensions.

Integrating

sustainability across all operations, curriculum and research.

Embedding

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

Becoming

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



Background

Responsible Futures is La Trobe University's first sustainability report. The development of our approach to managing sustainability began in 2009 and was led by the Sustainability Taskforce established by the Vice-Chancellor, which I chaired. The Vice-Chancellor's decision to form a Sustainability Taskforce was the result of detailed work begun in 2007 to benchmark Australian and international university performance on sustainability issues. During 2009, the Sustainability Taskforce reached agreement on the University's sustainability principles, and committed to establishing a governance and management structure for sustainability.

During 2010, I was appointed Pro Vice-Chancellor (Sustainability). An Executive Officer, Sustainability Communications Officer and Sustainability Reporting and Projects Manager were appointed late in 2010.

The appointment of a Pro Vice-Chancellor to lead the University's sustainability initiatives, an Australian first, acknowledges the need for proactive senior leadership in sustainability issues and the need to integrate and embed sustainability across operations, curriculum and research. We use the Generations logo to signify our commitment to a whole-of-institution approach to managing sustainability, as advocated by the Australian Government's *National Action Plan for Education for Sustainability* (see: www.environment.gov.au/education), a contribution to the United Nations Decade of Education for Sustainable Development (see: www.unesco.org/new/en/education).

Given the potential of the university sector to influence sustainability outcomes, the sector's slow progress with respect to sustainability reporting and management is surprising. Through education and research, the sector prepares large numbers of people for careers and engages with a range of stakeholders to address key issues, including climate change and sustainability. Universities have material direct and indirect social, environmental and economic impacts through the research we do, through the experience and education we provide future leaders and parents and through the way in which we engage with communities, government, business and our broader society.

Due to our geographic location, staff air travel is a significant component of Greenhouse Gas Emissions of Australian universities, presenting significant challenges for the way we disseminate our research and interact with colleagues overseas. Education is Australia's fourth largest export product, but we have not yet attempted to measure the carbon footprint associated with student air travel. Potential fluctuations in the amount and cost of air travel due to changing regulations represent a financial risk to the Australian university sector.

Sustainability governance, management and stakeholder engagement

In developing our sustainability governance and management processes, we have been guided by the AA1000 AccountAbility Principles of Inclusivity, Materiality and Responsiveness and AA1000 guidance on stakeholder engagement processes (see: www.accountability.org). The Sustainability Taskforce has been replaced with a formal Sustainability Management Committee, reporting to the University's Planning and Resources Committee. Through the Sustainability Management Committee we will embed sustainability in our planning and resource allocation processes.

The work of the Office of the Pro Vice-Chancellor (Sustainability) is also supported by an External Sustainability Advisory Board and a Sustainability Forum. These governance and management committees allow us to engage with staff, students, the National Tertiary Education Union and key external stakeholders. During 2010, the University Council received and provided feedback on our sustainability governance and management structure and plans.

The University's Marketing and Engagement Division has produced numerous press releases, podcasts and videocasts on sustainability issues, research and courses. See: latrobe.edu.au/news and latrobe.edu.au/sustainability

We communicate policies, plans and our approach to sustainability through our website, internal newsletter, *UniNews*, social media (Facebook, blogs, Twitter, LinkedIn) and university sector conferences. In 2011, we will undertake further stakeholder identification and mapping. For further information on our sustainability governance and management processes, see: latrobe.edu.au/sustainability

In addition to our own governance committees, we consulted a wide range of sources in identifying Key Performance Indicators (KPIs), including:

- university sustainability reports available from university websites
- independent, privately held and self-funded CorporateRegister.com, which collects and disseminates corporate responsibility reports worldwide (www.corporateregister.com)
- the Green League Table of UK universities created by People and Planet, a student network campaigning to end world poverty, defend human rights and protect the environment (<http://peopleandplanet.org/greenleague>)
- the College Sustainability Report Card for North American Universities (www.greenreportcard.org)
- the Association for Advancement of Sustainability in Higher Education (www.aashe.org)
- the Australian Campuses Towards Sustainability (www.acts.asn.au)
- the Environmental Association for Universities and Colleges (www.eauc.org)
- the Australian Government's *National Action Plan for Education for Sustainability* (www.environment.gov.au/education/nap/index.html)
- the Global Reporting Initiative's G3 Guidelines for sustainability reporting (www.globalreporting.org)
- Sustainability Victoria (www.sustainability.vic.gov.au).

We have included data from our Melbourne, City, Bendigo, Albury Wodonga, Mildura and Shepparton campuses. We have excluded data from our Beechworth campus in our greenhouse gas emissions, energy and water key performance indicators for both 2009 and 2010 because it is a hotel and not a teaching campus.

Sustainability section of La Trobe University's 2010 Operational Plan

Establish a senior academic management position and an associated office for University management of Sustainability.

Develop a comprehensive set of sustainability KPIs across operations, curriculum and research and set targets for 2013 and intermediate years. This will include a carbon emissions measurement system for whole-of-University operations.

Develop a comprehensive governance and management reporting system on sustainability.

Introduce sustainability KPIs into staff performance goals where appropriate.

Identify projects which improve sustainability performance. Identify initiatives which engage staff and students to inspire behavioural change through curriculum, education, research and actions.

Sustainability Management Committee

Membership includes senior managers who provide leadership in achieving the University's sustainability principles.

Pro Vice-Chancellor (Sustainability), Professor Carol Adams (Chair)

Vice-Chancellor and President, Professor Paul Johnson

Deputy Vice-Chancellor and Vice-President (Education), Professor Belinda Probert

Nominated student representative, Ms Steph Woollard
Executive Director, Infrastructure and Operations, Mr Tony Inglis

Chief Financial Officer, Mr Pranay Lodhiya

Executive Dean, Faculty of Science, Technology and Engineering, Professor Brian McGaw

Pro Vice-Chancellor (Equity and Access), Dr Kerry Ferguson

Executive Director, Marketing and Engagement, Ms Jacqui Martin

Director, HR Policy and Strategy, Ms Gabrielle Reilly

Director, Regional Operations, Dr Andrew Harvey

Director, Financial Operations, Mr Joe Arena

Sustainability Forum

Gathers ideas and feedback from nominated academic and professional staff, and representatives from the National Tertiary Education Union (NTEU) and student union.

External Sustainability Advisory Board

Advises the Vice-Chancellor on sustainability issues and provides feedback on the University's sustainability approach and performance.

Vice-Chancellor and President, Professor Paul Johnson (Chair)

Pro Vice-Chancellor (Sustainability), Professor Carol Adams

Margaret Abbey, CEO, Murrindindi Shire Council

Professor Kate Auty, Commissioner for Environmental Sustainability, State of Victoria

Chuck Berger, Director of Strategic Ideas, Australian Conservation Foundation

Rosemary Bissett, Head of Sustainability Governance and Risk, Group Regulatory Affairs, Operational Risk and Compliance, National Australia Bank

Dr David Bridgfoot, Solutions Development Manager, Origin Energy

Andrew McLeod, CEO, Committee for Melbourne

Carol Nicoll, CEO, Australian Learning and Teaching Council

Francis Pamminger, Manager, Research and Innovation, Yarra Valley Water

Damien Walsh, General Manager, Corporate Services, mecu

Dr Ian Woods, Senior Research Analyst, Sustainable Funds Team, Australian Equities

We have established short (2011), medium (2015) and long-term (2020) targets, which were developed through reviewing:

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

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

Our policy work in 2010 focussed on the development of a Sustainable Travel Policy and an Energy Reduction Policy. See: latrobe.edu.au/policy

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

Stakeholder	Stake in our sustainability performance
Current and future students – international and domestic	<p>Mission Australia's National Survey of Young Australians asked young people to indicate three issues they thought were the most important in Australia today. The environment was by far the most frequently mentioned topic with 46 per cent of respondents identifying it as a major issue www.missionaustralia.com.au/downloads/national-survey-of-young-australians/271-2010</p> <p>Our students are future leaders, who want to be prepared for the workplace and attractive to employers. We are addressing this through our Design for Learning project (latrobe.edu.au/ctlc/dfli) and through the development of sustainability-related volunteering programs.</p> <p>In 2011, we will seek the views of our international students on the importance of environmental sustainability, through the International Student Barometer (www.i-graduate.org).</p>
Staff	<p>Our staff want to work for an organisation that is 'doing the right thing'. They recognise the importance of the University's reputation in managing sustainability. They want the University to attract students to sustainability-related courses and to encourage sustainable behaviours.</p> <p>They also want to succeed in applying for sustainability-related research grants and have opportunities to make a contribution to the reduction of harmful environmental impacts. They see a link between achieving these goals and the University's ability to manage its sustainability impacts.</p>
Government and government agencies	<p>A number of government agencies are working to promote improvements in sustainability performance in the University sector including: the Australian Government's <i>National Action Plan for Education for Sustainability</i> (www.environment.gov.au/education); and, Sustainability Victoria (www.sustainability.vic.gov.au). In addition we engage with a number of government agencies promoting and/or regulating aspects of sustainability practice across all sectors.</p>
Our urban, regional and rural communities	<p>We have signed Memoranda of Understanding with a number of local councils, which involve engaging on sustainability issues. Our regional and rural communities face social and environmental sustainability issues, particularly as a result of climate extremes, and expect us to contribute to the development of solutions.</p>
Alumni	<p>The reputation of the University is important to our alumni in career enhancement. We are working to develop responsible leaders of the future and to find ways of involving our alumni in our sustainability initiatives.</p>
Employers	<p>Public and private sector organisations are increasingly aware of the impact of climate change and sustainability issues on their future operation, and are seeking graduates with the skills and knowledge to help them adapt.</p>
Future generations and society at large	<p>Social, environmental and economic sustainability requires action by all organisations and individuals. Universities have an important role to play as educators of large numbers of future leaders and their social connections.</p>



This is our first sustainability report and in 2011 we will be increasing opportunities for our diverse stakeholder groups to provide feedback on our strategy, policies and operations.

La Trobe University has signed the Talloires Declaration (en.wikipedia.org/wiki/Talloires_Declaration) and committed to the 10 principles of the UN Global Compact (www.unglobalcompact.org). We have joined the North American Association for Advancement of Sustainability in Higher Education (www.aashe.org).

I am Vice President (Universities) of Australian Campuses Towards Sustainability (acts.asn.au) and a Board Member of the Globally Responsible Leadership Initiative (www.grii.org) — we play an active part in both these organisations. We are also an Organisational Stakeholder of the Global Reporting Initiative (GRI) (www.globalreporting.org).

I have engaged Net Balance to do a Type 2, moderate level of assurance using the AA1000 Assurance Standard. This involves reviewing our sustainability governance and management processes and verifying material data. At the time of publication we are not aware of any other university who had prepared a GRI-compliant sustainability report with external assurance. Our third party checked GRI application level is B+, see:

🔗 latrobe.edu.au/sustainability/report/guidelines

In engaging assurance providers, I seek to:

- provide stakeholders with confidence in the quality of information publicly disclosed on sustainability performance
- ensure that the University is reporting and responding to material issues that will help guide future report content and layout
- identify where data collection, management and governance systems can be improved.

Our student number data has been excluded from the scope of the Net Balance audit because student data is audited annually by the Australian Government Department of Education, Employment and Workplace Relations as per the requirements of subsection 19–70 (1) of the *Higher Education Support Act 2003*. The student enrolment data included in this report is as at 10 March 2011.

Future plans

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

In 2011 and beyond, we will focus on our most substantial impacts:

- engaging with students, including through volunteering programs
- developing our multidisciplinary research capabilities in sustainability through the La Trobe Institute for Social and Environmental Sustainability
- ensuring we offer opportunities to students from a diverse range of backgrounds and are sensitive to issues arising from our cultural diversity
- undertake further stakeholder engagement and mapping
- developing curriculum on social and environmental sustainability issues
- reducing water and energy consumption and carbon emissions from travel and investing in energy efficiency
- including sustainability performance targets in the performance goals of senior managers.

We have identified a number of areas of poor performance relative to our sector. We have high greenhouse gas emissions with building use being the biggest source. We have a relatively high proportion of women at Associate Professor and Professor level, we have a low proportion of women in senior management positions and on senior decision making committees. We have identified actions to be taken to improve our performance on these and other indicators.

Our quantified targets (based on a 2010 baseline) are:

	2011	2015	2020
Environmental			
Greenhouse gas emissions	5%▼	15%▼	30%▼
Energy consumption	5%▼	15%▼	30%▼
Car use – single occupant	5%▼	15%▼	30%▼
Water use	3%▼	5%▼	10%▼
Waste to landfill	5%▼	15%▼	30%▼
Recycling	5%▲	15%▲	30%▲
Paper use	5%▼	15%▼	30%▼
Social – staff			
Female academic staff at Professor and Associate Professor Level	37%	40%	50%
Senior female professional staff (HEO 10 and above)	42%	50%	50%
Indigenous Australian staff ²		49	
Staff engagement – intention to stay ²		73%	
Social – students			
Low SES students participation rate ²		20%	
Indigenous Australian students participation rate ²		at least double	

2. Targets in *Vision 2015*.

Feedback on this report and suggestions regarding our sustainability plans and activities can be provided to generations@latrobe.edu.au or through our La Trobe Generations Facebook page.

Education for future generations

Social responsibility has been a key La Trobe value since its inception, with approximately 30,000 staff and students. La Trobe University's reach is great and its influence considerable.

The education of future generations occurs in the classroom and outside it, and in an era increasingly defined by new modes of communication and opportunities for shared learning.

The University is developing curriculum to provide students with knowledge about key areas of social and environmental responsibility in the 21st century, such as global warming, climate change, inequality and world poverty.

Our principles of curriculum design also ensure that our graduates can think critically, undertake research, work collaboratively to solve problems and communicate effectively. Through innovative research and teaching we demonstrate the University's ability to contribute to the creation of new knowledge and practice to address pressing local and global issues.



Curriculum

We have a number of sustainability-related and focused courses available across our different Faculties. We also offer a number of subjects that are available for those interested in studying an area without having to enrol in a degree.

See: latrobe.edu.au/sustainability

2011 actions	Responsibility
Conduct market research to inform curriculum development	Pro Vice-Chancellor (Sustainability)
Review faculty funding model to increase incentives for multi-Faculty curriculum development and teaching	Vice-President, Finance and Resources /Chief Financial Officer
Develop sustainability majors	Deputy Vice-Chancellor and Vice President (Education); Pro Vice-Chancellor (Sustainability); Executive Deans
Promote sustainability capstone experiences as part of the University-wide development of capstones for our Design for Learning initiative	Deputy Vice-Chancellor and Vice President (Education)

Climate, Sustainability and Society (ENV1CSS)

The Climate, Sustainability and Society subject series was developed to respond to the pressing need for future generations to understand the environmental challenges faced by contemporary societies and explore the potential answers multidisciplinary solutions provide.

Provided at the University's Melbourne, Bendigo and Albury-Wodonga campuses, the subject allows students from all of our Faculties to develop a recognition and appreciation of the causes and impacts of climate change, and learn about the various responses of science, society and business to these issues.

The subject was designed as a cross-Faculty initiative between the Faculties of: Science, Technology and Engineering, Law and Management, and Humanities and Social Sciences.

The subject's flagship curriculum included the Climate, Sustainability and Society public lecture series that featured in 2010: Professor David Karoly – *Lies, Damn Lies and Climate Change Deniers*; Professor Ross Garnaut – *Climate Change: A Diabolical Policy Issue*; and La Trobe alumni, Professor Tim Flannery – *Here on Earth*. To listen to these lectures please visit: latrobe.edu.au/sustainability



Professor Robert Manne speaks with Professor Tim Flannery at La Trobe University's Ideas and Society Programme

Forums and events

As a tertiary education institution, we have a role in increasing dialogue and debate among our staff, students and members of the local community on issues relating to sustainability. In 2010, we held six sustainability-related forums and events that were open to the public.

Our *Environment and Sustainability* lectures presented the impacts of climate change on the economy, politics and our environment. Guest lecturers included Professor Ross Garnaut, Professor David Karoly, David Spratt, Professor Clive Hamilton and Professor Tim Flannery.

Our *Climate Change 101* podcast sought ways to increase the accuracy of knowledge of climate change issues. The audio documentary covers science, diplomacy, politics and business aspects of climate change. The podcast features Dr Ben Hear, Professor Carol Adams, Dr Andrew Glikson, Professor Clive Hamilton, Professor Joseph Camilleri and author David Spratt.

To download the *Environment and Sustainability* lectures and listen to *Climate Change 101*, see:

🔗 latrobe.edu.au/sustainability

Behavioural change

To progress towards a sustainable future, we need to change behaviours – what we do and how we act.

In 2010 our staff and student behavioural change events included: articles in the staff newsletter, *UniNews* about energy efficiency, carbon emissions and travel; a sustainable transport stall during enrolments, Orientation Week and Open Day; World Car Free Day; Ride to Work Day; National Recycling Week; and, Clean Up La Trobe Day.

Volunteering

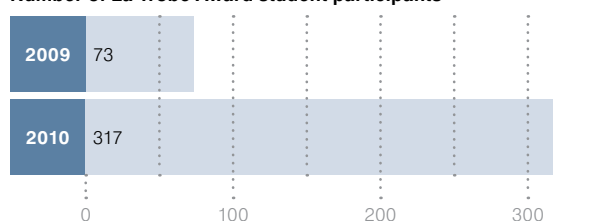
The La Trobe Award is a new initiative that rewards student volunteering through offering free, high-quality volunteering and training within the local community. The program assists students in gaining employment by learning skills that employers demand. Students start by achieving a Bronze Award and advance to the Gold Award over their time at La Trobe, at the end of which they receive official recognition of their skills and volunteer work.

To find out more about the La Trobe Award, see:

🔗 latrobe.edu.au/students/award

2011 actions	Responsibility
Organise an Academic Symposium and Business Forum on Leadership for Climate Change and Sustainability to coincide with the 10th General Assembly of the Globally Responsible Leadership Initiative	Pro Vice-Chancellor (Sustainability)
Communicate outcomes of public events through iTunes U, the La Trobe Generations Facebook page, email and Twitter to allow participants an opportunity to provide feedback	Pro Vice-Chancellor (Sustainability)

Number of La Trobe Award student participants



Research for future generations

The La Trobe Institute for Social and Environmental Sustainability is a network of more than 100 researchers from all Faculties of the University researching aspects of social and environmental sustainability.

During 2010, we compiled our *Current Research and Future Opportunities* report which outlines current sustainability-focused research. The aim of the report was to inform sustainability researchers about each others' work; identify synergies and facilitate the development of multidisciplinary project proposals.

Multidisciplinary approaches are needed to address sustainability issues. For example, natural and social scientists working together to implement solutions, change behaviours and consider social, economic and environmental impacts. As researchers, we need to engage with public and private sector and non-government organisations.

Participants in a workshop for sustainability researchers held in 2009 were concerned with developing sustainability curricula, minimising environmental impacts of University operations and contributing to social sustainability in our region and beyond. Considerable breadth of sustainability research at our University was identified within areas of psychology, ecology, economics, communication, health and wellbeing, engineering, sociology, policy and accounting.

Multidisciplinary sustainability research themes were identified:

- water, natural sciences and land management
- community resilience, health and social justice
- sustainability governance, measurement and corporate social responsibility.



Water, natural sciences and land management

La Trobe researchers under this theme work with:

- water-focused centres (Murray Darling Freshwater Research Centre, eWater Cooperative Research Centre)
- centres catering to the agriculture and biosecurity sectors (AgriBio, the Centre for AgriBioscience, Cooperative Research Centre for National Plant Biosecurity)
- Bushfire Cooperative Research Centre.

Murray Darling Freshwater Research Centre

The Murray Darling Freshwater Research Centre (MDFRC) is a partnership between La Trobe University, the Murray Darling Basin Authority, CSIRO Land and Water and the Australian Government Department of Sustainability, Environment, Water, Population and Communities.

MDFRC describes its research activities as multidisciplinary and lists its research areas as:

- environmental flows
- nutrient cycles
- algal, fish and invertebrate ecology
- macroinvertebrate and microinvertebrate taxonomy
- water quality assessment through biological and chemical monitoring programs.

Director, Dr Ben Gawne, seeks to improve the capacity for prediction in freshwater ecology. His research efforts focus on solutions that resource managers can adopt and the engagement of freshwater ecologists in policy and management. He collaborates with Professor Lin Crase (an economist) in examining the relationship between freshwater ecological research and interventions to achieve sustainable water management.

MDFRC employs a Senior Knowledge Broker, Leanne Wheaton, whose role is to establish and maintain access to knowledge generated within other sources, in order to:

- identify and deliver on opportunities to disseminate knowledge to stakeholders
- identify and facilitate further opportunities such as synthesis projects and/or collaboration
- find opportunities to implement knowledge in new settings or combine existing knowledge in new ways.

MDFRC and the University Department of Environmental Management and Ecology hold regular joint seminars.

AgriBio, the Centre for AgriBioscience

AgriBio is a public-private partnership between La Trobe University and the Victorian Government Department of Primary Industries. The facility for this organisation is under construction, and research staff and postgraduate students are already active.

AgriBio scientific programs are expected to include:

- gene discovery and functional genomics in major plant and animal species of importance to Victoria and Australia
- molecular breeding for disease resistance, drought tolerance, bioenergy and health
- molecular diagnostics, biological control and other management strategies for weeds, and plant and animal pests and diseases of importance to Victoria and Australia
- physiology and genetics related to plant and animal bioactives and health
- the development of sustainable systems of animal and plant production.

AgriBio will focus on research in the agricultural sector to improve productivity, fight disease and reduce environmental impacts.

Community resilience, health and social justice

Our research under this theme has a strong regional emphasis (Centre for Sustainable Regional Communities, La Trobe Rural Health School, Planning and Community Development Program), and a focus on health and wellbeing (Australian Centre for Evidence Based Aged Care, Australian Institute for Primary Care, John Richards Initiative, Australian Centre for Sex, Health and Society).

Centre for Sustainable Regional Communities

The Centre for Sustainable Regional Communities (CSRC) was established to support regional and rural communities in the face of economic, environmental and social challenges.

The CSRC aims to:

- foster discussion and debate about what it means to be a sustainable community
- undertake research that assists communities to make sustainable development choices
- provide a forum for others to explore social, economic and environmental aspects of sustainable living.

Dr Brad Jorgensen and Director, Professor John Martin, are chief investigators on a project that looks at social and economic perspectives on household water use, specifically how water-use behaviours interact with policy and incentives, in households in South Australia and Victoria.

Professor John Martin is also involved with a project that seeks to use social scientific modelling of rural change to develop innovative, policy-relevant strategies for successful adaptation to change in Australia's rural heartlands.

Other research projects related to this theme include:

- tourism and climate change: Dr Brad Jorgensen
- cycle tourism research project to develop a cycle tourism resource kit for regional communities: Professor John Martin and Associate Professor Sue Beeton
- enhancing competitive advantage and the customer experience in community banking: Dr Liz Duncan and Professor John Martin
- farmer decision making strategies: post-doctoral research, Dr Quentin Farmar-Bowers
- farm work and family health: doctoral research, Ms Susan Brumby
- the remaking of small inland country towns: Associate Professor Trevor Budge.

Sustainability governance, measurement and corporate social responsibility

A number of our researchers focus on corporate social responsibility and sustainability reporting and performance management. The La Trobe Institute for Social and Environmental Sustainability is led by Professor Carol Adams whose research expertise is in sustainability reporting and performance management. Clusters of sustainability researchers can be found in the Centre for Sport and Social Impact and the Public Sector Governance and Accountability Research Centre.

Centre for Sport and Social Impact

CSSI strives to change the future of sport management practices and policy, and their impact on society, through real-world research and engagement with industry and government.

Research at CSSI includes the:

- impact of sport participation and consumption on individuals and society
- efficacy of government sport policies and their impact on sport organisations
- impact of government sport-related policies on individuals and communities in areas including preventative health, social inclusion, community development, physical, education, gambling and media regulation
- study of organisational behaviour and management within the context of sport organisations, including corporate governance, corporate social responsibility and performance
- capacity of non-profit sport organisations that are dependent on voluntary efforts in the community.

Director, Professor Russell Hoye, has expertise in corporate governance, volunteer management and public policy, Associate Professor Suzanne Young's expertise is in corporate governance and corporate responsibility, and other corporate management-related research is conducted by Associate Professor Matthew Nicholson and Dr Emma Sherry.

Other researchers at the Centre include Associate Professor Rae Walker, a social scientist and health promotion specialist, Dr Paul O'Halloran, a psychologist from the School of Public Health, Dr Art Stukas, a social psychologist from the School of Psychological Science, and Dr Lawrie Zion, a media researcher and producer, and Dr Christopher Scanlon, both from the Media Studies Program.

In addition to these themes, the La Trobe Institute for Social and Environmental Sustainability includes the Centre for Technology Infusion.

Centre for Technology Infusion

CTI's mission is to stimulate major opportunities for economic growth by pioneering future directions and innovations.

Its objectives are to:

- engage in strategic and translational research
- transition the outcomes of research and innovation into the public and private sectors
- foster student and staff engagement with industry
- provide access to technologies and infrastructure for research and development
- encourage and support the formation of start-up companies
- provide advice on project feasibility and qualification, infrastructure support and expertise to technology start-ups, industry and governments.

Examples of research and development activities at CTI include:

- award-winning technology developed by CTI incorporated into Australia's first Zero Emission House
- intelligent grid/load management and forecasting enabled in the Solar Hubs Project with the Bendigo Sustainability Group (BSG) and the Mount Alexander Sustainability Group (MASG)
- an energy monitoring and management platform based on 'broadband over powerlines' technology developed in partnership with Varetika.

CTI is also engaged in an intelligent transport systems R&D project using advanced information and communication technologies to improve safety, mobility and productivity and help sustain the environment.

CTI has a number of PhD research students engaged in developing next generation technology and solutions. The Centre's Director is Professor Jugdutt (Jack) Singh.

Case studies of our research can be found at:

🔗 latrobe.edu.au/sustainability

2011 actions	Responsibility
Provide opportunities for sustainability researchers to collaborate across disciplines	Pro Vice-Chancellor (Sustainability)
Provide seed funding for multidisciplinary sustainability research projects and identify external sources of funds	Pro Vice-Chancellor (Sustainability)



Our environmental impact

Greenhouse gas emissions

Our greenhouse gas emission inventory includes Scopes 1, 2 and 3 as defined by the Greenhouse Gas Protocol³. Since 2009, we have reported our Scope 1 and 2 greenhouse gas emissions to the Department of Climate Change and Energy Efficiency under the *National Greenhouse and Energy Reporting (NGER) Act 2007*.

Our greenhouse gas emissions can be categorised into specific areas of our operations.

These include:

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

In calculating Facility Greenhouse Gas Emissions we have assumed that our GreenPower purchases are a zero emission source, but note that they are not treated as a zero emission source for the purposes of the NGER Act.

Our Staff Business Travel Greenhouse Gas Emissions excludes a number of sources where our data was inadequate. This includes domestic flights, business travel in novated leased cars and a proportion of travel in hire cars.

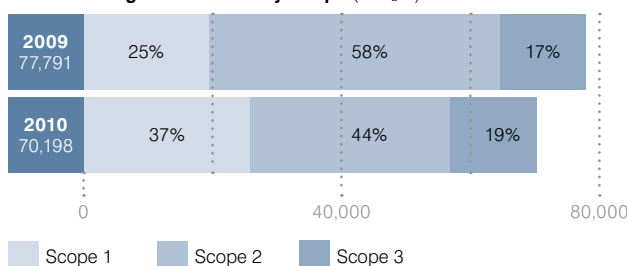
Our Staff and Student Activity Greenhouse Gas Emissions excludes staff/student commuting and use of CO₂ and N₂O gas cylinders in laboratories.

The difference in our Scope 1 and 2 emissions between 2009 and 2010 is due to: our cogeneration plant being closed for part of 2009 (resulting in higher than usual purchase of electricity from the grid in 2009 and a lower use of natural gas for the cogeneration process); and, the purchase of 10 per cent of our electricity from renewable energy in 2010.

Our Facility Greenhouse Gas Emissions (see table below) are higher than the Sustainable Campus Group (SCG) University average (0.17 tonnes per square metre in 2009). In addition, 2009 facility greenhouse gas emissions were higher due to the cogeneration plant being shut down for a six month period resulting in the Melbourne campus using more electricity from the grid. Grid electricity is primarily sourced from brown coal fired power generation, which has high associated greenhouse gas emissions.

3. Greenhouse Gas Protocol 2004, A Corporate Accounting and Reporting Standard. Available from: www.ghgprotocol.org/standards/corporate-standard (page 25).

Greenhouse gas emissions by Scope (tCO₂-e)



2011 actions	Responsibility
Communicate Energy Efficiency Policy	Pro Vice-Chancellor (Sustainability)
Produce a Greenhouse Gas Emissions Management Plan that includes reduction strategies to reach our greenhouse gas reduction targets	Pro Vice-Chancellor (Sustainability)
Develop data collection systems for: domestic air travel (Scope 3), novated leased vehicles (Scope 3), hired vehicles (Scope 1 and 3), CO ₂ and N ₂ O gas cylinders (Scope 1)	Pro Vice-Chancellor (Sustainability); Director, Financial Operations

Greenhouse Gas Emission Targets KPI	Metric	2009	2010	2011 5% reduction	2015 15% reduction	2020 30% reduction
Facility Greenhouse Gas Emissions	tCO ₂ -e per Gross Floor Area (GFA) m ²	0.22	0.19	0.18	0.16	0.13
Staff Business Travel Greenhouse Gas Emissions	tCO ₂ -e per Full Time Equivalent (FTE) staff	2.73	2.40	2.28	2.04	1.68
Staff and Student Activity Greenhouse Gas Emissions	tCO ₂ -e per capita	0.01	0.04	0.04	0.03	0.03

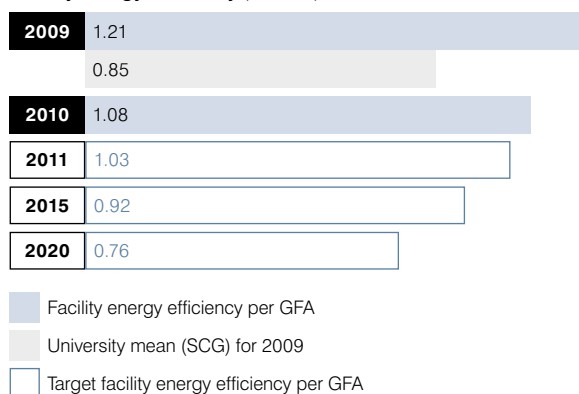
Natural gas which is used to produce electricity sent off site and consumed by others is included in total greenhouse gas emissions, but excluded from the KPIs in this table.

Energy consumption

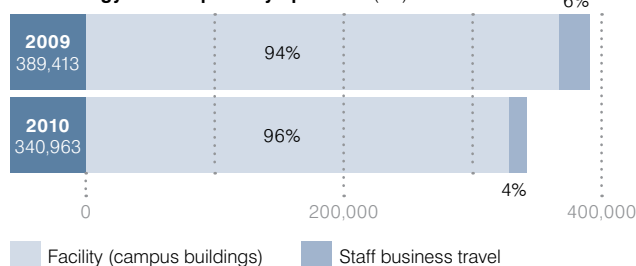
Facility energy consumption per Gross Floor Area (GFA) has decreased by 11 per cent over the past year. Facility energy consumption includes all electricity consumed by facilities whether it is sourced from the grid, cogeneration plant or GreenPower. The cogeneration plant on our Melbourne campus uses natural gas to produce electricity and heat.

During 2010, our Infrastructure and Operations Group conducted a T8 to T5 fluorescent light retrofit program resulting in energy savings and implemented a Building Automation System in a number of buildings.

Facility energy efficiency (GJ/GFA)



Total energy consumption by operation (GJ)



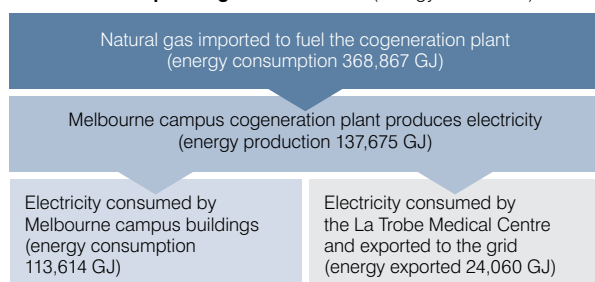
Our total energy consumption by operation and Facility energy efficiency KPI includes the electricity produced by the cogeneration plant, electricity used from the grid, stationary diesel fuel and natural gas. Both exclude the energy from natural gas used in our cogeneration plant. This allows us to compare our facility energy efficiency with other universities that do not have an operating cogeneration plant but differs from NGERs reporting. Capita = FTE staff + equivalent full-time student load (EFTSL). Capita uses EFTSL that excludes international offshore, off campus and external students.

2011 actions	Responsibility
Continue T8 and T5 fluorescent light retrofit	Executive Director, Infrastructure and Operations
Initiate level 2 and 3 energy audits to help us identify the major sources of energy use in each building and how we can improve our energy efficiency across all campuses	Executive Director, Infrastructure and Operations

Energy production

Our Melbourne campus has an operating cogeneration plant that produced 137,675 GJ of energy in 2010. In 2010, we exported just over 24,000 GJ of energy to the La Trobe Medical Centre and back into the electricity grid. The remainder of the energy is used in our own buildings. For more information about how our cogeneration plant operates and the benefits of the technology, read our case study at: latrobe.edu.au/sustainability

Melbourne Campus Cogeneration Plant (Energy Flow Chart)



Other emissions to air

Our University reports to the National Pollution Inventory (NPI) as the cogeneration plant at our Melbourne campus is a source of air emissions. These emissions are below thresholds set by EPA Victoria and do not pose a threat to human and environmental health.

Other emissions to air data has been presented in financial year timeframes to correspond to the relevant NPI submissions.

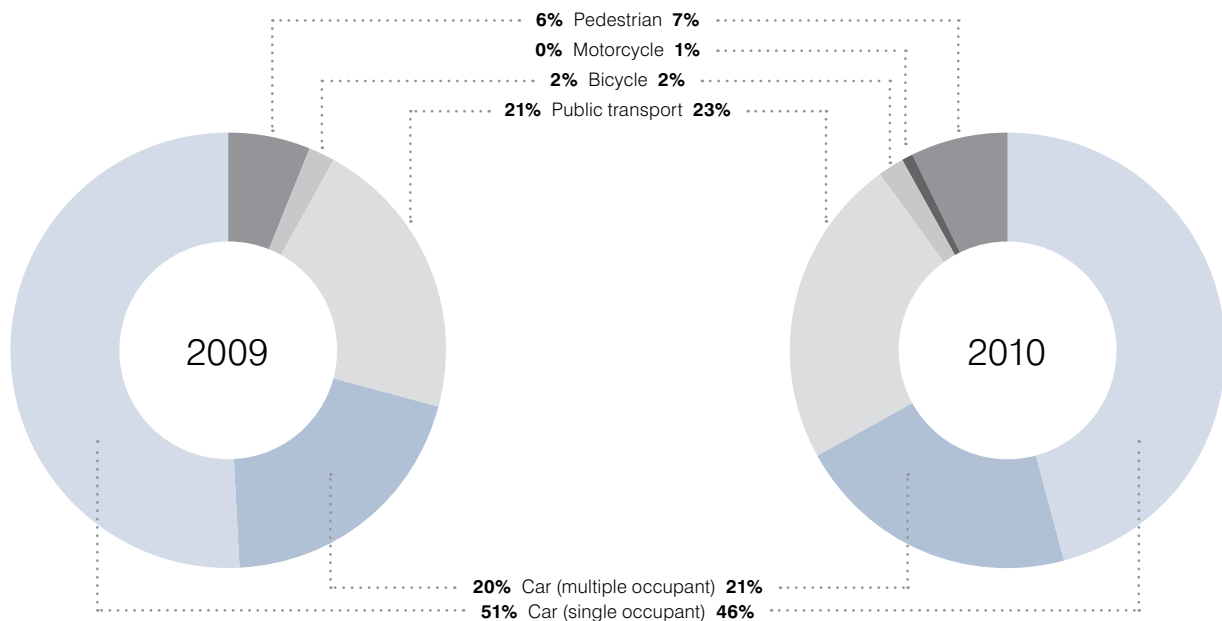
Compound (kg per year)	2009	2010
Carbon monoxide (CO)	4,696	7,965
Oxides of nitrogen (NO _x)	33,645	32,544
Sulfur dioxide (SO ₂)	173	81
Volatile organic compounds (VOCs)	506	139
Particulate matter	1,486	1,084

Commuting

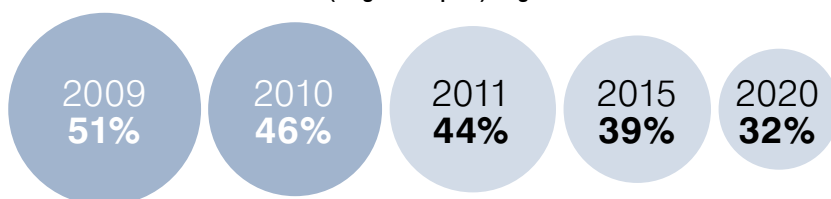
In 2009 and 2010 we conducted a survey to identify the mode of transport taken by staff and students travelling to our Melbourne campus. Single car occupancy rates decreased by 5 per cent over the last year. This improvement is mainly due to effective TravelSmart programs implemented at the campus, such as the carpooling service and additional information on public transport options. In 2010, we installed the first of many TramTracker screens that display real-time tram information in the Borchardt Library. For more information on sustainable forms of transport and details of our carpooling program, see: latrobe.edu.au/travelsmart

2011 actions	Responsibility
Implement the Metlink Commuter Club, which will provide staff with a 10% discount on annual public transport tickets that are deducted from after tax salary	Executive Director, Infrastructure and Operations Group
Install three additional TramTracker screens across the Melbourne campus	Executive Director, Infrastructure and Operations
Expand the transport survey to the Bendigo campus	Executive Director, Infrastructure and Operations

Melbourne campus transport survey results



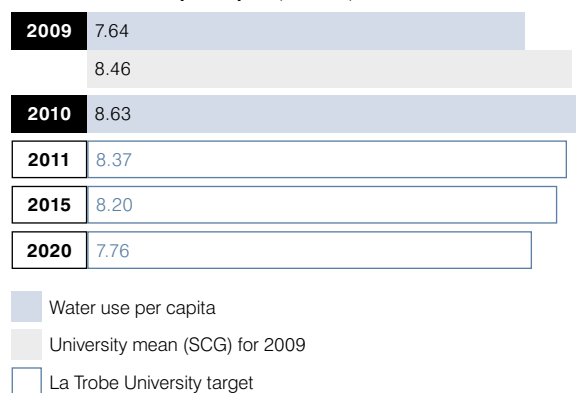
Car (single occupant) targets



Water use

Total potable water use has increased by 22 per cent over the past year. The increased water consumption in 2010 has occurred at our Melbourne campus and will be investigated. One large leak was identified in August at Menzies College.

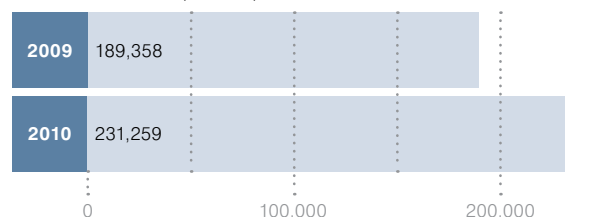
Potable water use per capita (kilolitres)



Note: 2009 data does not include the Mildura campus as water use data was not collected during this time.

2011 actions	Responsibility
Initiate water audits for all campuses which will help us to identify the major sources of water use in each building and how we can improve our water use efficiency	Executive Director, Infrastructure and Operations
Implement a number of water reuse projects including the reuse of the cogeneration plant water on the Melbourne campus	Executive Director, Infrastructure and Operations
Improve data collection systems for water use and recycling	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)

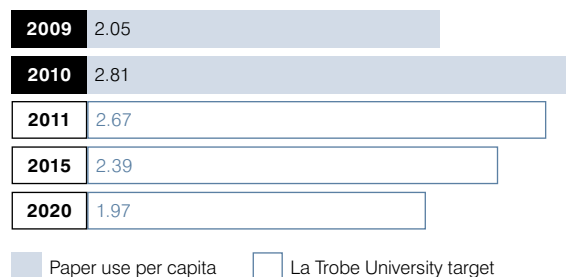
Potable water use (kilolitres)



Paper use

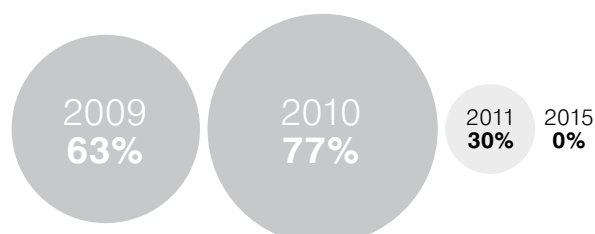
In 2010, 23 per cent of our paper purchased contained 10–100 per cent recycled content, the remainder being sourced from Forest Stewardship Council approved plantations. The SCG average recycled content was 82 per cent in 2009.

Paper use (reams per capita)

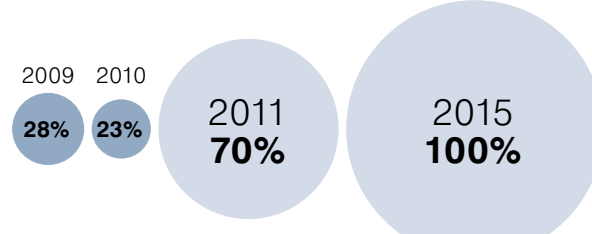


2011 actions	Responsibility
Set printer defaults to double sided	Chief Information Officer, Information and Communications Technology
Improve our conference room facilities and the use of laptops over personal computers to promote paperless meetings	Chief Information Officer, Information and Communications Technology
Increase the amount of paper purchased that contains recycled content	Vice-President, Finance and Resources/Chief Financial Officer; Pro Vice-Chancellor (Sustainability)
Set targets for the number of additional printers purchased and leased	Chief Information Officer, Information and Communications Technology

Paper use targets (Forest Stewardship approved plantation)



Paper use targets (10–100% recycled content)



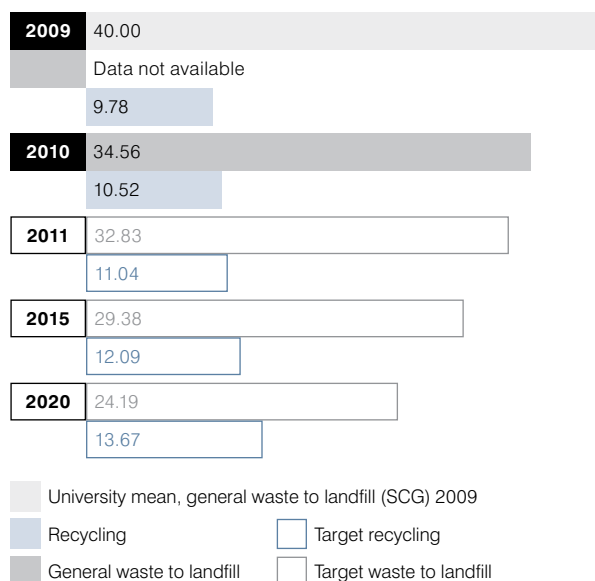
Waste and recycling

We apply the waste hierarchy principles of reduce, reuse and recycle. It is important to not only recycle, but also minimise the waste that is created in the first place.

Over the last year, we recycled 217 tonnes of our waste at our Melbourne campus by providing comingled, fluorescent tube, e-waste, toner cartridge and mobile phone recycling services. For more information on the waste and recycling services offered on our campuses, see:

🔗 latrobe.edu.au/sustainability

General waste disposed to landfill and recycling rate (Melbourne campus, kg per capita)



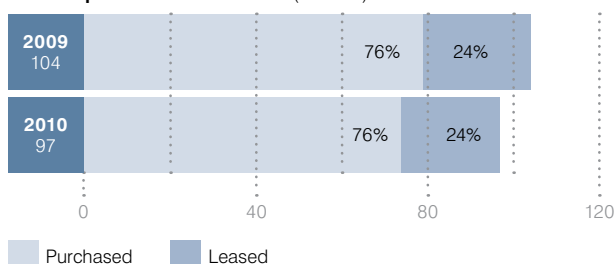
Note: Our waste data excludes biological, chemical, trade and construction and demolition wastes. Biological and chemical wastes are collected and treated by hazardous waste collection providers.

2011 actions	Responsibility
Develop a consolidated waste policy for all campuses	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability); Chief Information Officer, Information and Communications Technology
Refurbish general waste and recycling bins on the Melbourne campus through the Public Place Recycling Grant funds	Executive Director, Infrastructure and Operations
Implement recycling programs and expand as appropriate to regional campuses, collect data through two waste audits per campus in 2011	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)
Improve waste data collection, particularly at our regional campuses	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)

Products and services

In 2010, we have started to track the number of printers leased and purchased. The results show that many printers are purchased and leased, which impacts on paper and energy use.

Printers purchased and leased (number)



2011 actions	Responsibility
Initiate a policy and process that limits additional printers being purchased by working groups	Chief Information Officer, Information and Communications Technology

Built environment

In November 2010, we officially opened our new Shepparton campus. The building on this campus was constructed using sustainable design initiatives such as underground water tanks, solar hot water, concrete slabs that passively cool the building and energy efficient air conditioning.

This year, we also engaged consultants to review the University's Design Standards document, used by Project Managers and Directors to integrate principles of environmentally sustainable design in all refurbishments and new developments.



Our \$10.9 million Shepparton campus opened in December 2010

Biodiversity

La Trobe University owns a 28ha Wildlife Sanctuary and manages an additional 77ha of Crown Nature Conservation Reserves on the Melbourne campus.

These areas are managed for nature conservation and the sites have various degrees of protection. La Trobe Wildlife Sanctuary is an open-range sanctuary and is an ongoing project in ecological restoration and management.

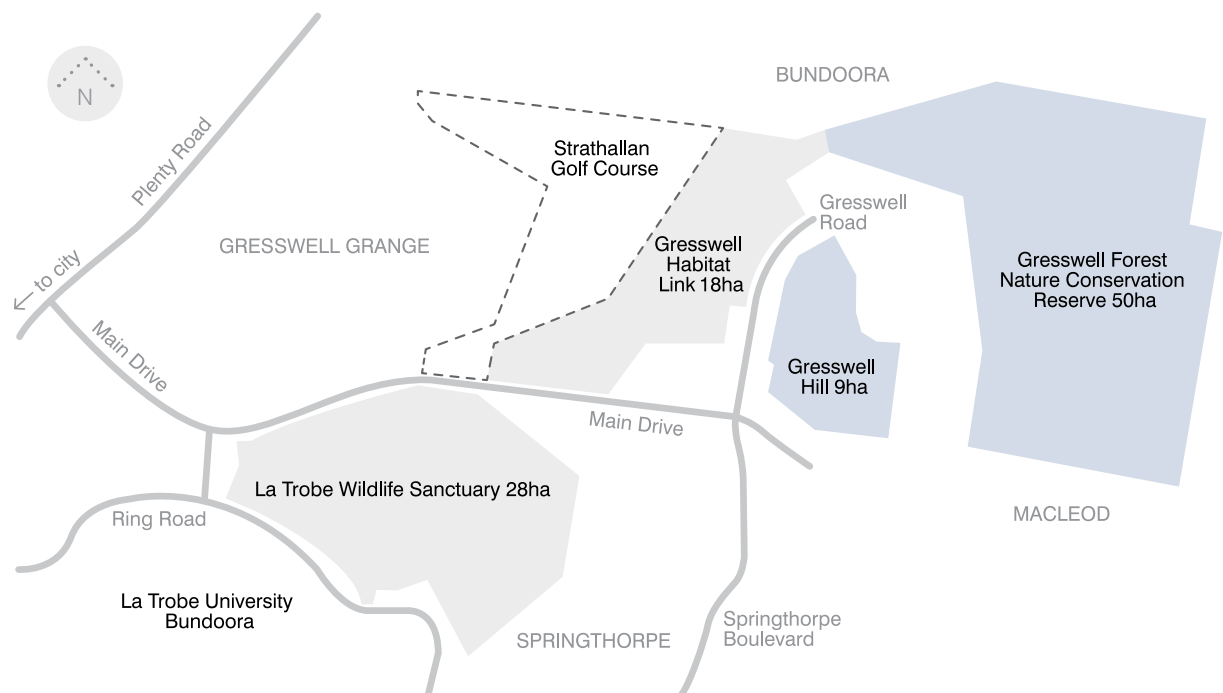
The Gresswell Habitat Link, Gresswell Hill and Gresswell Forest Nature Conservation Reserve are areas of Crown land. Protected under sections of the *Crown Land (Reserves) Act 1978*, the areas are set aside for the conservation of flora and fauna. They serve as wildlife corridors for regionally significant fauna.

For more information about the La Trobe Wildlife Sanctuary and how we use it as an educational resource, watch our podcast video at:

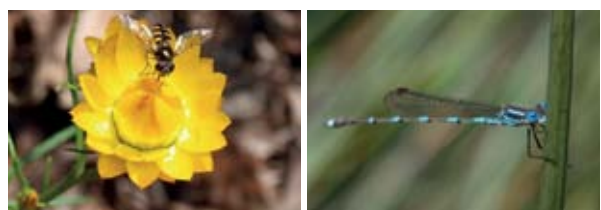
📻 latrobe.edu.au/community/staff-profiles/andrew-stocker

2011 actions	Responsibility
Develop a Land and Water Management Plan for all campuses, identifying species of ecological significance	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)
Initiate a program that tracks the water quality and ecological health of the moat system at the Melbourne campus	Executive Director, Infrastructure and Operations; Pro Vice-Chancellor (Sustainability)

University managed conservation land reserves



The moat at La Trobe University's Melbourne campus



Images of biodiversity taken by staff at the Wildlife Sanctuary

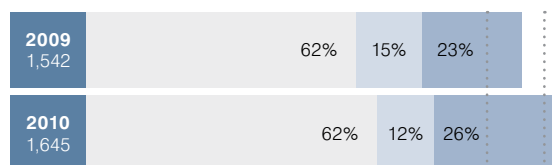
Our social impact – staff



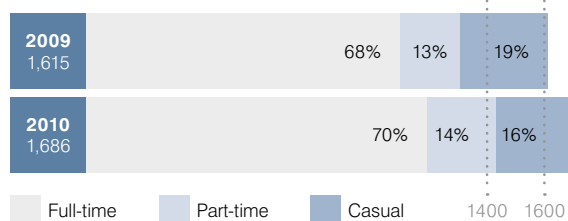
Staff categories

At the end of 2010, we had approximately 3,328 Full Time Equivalent (FTE) staff. This is an increase of around 5 per cent compared to our staff numbers in 2009.

Academic staff

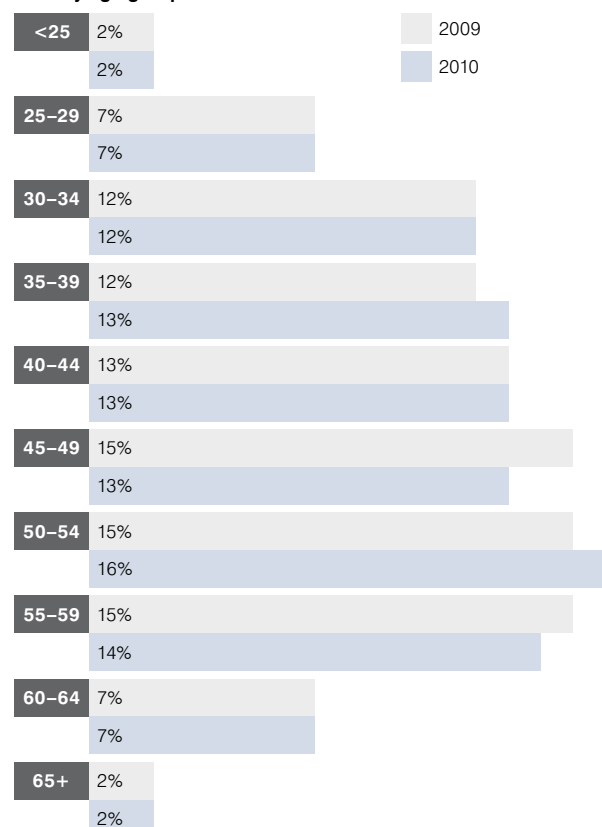


Professional and administrative staff



Full-time Part-time Casual 1400 1600

Staff by age group



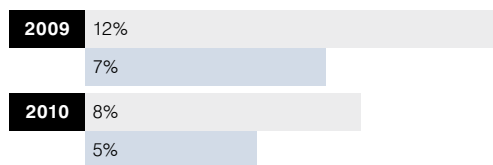
Staff Turnover

In 2010, our total turnover rate for permanent staff was 13 per cent. Turnover was higher in 2009 due to a restructure resulting in a number of voluntary redundancies.

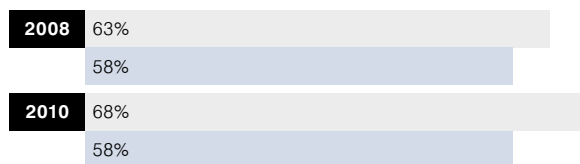
This year, we have analysed turnover of our permanent staff by gender and age. Whilst turnover amongst females is higher than males, staff satisfaction amongst females is also higher.

Our promotion process has been designed to assist in the retention of staff. In 2010 the University was successful in recruiting high quality staff most notably in the Faculty of Law and Management, where competition for staff is high.

Turnover by gender

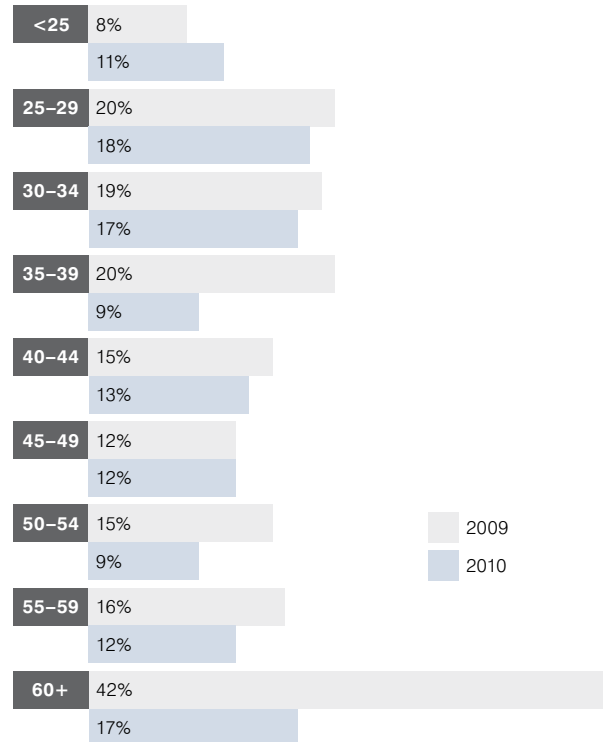


Intention to stay by gender



Female Male

Turnover by age group



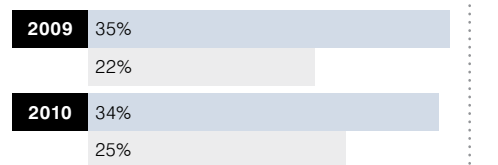
Women in leadership

The graphs below show that the proportion of female staff in senior academic roles (Associate Professor and Professor) is above the Universities Australia's 2009 mean and 2010 target. The proportion of senior female professional staff is below the Universities Australia 2009 mean and 2010 target.

Female academic staff at Professor Level



Female academic staff at Associate Professor Level

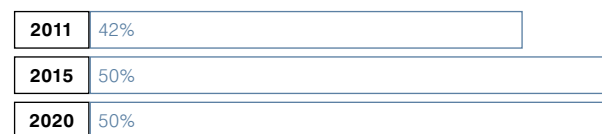


Male to female wage ratio

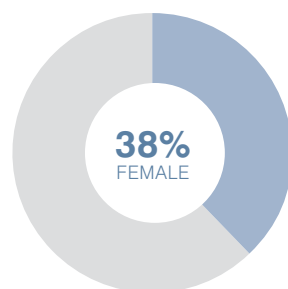
The 2010 female to male salary for continuing and fixed term staff sits at 0.89, indicating a gender pay gap. We further analysed the wage ratio by breaking the results down by level of employment. To view the results, see:

🔗 latrobe.edu.au/sustainability

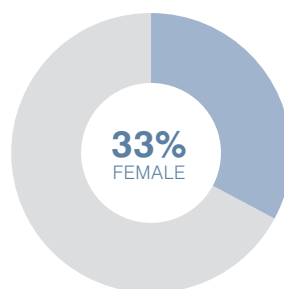
Senior female professional staff (HEO10 and above)



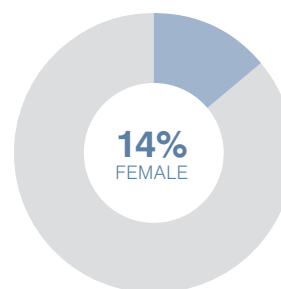
The targets to the left are for both Associate Professor and Professor Level



Heads of School Committee



Academic Board



Planning and Resources Committee

The graphs to the left show the proportion of females within high level governance committees at end of 2010.

2011 actions	Responsibility
Review promotion and recruitment processes to Executive Senior Management Classification positions	Executive Director, People and Culture
Establish targets for women at senior levels	Executive Directors; Executive Deans

Equal opportunities for Indigenous Australians

We are strongly committed to playing a leading role in 'closing the gap' in employment outcomes for Indigenous Australians. Our Indigenous Employment Strategy commits the University to creating an additional 35 jobs over a five year period for Indigenous Australians.

Each year, we celebrate Aboriginal and Torres Strait Islander cultural events. These include the observation of the National Day of Healing and the National Aboriginal and Islander Day of Commemoration week. Aboriginal elders are invited to perform Welcome to Country for major University events. For more information about our Indigenous Employment Strategy and other employment strategies, see:

🔗 latrobe.edu.au/jobs/our-employment-strategies

Indigenous Australian Staff (Full Time Equivalent)

2009	10
2010	14
2015	49 TARGET

2011 actions	Responsibility
Ensure that our employment opportunities are communicated to our Indigenous students	Executive Director, People and Culture

Benefits

Our employment terms and conditions, salary scales, classifications, superannuation and other entitlements are outlined in the La Trobe University Collective Agreement. 99 per cent of our staff are covered by the Agreement. The Agreement outlines a variety of resignation and termination notice periods for employees employed under different conditions. To view our 2009 Collective Agreement see: 🔗 latrobe.edu.au/__data/assets/pdf_file/0009/59598/ltu-enterprise-agreement-27-10-09.pdf

A wide range of benefits and entitlements are offered to staff members at La Trobe including childcare facilities, parental leave and flexible work options.

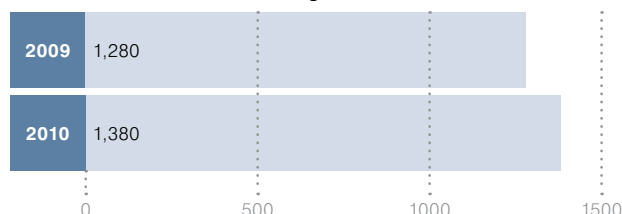


Equal opportunities training

The University Council has mandated that all fixed term and continuing employees complete our Equity and Diversity Awareness Program (EDAP). The program aims to promote the understanding and practice of workplace human rights. It consists of an introductory on-line module which is augmented by a half day face to face module. This program provides information on equal opportunity, disability support, cultural diversity, anti-discrimination, harassment issues and responsibilities including University policy and procedures. For more information about our EDAP training, see: 🔗 latrobe.edu.au/equality/staff/awareness-programs.html

In 2010 a further 345 staff completed 1,380 hours of EDAP training, bringing the proportion of staff trained to 20 per cent.

Number of hours of EDAP training



2011 actions	Responsibility
Develop a plan to improve outcomes from our investment in training	Executive Director, People and Culture
Improve data collection systems with respect to training	Executive Director, People and Culture
Develop an employee benefits and value proposition	Executive Director, People and Culture

Occupational Health and Safety

Our University has a Safety Policy which sets out the University's commitment to providing a safe and healthy environment. To view the policy see:

🔗 latrobe.edu.au/policy/documents/ohs-policy.pdf

Our health and safety committees span across each Faculty and division. Each work group has an elected health and safety representative and a nominated employer representative for resolving disputes. The Executive Occupational Health and Safety Committee forms the governance committee that reviews and evaluates the University's overall performance in achieving the objectives set out in our OHS Policy.

The Executive Occupational Health and Safety Committee is chaired by a member of University Council and includes one executive manager, one member nominated by Deans and three health and safety representatives. The Committee meets at least every three months and reports to Council at least once per year. More information about our Occupational Health and Safety arrangements are available to staff on our intranet.

Our health and wellbeing program is a joint initiative sponsored by the People and Culture Division and the Faculty of Health Sciences. The program aims to provide opportunities to staff at La Trobe University to maintain and improve their health and wellness. More information about health and wellbeing at the University is available to staff on our intranet.

During 2010, an Alcohol and Drug Taskforce was established within Equity and Student Services which has developed a wide range of recommendations to improve the health and wellbeing of students.

We are saddened to report that a person was found deceased at the bottom of an internal stairwell during Orientation Week. The incident was reported to WorkSafe and the Police. Although there were no suspicious circumstances, the incident will be subject to a coronial inquest. In an unrelated incident a person sustained a spinal injury as a result of jumping from a balcony. A third incident was reported to WorkSafe when a security guard passed away on campus as a result of natural causes.

2011 actions	Responsibility
Provision of on-line training in OHS responsibilities and hazard management	Executive Director, People and Culture
Development and implementation of safety management plans at faculty and divisional level	Executive Director, People and Culture
Provision of an on-line health and wellbeing program for all staff	Executive Director, People and Culture
Hosting worker health checks in partnership with WorkHealth	Executive Director, People and Culture



OHS Incident Reports ⁴	2009	2010
Occupational Health and Safety Incidents		
Hazard reports (no injury)	64	61
Incident reports (no injury)	166	261
Incident reports (injury):	223	262
Workers Compensation Claims		
Total number of claims	30	33
Claims involving lost time	10	14
Total Lost Time (days)	163	286
Incidents of grievances, bullying or discrimination		
Initial contact	N/A ⁵	28
Formal cases/complaints	21	12
Continuing	0	3
Completed	21	9
Incidents of threatening behaviour and assaults		
Threatening behaviour	14	6
Assaults	1	4

4. Includes staff, students, contractors and University visitors.

5. Data is not available in 2009.

Staff engagement

This year, we commissioned our second Staff Climate Survey. The survey aims to measure staff practices against staff engagement measures and the University's progress.

Results from our 2010 Climate Survey show that staff passion/engagement, intention to stay and progress have increased since our last survey conducted in 2008. However, our results are slightly lower than the University benchmark average. The full results are available to staff through our intranet.

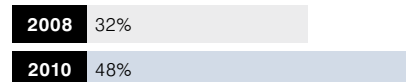


Staff Climate Survey results

Passion and engagement



Progress



Intention to stay



- La Trobe staff 2008
- La Trobe staff 2010
- La Trobe University target
- University benchmark: mean of 34 university responses to staff surveys conducted by the Voice Project

2011 actions	Responsibility
Each division and faculty to develop actions in Workforce Plans in response to Climate Survey results	Executive Directors; Executive Deans

Anti-corruption

Each year, the internal audit team conducts a number of financial and compliance audits to assess the effectiveness of our risk management, control, and governance processes. In 2010, the Internal Audit Office carried out 20 audits which is an 11 per cent increase on 2009.

Any investigations that were undertaken into allegations of fraud and/or other corruption used our internal investigations team and referrals to external forensic accounting, handwriting and IT specialists. In circumstances where criminal behaviour was suspected investigations were referred to the Victorian Police. In other circumstances the misconduct process was initiated.



Our social impact – students

Student categories

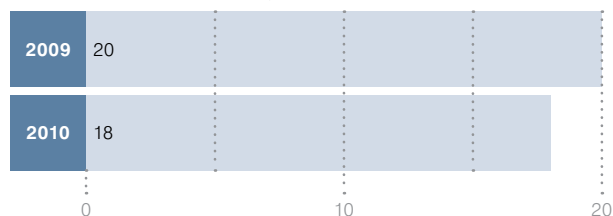
In 2010, our student body was at 25,180 equivalent full-time student load (EFTSL). This is close to a 7 per cent increase from 2009. In 2010, domestic students made up 75 per cent of our students. Our international onshore students comprised 20 per cent and our international students located on overseas campuses made up 3 per cent of our student body.

Student categories	2009	2010
Domestic	17,871	18,826
International on-shore	4,454	4,954
International off-shore	672	758
Other	583	642
Total	23,580	25,180

Students on decision making committees

A number of our students have a voice in our decision making committees. Student involvement in committees enhances communication between staff and students which enhances student engagement and learning.

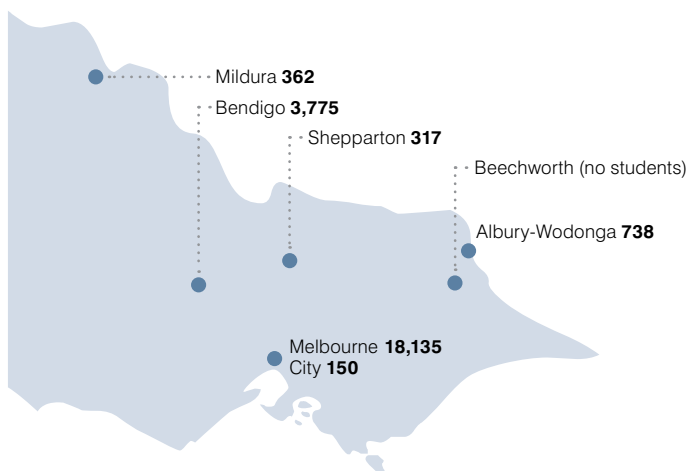
Students on decision making committees



University ombudsman

The Ombudsman Office provides all members (students and staff) access to independent arbitration or conciliation after all internal appeals have been exhausted. In 2009 the number of complaints from students, staff and other external stakeholders totalled 229, most being from the student body and of an academic or administrative nature. 2010 data was not available at the time of publishing.

Number of students (EFTSL) by campus



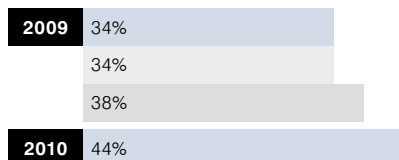
EFTSL data sourced from the Data Warehouse on 10 March 2011.

Graduate experience

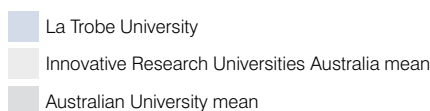
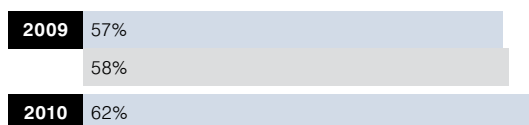
The Course Experience Questionnaire (CEQ) is used to survey our recent graduates and the Postgraduate Research Experience Questionnaire (PREQ) is used to survey postgraduate research students who have graduated. Both surveys are valuable instruments providing us with useful data on student satisfaction with various dimensions of their overall course experience.

2011 actions	Responsibility
Allocate resources to provide all faculties with detailed analysis of CEQ data	Deputy Vice-Chancellor and Vice President (Education)
Implement Design for Learning course design principles to address feedback on course structures	Deputy Vice-Chancellor and Vice President (Education)

CEQ Overall Satisfaction



PREQ Overall Satisfaction



Equality and diversity

We are committed to social inclusion and offer a range of services for students who may experience difficulties during their time at university. As a University located in the northern suburbs of Melbourne and regional Victoria, we have concentrated our efforts on students from low socio-economic (low SES) backgrounds, regional areas and Indigenous Australian students.

To measure the success of our initiatives for these student groups, we track the participation and success of each group. Participation Rate is the proportion of student load within each category. Success Rate is the proportion of units successfully passed by an equity group cohort relative to the total number of units attempted. The Success Rate provides information of educational achievement and the effectiveness of our educational delivery.

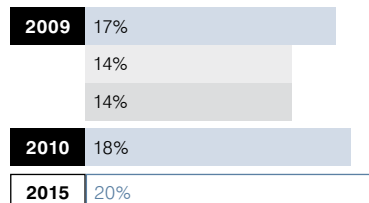
The Indigenous student participation rate at La Trobe University and other Victorian universities is lower than the national average because the proportion of Indigenous Australians is lower on average in Victoria than other Australian states.

We have produced a guide for our Muslim students that outlines the location of our prayer rooms, halal food on and around campus, Islamic student groups and external community and religious supports available.

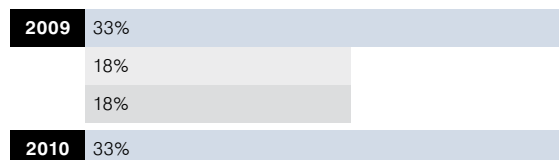
The University produces a Cultural Diversity Calendar which lists major events in cultural and religious communities represented in our staff and students. The calendar assists staff in scheduling exams and class activities so they do not conflict with major cultural and religious events. To access our cultural calendar, see: latrobe.edu.au/equality/assets/downloads/65605%20Cultural%20Diversity%20Calendar%20V4.2010.pdf

2011 actions	Responsibility
Development of specific targets for low SES and Indigenous Australian student numbers	Deputy Vice-Chancellor and Vice President (Education); Deans
Implement projects under the Higher Education Participation and Partnerships Program which enhance the participation of students from a low SES background	Deputy Vice-Chancellor and Vice President (Education)
Implement a University wide Indigenous Education Strategy which includes specific strategies and targets to increase the participation of Indigenous Australians in teaching and learning, research and community engagement at the University	Deputy Vice-Chancellors; Pro Vice-Chancellor (Equity and Student Services); Director, Indigenous Education; Deans

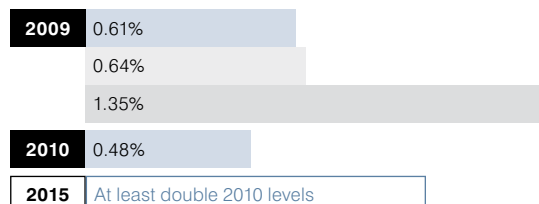
Low SES students participation rate



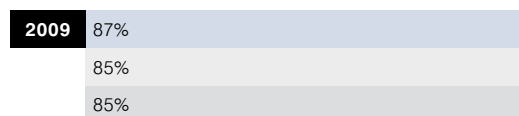
Regional students participation rate



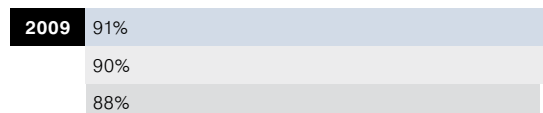
Indigenous Australian students participation rate



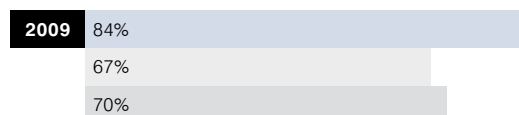
Low SES students success rate



Regional students success rate



Indigenous Australian students success rate



2010 data not available at time of publication.



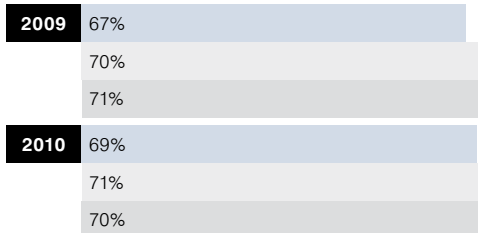
Undergraduate student engagement

Australasian Survey of Student Engagement (AUSSE)

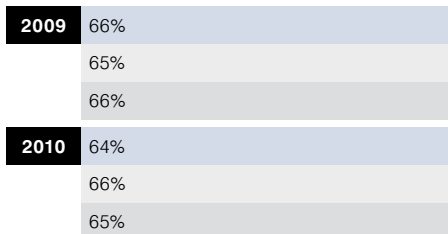
We participate in the Australasian Survey of Student Engagement (AUSSE). This survey helps us to understand more about the way students prefer to learn. The survey targets first and third year students across the University.

2011 actions	Responsibility
Implement a redesign of first year experience programs across the University	Deputy Vice-Chancellor and Vice President (Education)

First year student overall satisfaction

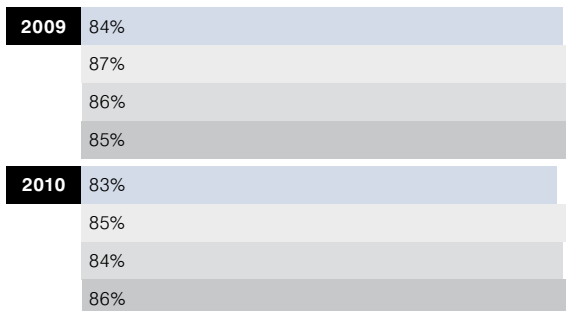


Third year student overall satisfaction

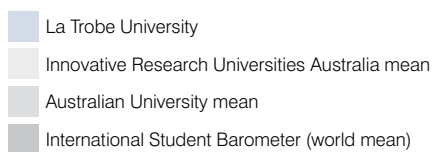


ISB satisfaction with overall learning experience

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



First year student retention rate





Our economic and supply chain impact

Economic performance

We receive financial assistance from government in the form of research grants, higher education loans, scholarship and funding for capital. In 2010 we received \$368 million from government. This is a 23 per cent increase from 2009. Our annual reports are available at:

latrobe.edu.au/about/management/governance

Indirect economic impacts

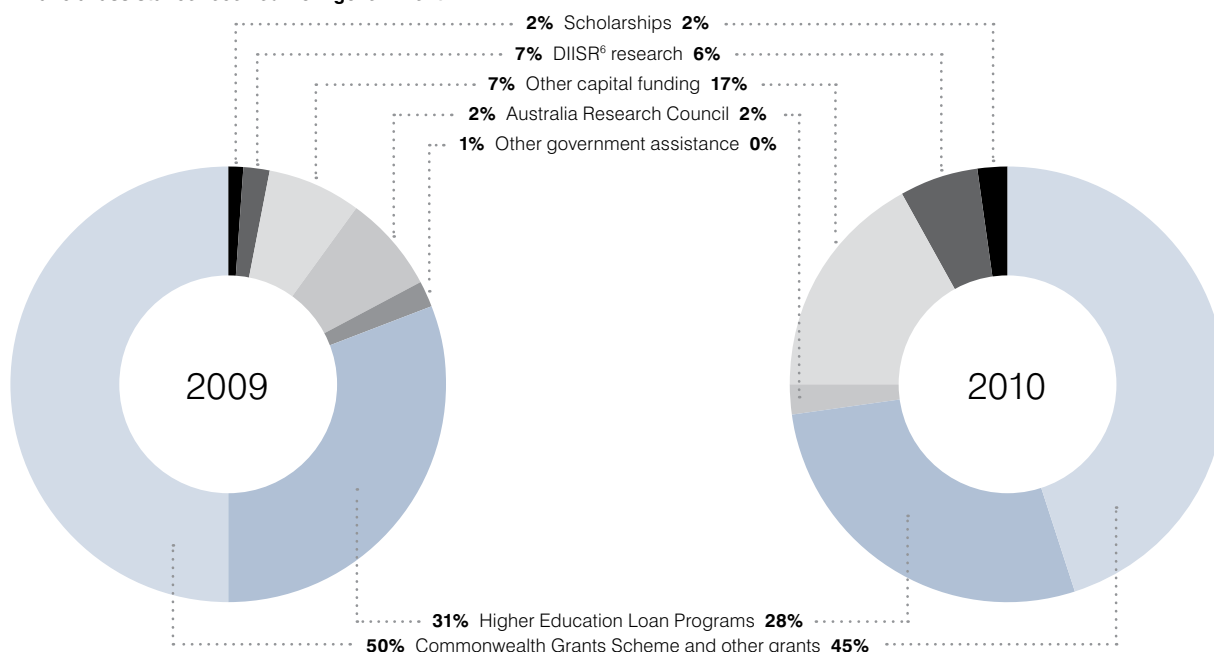
Our indirect economic impacts include the additional impacts of money circulated through the economy.

Our University has a strong network of regional campuses located in Albury-Wodonga, Bendigo, Mildura and Shepparton. These campuses make valuable economic contributions to their surrounding communities. In 2009, a study was commissioned to measure positive impacts to these communities in regional Victoria.

Campus impact	Albury-Wodonga	Bendigo	Mildura	Shepparton
Local jobs supported	515	2,099	195	130
Local economy spend (\$ million)	93.6	365.1	32.3	23.2
Contribution to Gross Regional Product (\$ million per annum)	50.3	201.4	18.5	12.5

Performance (\$000)	2009	2010
Australian Government Financial Assistance:		
• Australia Government Grants	208,048	265,908
• HECS-HELP – Australian Government Payments	85,392	94,961
• FEE-HELP	6,532	7,209
State and Local Government Financial Assistance	8,483	5,673
HECS-HELP – Student Payments	12,122	12,938
Fees and Charges	118,004	126,172
Investment Revenue	7,259	8,032
Consultancy and Contracts	42,613	35,753
Other Revenue	43,464	47,469
Deferred Government Superannuation Contributions	8,737	7,963
Total Revenue (direct economic value generated)	540,654	612,078
Operating costs	-122,383	-118,492
Employee wages and benefits	-323,798	-356,270
Payment to providers of capital	-3,570	-3,333
Other categories of expenditure	-38,159	-41,162
Total Expenses (economic value distributed)	-487,910	-519,257
Net Operating Result (economic value retained)	153,572	92,787
Current and Non Current Assets	1,095,553	1,205,464
Current and Non Current Liabilities	213,879	231,003
Equity	881,674	974,461

Financial assistance received from government



6. DIISR: Department of Innovation, Industry, Science and Research.

Cost of living and minimum wage

The University's Melbourne campus is located outside the city centre in the northern suburbs, making accommodation more affordable.

The table shows our minimum wage at junior levels as a proportion of the minimum wage set by the federal government.

Minimum wage levels	Ratio
Federal government minimum wage	1.00
Academic minimum wage (Level A, point 1)	1.88
Casual academic minimum wage (research assistant 1)	1.93
Professional minimum wage (HEO 1, point 1)	1.32
Casual professional minimum wage (HEO 1)	1.54

Procurement practices

Our University has a Procurement policy that guides our approach to sustainable procurement. To view the policy see:

● latrobe.edu.au/policy/documents/procurement-policy.pdf

2011 actions	Responsibility
Train staff who make major purchasing decisions in sustainable and responsible procurement	Vice-President, Finance and Resources /Chief Financial Officer
Initiate a dialogue that quantifies environment costs and carbon footprint of La Trobe's 10 largest suppliers	Vice-President, Finance and Resources /Chief Financial Officer
Amend the selection criteria of the tendering assessment process to incorporate sustainability	Vice-President, Finance and Resources /Chief Financial Officer



Fair Trade

In 2010 our application to the Fair Trade Association of Australia and New Zealand was successful. This makes us the third Fair Trade University in Australia. The Fair Trade initiative aims to promote better living standards in developing nations by ensuring a fair price is paid for tea and coffee products they produce. To find out more about the University's commitment to Fair Trade, listen to our podcast here:

● latrobe.edu.au/news/articles/2010/podcasts/coffee-with-a-conscience/transcript

Currently 75 per cent of retail outlets and University caterers offer Fair Trade products; 96 per cent of coffee purchased by Faculties for meetings was Fair Trade.



Investment practices

Our University invests funds for financial returns. Currently these investments are not screened for environmental, social and governance (ESG) issues.

2011 actions	Responsibility
Engage with investment service suppliers to raise the profile of ESG issues in order to ensure our investment service suppliers address and strengthen their commitment to ESG issues	Vice-President, Finance and Resources /Chief Financial Officer

2011 actions	Responsibility
Initiate a process to move towards all University retail outlets offering Fair Trade products as a condition within leasing contracts as they come up for renewal	Executive Director, Infrastructure and Operations
Implement a process to encourage that fair trade products are purchased for events and corporate gifts, where Fair Trade certified products are available	Pro Vice-Chancellor (Sustainability)

Independent assurance statement



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

La Trobe University ('La Trobe' or 'the University') commissioned Net Balance Management Group Pty Ltd (Net Balance) to provide independent assurance of the 2010 Sustainability Report (the 'Report'). The Report presents La Trobe's sustainability performance during the period 1 January 2010 to 31 December 2010. La Trobe University was responsible for the preparation of the Report and this statement represents the assurance provider's independent opinion. Net Balance's responsibility in performing its assurance activities is to the management of La Trobe University alone and in accordance with the terms of reference agreed with them. Other stakeholders should perform their own due diligence before taking any action as a result of this statement.

Assurance Standard and Objectives

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

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

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

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

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

Assurance Type and Scope

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

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

Assurance Level and Limitations

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

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

Assurance Methodology

The assurance engagement was undertaken between January and March 2011, and involved:

- Preparation of a materiality register (list of key sustainability issues) using the five-part materiality test. This included a comparison of La Trobe University against its peers, a review of key risks, a tertiary sector review, a review of selected Australian media reports, and a policy review.
- Interviews with key functional managers to better understand how La Trobe University is addressing key sustainability challenges and how sustainability is integrated within the University.
- A review of the stakeholder engagement activities undertaken by La Trobe University during the reporting period and how the results of this engagement inform the University's sustainability strategy and continuous performance improvement.

- A review of La Trobe University's key sustainability strategies, policies, objectives, management systems, measurement and reporting procedures.
- Interviews with key personnel responsible for collating and writing various parts of the Report to substantiate the reliability of selected claims.
- A review of the Report for any significant anomalies, particularly in relation to claims as well as trends in data.
- Verification of 58 selected data points and statements and examination of the systems and processes that support the claims.
- A Global Reporting Initiative (GRI) G3 Application Level Assessment.

Our Independence

Early in 2010 Net Balance undertook a project with the University reviewing and identifying University sector sustainability KPIs. This review is not in conflict with the assurance engagement. Net Balance was not responsible for preparing any part of the Report and was not involved in determining indicators included in the report. Net Balance confirms that we are not aware of any other issue that could impair our objectivity in relation to this assurance engagement.

Our Competency

The La Trobe University assurance engagement was carried out by an experienced team of professionals led by a Lead Sustainability Assurance Practitioner (Lead CSAP), accredited by the International Register of Certified Auditors UK (IRCA UK). The project included personnel with expertise in environmental, social and economic performance measurement across a range of industry sectors. Net Balance is a global leader in the use of Accountability's AA1000AS, having undertaken more than 80 assurance engagements in Australia over the past four years.

Findings and Conclusions

Adherence to AA1000 Principles

Inclusivity:

In 2010, La Trobe University developed a number of governance structures to drive the University's strategic sustainability objectives. This included the establishment of the Office of the Pro Vice-Chancellor (Sustainability), which was charged with establishing appropriate sustainability governance and management structures to integrate sustainability and drive sustainability initiatives across the University. These included the development of the Sustainability Management Committee which consists of senior personnel from across the University, the Sustainability Forum consisting of faculty and student representatives, and an External Sustainability Advisory Board of sustainability experts.

Net Balance found that these governance mechanisms provide the University with a number of avenues to engage with a wide variety of stakeholders on sustainability strategies and performance.

Materiality:

The Office of the Pro Vice-Chancellor (Sustainability) undertook a number of research activities to determine what was considered material for inclusion in the 2010 sustainability report. This research included a review of peer performance in the University sector, a review of corporate reporting globally, University sustainability benchmarking tools and Government strategic requirements. This work resulted in good coverage of performance against material issues in the 2010 report. It is recommended that the materiality process is documented and that the results are tested with a variety of stakeholder groups in future reporting years.

Responsiveness:

Prior to 2010, La Trobe University provided information on sustainability based programs to stakeholders through a variety of disconnected mediums. The authoring of the University's first Sustainability Report in 2010 has allowed La Trobe University to take a whole of University view of social, environmental and economic sustainability strategies, activities and performance. This approach has resulted in a report which provides stakeholders with a more comprehensive review of progress against Objective 4: Operate sustainably and ethically in Vision 2015, the University's strategic plan. A number of clear targets have also been set to assist the University improve performance over time.

Reliability of Performance Information

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

- The level of accuracy of sustainability performance information was found to be acceptable.
- Data trails selected were generally identifiable and traceable, and the personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data.
- The GRI application level check found that the Report was classified as B+.

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

The Way Forward

The University's first Sustainability Report in 2010 reflects a step change in the way that the University publicly discloses its sustainability performance. This report is also recognised as one of only a few reports internationally in the tertiary education sector to be written in alignment with the GRI. To ensure that La Trobe continues to be at the forefront of sustainability management and reporting in the tertiary education sector, Net Balance recommends the following:

- Development of a stakeholder engagement strategy to drive inclusivity, communicate progress on sustainability issues and to respond to stakeholder concerns.
- Further development of governance systems and processes that facilitate the integration of sustainability principles into the University's curriculum and research activities.
- The development of a sustainability strategy to drive the implementation of focused initiatives to improve performance. Areas for focus identified include energy consumption in buildings, staff travel, sustainable procurement, women in management, salary equity, water use, paper use and waste management.
- Documentation of the sustainability reporting process. Protocols and procedures should be developed for the materiality process, stakeholder mapping, KPIs, assumptions and methods of data analysis and management.

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

On behalf of the assurance team
4 April 2011
Melbourne, Australia



Terence Jeyaretnam, FIEAust
Director, Net Balance and Lead CSAP (IRCA UK)



AA1000
Licensed Assurance Provider
000-1



Statement GRI Application Level Check

GRI hereby states that **La Trobe University** has presented its report "Responsible Futures – Sustainability Report 2010" to GRI's Report Services which have concluded that the report fulfills the requirements of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3 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 Guidelines.

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

1 April 2010, Amsterdam

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint circular watermark.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The "+" has been added to this Application Level because La Trobe University has submitted (part of) this report for external assurance. GRI accepts the reporter's own judgment for choosing its assurance Provider and for deciding the scope of the assurance.

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 18 March 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

GRI G3 content index (concise)

Profile Disclosure	Profile Disclosure 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	4 5–8
2.1–2.7, 2.9, 2.10	Organisation profile	Fully	latrobe.edu.au/sustainability/report/guidelines	
2.8		Fully	Our social impact – staff: staff categories	22
			Our social impact – students: student categories	28
			Our economic and supply chain impact: economic performance	32
			Our economic and supply chain impact: indirect economic impacts	32
3.1–3.3, 3.7–3.12	Report parameters	Fully	latrobe.edu.au/sustainability/report/guidelines	
3.4		Fully	Back page	
3.5–3.6, 3.13		Fully	Our commitment to sustainability	6–8
3.13		Fully	Our commitment to sustainability	8
4.1–4.4, 4.7–4.9, 4.12–4.17	Governance, commitments and engagement	Fully	Our commitment to sustainability	6–9
4.5, 4.6, 4.10, 4.11		Fully	latrobe.edu.au/sustainability/report/guidelines	
G3 DMA	Disclosure on management approach	Fully	latrobe.edu.au/sustainability/report/guidelines	
Performance Indicator	Performance Indicator Category	Reported	Cross-reference or Direct answer	Page
EC1, EC4	Economic performance	Fully	Our economic and supply chain impact: economic performance	32
EC2		Partially	Our commitment to sustainability	5
EC3		Fully	Our social impact – staff: benefits	25
EC5	Market presence	Fully	Our economic and supply chain impact: market presence	32
EC9	Indirect economic impacts	Fully	Our economic and supply chain impact: indirect economic impacts	32
EN1–EN2	Materials	Partially	Our environmental impact: paper use	19
EN3–EN4	Energy	Fully	Our environmental impact: energy consumption	17
EN5–EN7		Partially	Our environmental impact: energy consumption	17
EN8	Water	Partially	Our environmental impact: water use	19
EN11, EN13	Biodiversity	Fully	Our environmental impact: biodiversity	21
EN12, EN14		Partially	Our environmental impact: biodiversity	21
EN16–EN17	Emissions, effluents and waste	Fully	Our environmental impact: greenhouse gas emissions	16
EN18		Partially	Our environmental impact: greenhouse gas emissions	16
EN20		Fully	Our environmental impact: other emissions to air	17
EN22		Fully	Our environmental impact: waste and recycling	20
EN23–EN24		Fully	latrobe.edu.au/sustainability/report/guidelines	
EN26	Products and services	Fully	Our environmental impact: products and services	19
EN28	Compliance	Fully	latrobe.edu.au/sustainability/report/guidelines	
EN29	Transport	Fully	Our environmental impact: commuting	18
LA1–LA3	Employment	Fully	Our social impact – staff: staff categories	22
			Our social impact – staff: staff turnover	23
			Our social impact – staff: benefits	25
LA4–LA5	Labour/management relations	Fully	Our social impact – staff: benefits	25
LA6–LA7	Occupational Health and Safety	Fully	Our social impact – staff: Occupational Health and Safety	26
LA13	Diversity and equal opportunity	Partially	Our social impact – staff: women in leadership	24
LA14		Fully	Our Social Impact – staff: male to female wage ratio	24
			latrobe.edu.au/sustainability	
HR3	Diversity and equal opportunity	Fully	Our Social Impact – staff: equal opportunities training	25
HR4	Non-discrimination	Partially	Our social impact – staff: Occupational Health and Safety	26
SO2, SO4	Corruption	Partially	Our social impact – staff: anti-corruption	27
SO7	Anti-competitive behaviour	Fully	latrobe.edu.au/sustainability/report/guidelines	
SO8	Compliance	Fully	latrobe.edu.au/sustainability/report/guidelines	
PR5	Product and service labelling	Fully	Our social impact – students: undergraduate student engagement	30



La Trobe University
Victoria 3086 Australia
▶ **latrobe.edu.au**



The data collection for, and compilation of, this report involved a large number of people from across the University. Responsibility for content rests with the Sustainability Management Committee members listed in Our Approach to Sustainability.

We welcome your feedback on this report and our sustainability performance and plans. Please email generations@latrobe.edu.au or find us on Facebook at La Trobe Generations.

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