Our reporting approach
This, Deakin University’s inaugural annual sustainability report, is a report on activity in 2013 and contains standard disclosures from the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. The GRI is the best practice international framework for sustainability reporting, using globally agreed metrics.

Deakin is a signatory to the Talloires Declaration, a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. See the Talloires Declaration on p34. We have produced a Reporting Index to show where we have responded to the GRI indicators. This content index is available on our website deakin.edu.au/about-deakin/sustainability.

The sustainability report has been approved by the University Executive, with the Executive Director, Campus Services, ensuring that the ‘material Aspects’ have been covered. The four-step process to define report content in the GRI G4 Guidelines involves Identification, Prioritisation, Validation and Review. The identification culminated in the inaugural list of potential issues (material Aspects) for coverage in this report. More detail is provided on p14.

In line with the intent of the G4 Guidelines, we have endeavoured to keep the report commentary focussed on the issues that are most important to our stakeholders. Where more information has been provided in a video snapshot story – this is available on our website deakin.edu.au/about-deakin/sustainability and noted in the report by the symbol 🎥.

Scope and boundary
Deakin University for the purposes of this report comprises the four campus locations. As the first sustainability report there are no significant changes to note.1 With respect to commercial activities, the University incorporates four ‘wholly-owned’ controlled entities and five ‘associated entities’, as outlined on p34 of the Annual Report. More than 13,000 Deakin students study wholly ‘in the cloud’ (off-campus). The Vice-Chancellor’s principal office and the University Council chambers are located at the Geelong Waterfront campus. The report commentary is centred on the four Australian campuses: Melbourne Burwood; Geelong Waterfront; Geelong Waurn Ponds, and Warrnambool. The University activities focus on providing tertiary education and include student exchange partnerships with universities in 36 countries, as well as research projects and offices in India, China and Indonesia.

Data and assurance
Data collection for this report is limited to the four main campuses, for the period 1 January 2013 to 31 December 2013,2 unless otherwise noted. We have included data and information relating to prior periods as relevant. External assurance has not been sought for this first report, however future reports will consider external assurance with an internal audit framework for sustainability reporting. The base year for the majority of data is 2010.

Contact for feedback or more details:
Email: sustainability@deakin.edu.au
Mail: Deakin University Campus Services
Locked Bag 20000
Geelong Victoria 3220
Australia

1. G4 - 23
2. G4 - 18
DEAKIN UNIVERSITY’S HISTORY
Established in 1974, Deakin was Victoria’s fourth university and the first in regional Victoria.
Deakin has been strengthened by a series of successful mergers with strong partners, each of whom has contributed significantly to our character and approach.
Today, Deakin operates in a global, connected world with the digital economy influencing every aspect of our activities.

FACTS AND STATISTICS
• Deakin is Australia’s ninth largest university with over 47,000 students, of whom approximately a fifth are international students from over 127 countries.
• 40% of our domestic students, and 28% of our international students, are mature age (25 or older)
• 23% of our domestic students come from regional and remote areas
• 2% of our students are Indigenous (the largest number of Indigenous students at any Victorian University)
• Deakin employs more than 3,600 staff.

CAMPUSSES AND LAND AREA (HECTARES)
<table>
<thead>
<tr>
<th>Campus</th>
<th>Land Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melbourne Burwood</td>
<td>27</td>
</tr>
<tr>
<td>Geelong Waurn Ponds</td>
<td>325</td>
</tr>
<tr>
<td>Geelong Waterfront</td>
<td>4</td>
</tr>
<tr>
<td>Warrnambool</td>
<td>94</td>
</tr>
</tbody>
</table>

ABOUT DEAKIN
I am delighted to introduce Deakin’s first sustainability report. While Deakin has always considered its environmental impact on both a broad and deep level, it is progress to see our efforts measured and collated in a single report.

Our world is now a much smaller place and decisions around business sustainability now and into the future will be global decisions with impacts far beyond where we might imagine and in ways we may not easily comprehend. Corporate social responsibility is no longer a ‘nice to have’, it is an imperative for any organisation that aims for long term sustainability.

Successful organisations in the 21st century, be they universities, not-for-profits, or corporations, will all need a corporate conscience – the world is coming to realise that profit is no longer enough, people and planet are equally important.

Deakin is growing. While the University has continued to perform well on financial and most social metrics, our performance with environmental management will need careful attention in the future. Limiting our impacts by reducing consumption and waste is an important part of the picture, however the energy and emissions impacts of our investment in facilities will dominate our immediate focus.

Deakin University’s inaugural annual sustainability report describes our activity in 2013 and contains standard disclosures from the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines. The GRI is the best practice international framework for sustainability reporting, using globally agreed metrics. By aligning our reporting with the GRI, Deakin is signalling it is serious in its commitment to sustainability.

This approach is a key commitment in our strategic vision: LIVE the Future Agenda 2020. This Sustainability Reports sets us apart in the sector as we take the leadership position as the first university globally to produce a report in response to the GRI G4 Guidelines. It is the first, and early, chapter in the Deakin sustainability story and we will work to review and improve each annual sustainability report as we convert commitment to action and positives outcomes.
During 2013, the key issues for Deakin were managing growth in student numbers, relocating our Business and Law Faculty to the Geelong Waterfront campus and completing the large infrastructure projects at all our campuses. Looking to 2014 and beyond, deregulation and other changes mooted in the 2014 Federal Budget are likely to have a profound impact on our sector but the long-term social impact is as yet unclear. Deakin’s international research footprint continues to develop as we continue to establish our presence in China, India and Indonesia.

The University will face a number of sustainability challenges over the next five years, including the impact of climate change globally, an increasingly complex, crowded and unequivocally global sector, the effects of digital change on the way universities deliver their services, and the need to effectively manage an increasing student population.

However the news is not all gloomy; quite the contrary. There are opportunities for new markets to replace dying industries and our researchers are leading the charge on a global scale. The information we have gained through the GRI framework gives us a logical approach to managing our impacts on an enterprise-wide level. What is not measured cannot be managed and we have a clear path to follow to improve our performance.

The most pleasing aspect as we look towards our next sustainability report is the affirmation that our core business is clear and we are achieving our education and research goals. I am energised by our future prospects and I look forward to sharing our progress.

‘Deakin University’s inaugural annual sustainability report describes our activity in 2013 and contains standard disclosures from the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines.’

Professor Jane den Hollander
Vice-Chancellor and President
1st WINNER OF THE 2013 GREEN GOWN AUSTRALASIA AWARD FOR CARBON REDUCTION.

Our Blue Moon strategy reduced our transport carbon footprint by 1,346 tonnes of CO₂.

DEAKIN TRANSPORTED MORE THAN 65,000 PASSENGERS BY SHUTTLE BUS IN 2013.

OPENING OF DEAKIN’S REGIONAL COMMUNITY HEALTH HUB – REACH CREATING HEALTH AND ECONOMIC BENEFITS FOR REGIONAL VICTORIA.

WE ALSO...

• Completed significant infrastructure projects across all campuses. All construction projects incorporate ecologically sustainable development (ESD) principles including energy efficiency and water conservation features, waste and recycling infrastructure and sustainably sourced building materials.

• University Council reviewed and implemented the strategic plan including a consolidated set of key performance indicators measured half-yearly.

• Established the Investment Committee with a direct reporting line to the Council and an annual program of presentations on our investment strategies.

DEAKIN HAS ESTABLISHED BIKE FRIENDLY GEELONG CAMPUSES.

including a dedicated Transit Hub at Geelong Waurn Ponds campus. Also Bike Hubs at Burwood, Geelong Waterfront and Waurn Ponds.

WINNER OF THE 2013 GREEN FLEET PROGRAM. The Greenfleet Huon Award recognises organisations who have consistently offset vehicle emissions for five years and over.

LAUNCH OF ‘TOBY PLAYPAD’ (Therapy Outcomes By You) laboratory in New Delhi, a Deakin research outcome assisting children with autism in India.

WINNER OF THE 2013 GREEN GOWN AUSTRALASIA AWARD FOR CARBON REDUCTION.

Deakin University Sustainability Report 2013

1.8m KILOMETRES SAVED IN VEHICLE FLEET TRAVEL SINCE THE BEGINNING OF 2012.

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OUR SUSTAINABILITY STORY

The following is a summary of the relevant performance indicators to show the impact of our activities since 2010. Deakin has enjoyed a period of substantial growth in student numbers since 2010. The increase in our student enrolments has been matched by a growth in University infrastructure to meet the needs of a larger student and staff population.

WE’VE ENJOYED A PERIOD OF SIGNIFICANT AND PROLONGED GROWTH

STUDENT LOAD (Equivalent Full Time Student Load)

<table>
<thead>
<tr>
<th>Year</th>
<th>EFTSL Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>4.9%</td>
</tr>
<tr>
<td>2011</td>
<td>5.3%</td>
</tr>
<tr>
<td>2012</td>
<td>5.4%</td>
</tr>
<tr>
<td>2013</td>
<td>7.5%</td>
</tr>
</tbody>
</table>

STAFF (Full Time Equivalent)

<table>
<thead>
<tr>
<th>Year</th>
<th>Academic (FTE)</th>
<th>General (FTE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1486</td>
<td>1814</td>
</tr>
<tr>
<td>2011</td>
<td>1585</td>
<td>1873</td>
</tr>
<tr>
<td>2012</td>
<td>1671</td>
<td>1903</td>
</tr>
<tr>
<td>2013</td>
<td>1745</td>
<td></td>
</tr>
</tbody>
</table>

ALLOWING DEAKIN TO IMPROVE ITS FINANCIAL STRENGTH AND RESILIENCE

OPERATING INCOME (Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$647.1</td>
</tr>
<tr>
<td>2011</td>
<td>$707.1</td>
</tr>
<tr>
<td>2012</td>
<td>$786.1</td>
</tr>
<tr>
<td>2013</td>
<td>$836.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Income Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>5.8%</td>
</tr>
<tr>
<td>2011</td>
<td>9.3%</td>
</tr>
<tr>
<td>2012</td>
<td>11.2%</td>
</tr>
<tr>
<td>2013</td>
<td>6.4%</td>
</tr>
</tbody>
</table>

UNDERLYING SURPLUS (Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Underlying Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$5.8%</td>
</tr>
<tr>
<td>2011</td>
<td>$7.8%</td>
</tr>
<tr>
<td>2012</td>
<td>$8.1%</td>
</tr>
<tr>
<td>2013</td>
<td>$6.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus as a % of Operating Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$63.9</td>
</tr>
<tr>
<td>2011</td>
<td>$70.7</td>
</tr>
<tr>
<td>2012</td>
<td>$78.6</td>
</tr>
<tr>
<td>2013</td>
<td>$83.6</td>
</tr>
</tbody>
</table>
We have grown our built environment to meet the needs of an expanding student population. While we aim for best practice in ecologically sustainable development (ESD) for our new and existing buildings, we are not satisfied that we are reducing our energy, water and waste rates sufficiently, relative to our growth. Critical to achieving improvements will be more efficient use of our space, which has been identified as a key strategy to achieve sustainable growth for the University.

**ENERGY CONSUMPTION (Gigajoules)**

**EMISSIONS (CO₂)**

**WATER (Kilolitres)**

**WASTE (Tonnes)**
OUR SUSTAINABILITY STORY

Collating Deakin’s sustainability performance into a single report has allowed objective assessment about where to direct our sustainability efforts. We take a long-term approach to our reporting plan, setting realistic and achievable goals, while striving for continuous improvement.

WE ARE CHANGING OUR PRACTICES TO REDUCE OUR IMPACTS WHERE WE CAN

PAPER ('000 Sheets)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper ('000 sheets)</td>
<td>50,505</td>
<td>41,980</td>
<td>35,240</td>
<td>26,140</td>
</tr>
</tbody>
</table>

VEHICLE FLEET (Kilometres)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet Kilometres</td>
<td>6,367,366 km</td>
<td>5,466,850 km</td>
<td>4,979,000 km</td>
</tr>
</tbody>
</table>

GREEN STATIONERY (% of Stationery Spend)

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stationary Spend</td>
<td>$1,903,592</td>
<td>$1,801,130</td>
<td>$1,897,345</td>
<td>$1,559,336</td>
</tr>
<tr>
<td>Green Spend %</td>
<td>50%</td>
<td>35%</td>
<td>42%</td>
<td>37%</td>
</tr>
</tbody>
</table>

SHUTTLE BUS PATRONAGE (Passengers)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shuttle Bus Patronage</td>
<td>12,000</td>
<td>22,630</td>
<td>65,649</td>
</tr>
</tbody>
</table>

WE WILL CONTINUE TO FOCUS ON OUR CORE BUSINESS AND STRIVE TO IMPROVE

GRADUATE DESTINATIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>74%</td>
<td>72%</td>
<td>71%</td>
<td>67%</td>
</tr>
<tr>
<td>Further Study</td>
<td>18%</td>
<td>20%</td>
<td>22%</td>
<td>21%</td>
</tr>
</tbody>
</table>

RESEARCH

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Loads (EFTSL)</td>
<td>835</td>
<td>922</td>
<td>983</td>
<td>1089</td>
</tr>
<tr>
<td>Higher Degree Research Completion</td>
<td>140</td>
<td>119</td>
<td>167</td>
<td>188</td>
</tr>
</tbody>
</table>
Involvement from our Deakin communities is critical to determining ‘what matters most’ across our environmental, economic and social sustainability performance. Seeking feedback from our stakeholders means consistently engaging with our students, staff, local communities and our many government, business and industry partners.

**IT IS IMPORTANT THAT WE EXCEL IN DELIVERING ON OUR PURPOSE**

**COURSE SATISFACTION (Overall)**

- 2011: 87.1% (1st)
- 2012: 87.2% (3rd)
- 2013: 86.6% (1st)

**PARTICIPATION RATE (Compact Equity Groups)**

- 2010: 12.92%
- 2011: 13.35%
- 2012: 13.38%
- 2013: 13.59%

**STAFF SAFETY**

- 2010: 36 days
- 2011: 28 days
- 2012: 19 days
- 2013: 14 days

**SECURITY REPORTS**

- 2010: 0.31
- 2011: 0.47
- 2012: 0.23
- 2013: 0.49

AND OFFER OUR DEAKIN COMMUNITIES SAFE, SECURE AND DELIGHTFUL ENVIRONMENTS
OUR APPROACH TO SUSTAINABILITY

A SUSTAINABLE AND COMPETITIVE ENTERPRISE
Deakin’s sustainability story opened with our commitment to the Talloires Declaration and the United Nations Principles of Responsible Management Education. As a signatory to these voluntary obligations we acknowledged the importance of prioritising sustainability in our enterprise several years ago. In developing our strategic vision, encapsulated in the LIVE the future: Agenda 2020, we took another step by incorporating ‘progressing a sustainable and competitive enterprise’ as a key objective. One of the specific actions to meeting this objective was producing a Global Reporting Initiative (GRI) sustainability report.

SUSTAINABILITY POLICY
Deakin's corporate policy regarding sustainability is currently captured in the strategic University framework under the Value pillar of the LIVE the future Agenda 2020. A key objective is to progress a sustainable and competitive enterprise. Performance indicators under this objective include delivering ICT and infrastructure projects, workforce productivity and resource utilisation. Specific actions arising from the LIVE the future strategy include delivering a GRI sustainability report.

The Deakin University Environmental Sustainability Enabling Policy came into effect in 2009 and was reviewed in 2011. Through this policy, the University recognised the need to move towards an environmentally sustainable future and committed to improving in this respect. We continue to strive to limit our environmental impacts by reducing consumption, minimising waste and discharges to the environment. We remain committed to principles of environmental sustainability in the design, construction, refurbishment and operation of our buildings, plant and grounds. We aim to further promote responsible environmental management and sustainability through communities of interest; partners, contracts and the supply chain; curriculum development; research and teaching leadership. These are discussed in more detail throughout the report.

SUSTAINABILITY OBJECTIVES
In line with our aim to be a global sector leader, we live our ‘worldly’ tagline and we are delighted to be among the first in preparing our report to contain standard disclosures from the most recent Guidelines (G4). The GRI sustainability reporting project aligns with Deakin’s brand position as global leader in the sector and also works to demonstrate how we are enhancing the organisation’s sustainability through the LIVE the future response.

Reporting the University’s performance against the GRI provides tangible evidence that we are striving for a rigorous and embedded approach to sustainability within our operations, policies and activities. Over time, the GRI process will validate where our efforts have been effective and also identify where sustainability performance can be improved or enhanced.

The 2013 report delivers on our policy to prioritise the sustainability of our enterprise and so ensure the long-term endurance of the University. We recognise that there is work to do to further embed our corporate social responsibility and environmental performance reporting in our systems. A specialist consultant is assisting us with our reporting strategy, processes and delivery. We also recognise that sustainability has a permanent place at the highest level of our strategic development and we are pleased to start the process under the global best practice GRI framework.

MEMBERSHIPS AND ALLIANCES
Deakin is a signatory to the Talloires Declaration, a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. The Talloires Declaration has been signed by over 350 university presidents and chancellors in over 40 countries and is reproduced in full on p34.

The Faculty of Business and Law has a long-standing strategy that encompasses responsible management education, research and thought leadership, which are directly aligned with its commitment to formally adopt the United Nations Principles of Responsible Management Education (PRME). The PRME has six principles, against which Deakin reports annually. The 2013 report to the PRME can be found online at www.unprme.org/reports/PRMReport2013AprilFinal.pdf.

Memberships maintained at an organisational level that complement the University’s commitment to long-term corporate endurance and active contribution to our communities and environment include: Green Building Council Australia, Australian Campuses Towards Sustainability, Tertiary Sustainability Network, Committee for Geelong, G21 Regional Alliance.

3. G4 - 16
OUR MANAGEMENT POLICIES AND PROCESSES
Our first Environmental Sustainability Enabling policy was published in 2009 and commitments were made as discussed above. These aspirations were supported by the Environment Strategy however our rapid and significant growth period has challenged our performance against some targets. Furthermore, the targets set in our Environment Strategy have since been reviewed as part of the sustainability reporting process. It is clear that we have work to do to improve our energy use and emissions reductions in particular. Management processes to address our performance will include a continued focus on Tertiary Education Facilities Management Association (TEFMA) benchmark reporting, as well as a long-term improvement program measured against the GRI reporting framework.

Deakin’s procurement policy includes sustainability as a required principle. Our policy states that we will endeavour to procure goods and services that are aligned with the objectives of the Environmental Sustainability Enabling Policy and Sustainable Procurement Strategy. The policy commits us to undertake procurement to demonstrate value for money, probity, sustainability and equity principles. The University supply chain is effectively decentralised with most business units across the organisation having direct responsibility for the purchase of goods and services required by the individual business units. Procurement Services are responsible for the overall strategic direction of procurement and provide an oversight of the supply chain to ensure policy compliance, best value for money outcomes and that sustainable procurement initiatives are delivered for the University. There were no significant changes in suppliers, or location of suppliers during 2013. As a Fair Trade accredited organisation, our trade relationships are global. A snapshot story of our Fair Trade accreditation can be found on our website deakin.edu.au/about-deakin/sustainability.

In December 2013, the Vice-Chancellor approved the revised Investment Policy. The approach to investment includes endeavouring to ensure investments incorporate appropriate Environmental, Social and Governance (ESG) considerations. These considerations will be part of an ESG investment plan that balances financial outcomes with ESG imperatives.

OUR APPROACH TO SUSTAINABILITY REPORTING
We take a long-term view with our reporting plan, setting realistic and achievable goals and aiming for incremental improvements. In this context, the 2013 report contains standard disclosures from the GRI G4 Guidelines.

Identifying sustainability stakeholders and the most effective means of engagement is an ongoing process due to the complexity of a multi-campus university and the early stage of maturity with our sustainability reporting. We recognise we have work to do in documenting our processes of engagement and ensuring we focus our reporting activities on what is relevant to sustainability stakeholders. Stakeholder groups with an interest in Deakin’s sustainability performance were identified as: Students, Staff, Local Communities and Government.4

These stakeholders were identified on the basis of their interaction with the University, through our activities, people/relationships and/or by the location of our campuses.5
DETERMINING WHAT MATTERS MOST

The process of determining material sustainability issues using the GRI framework is founded in genuine stakeholder engagement. Ongoing stakeholder engagement will ensure that we keep a clear focus on ‘what matters most’ across our economic, social and environmental sustainability performance.

Determining what matters most means identifying the environmental, health, safety, community and economic issues that potentially have a significant positive or negative impact on the business of the University and our stakeholders.

The G4 Guidelines clearly emphasise the critical importance of stakeholder engagement and a required focus on issues of material significance.

DEAKIN’S STAKEHOLDERS

We engage with our stakeholder groups through a range of activities, dialogue and information media, briefly summarised in the table below.

Feedback and involvement from these stakeholders is critical to the process of determining the content of our sustainability report. The GRI refers to this as the ‘materiality’ process.

STAKEHOLDERS | METHOD OF ENGAGEMENT | FREQUENCY
--- | --- | ---
Students | Surveys, Website information, Newsletters/magazines | Bi-annually, Ongoing, Monthly
Staff | Workshops and surveys, Newsletters, Vice-Chancellor email updates and Town Hall meetings | Bi-annually, Monthly, Ad-hoc (min. fortnightly), Quarterly
Local communities | Feedback analysis, Meetings, Written communication | Annually, Ad hoc, As-needs
Government | Meetings, Events, Briefings | Monthly (min.), Monthly (min.), Ad hoc

PROCESS OVERVIEW

The process to define report content in the G4 Guidelines involves: Identification, Prioritisation, Validation and Review. The identification process resulted in a list of 19 potential issues (material Aspects) for staff to consider through face-to-face meetings and a workshop.

This was refined and regrouped for student surveys where students at each campus were asked to rank their top three ‘must include’ issues from a list of 13 (and an option to define ‘other’).

The Aspects were prioritised by reviewing the University’s strategic risk register, media coverage, student and staff surveys, staff and graduate satisfaction results, improvement suggestions and complaints data.

The proposed list of material Aspects was reviewed and ratified by the University Executive.

REPORT THEMES

The themes for the Deakin University Sustainability Report 2013, based on the material Aspects:

- Financial capability
- Environmental impact
- Workplace
- Wellbeing and safety
- Access and opportunity
- Education*
- Innovation and research*
- Local communities and partners*
- Accountability and transparency

Note: The context of all the Aspects is considered within the organisation, with those noted * also considered outside the organisation as defined by the GRI boundary and scope process.®
IMPACT OF STRONG GROWTH
We’ve been enjoying a period of substantial growth in student numbers since 2010. This period of growth has been assisted by changes in government policy in 2010 that resulted in the removal of enrolment caps. Financial incentives for growth also existed due to relaxing of pricing restrictions which enabled universities to lift domestic fees by up to 20 per cent. The consequent growth in our student enrolments has been matched by a growth in University infrastructure to meet the needs of a larger student and staff population.

The environmental impact of the physical expansion has presented us with challenges that require our close attention into the future. A key driver of the approach to reporting our performance against best practice sustainability metrics was the knowledge that we need to better manage our impacts on the environment and our local communities. This makes the impact of our growth a material sustainability issue.

Course enrolments

<table>
<thead>
<tr>
<th>BY COMMENCEMENT STATUS</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commencing</td>
<td>15,415</td>
<td>16,353</td>
<td>17,418</td>
<td>19,471</td>
</tr>
<tr>
<td>Returning</td>
<td>24,191</td>
<td>25,282</td>
<td>26,577</td>
<td>28,015</td>
</tr>
<tr>
<td>Total</td>
<td>39,606</td>
<td>41,635</td>
<td>43,995</td>
<td>47,486</td>
</tr>
<tr>
<td>By citizenship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>31,099</td>
<td>33,039</td>
<td>36,007</td>
<td>39,602</td>
</tr>
<tr>
<td>International</td>
<td>8,506</td>
<td>8,596</td>
<td>7,988</td>
<td>7,884</td>
</tr>
</tbody>
</table>

FINANCIAL PERFORMANCE
As a critical pillar in Deakin’s corporate endurance, the economic sustainability of the University was recognised by all stakeholder groups as a material issue. Deakin has an organisational structure and numerous processes in place to ensure financial management is conducted at the highest professional level. In 2013, the University’s financial performance was again positive, with results representing financial security and a robust future.

In 2013, Deakin recorded an operating result of $78.2 million. In response to continued growth in staff and student numbers, several major building projects came to fruition in 2013, including the carbon fibre buildings comprising Australian Future Fibres Research and Innovation Centre (AFFRIC), Deakin’s Regional Community Health Hub (REACH) and the National Rental Affordability Scheme student accommodation projects in Warrnambool and Waurn Ponds.

Deakin operates within a Financial Management Framework that includes the Financial Resources Management Team being responsible for providing support and specialist advice to Finance Managers across the University. The process of monthly reviews and intense quarterly and annual reviews ensures close scrutiny and tracking of financial performance. Regular reporting, variance analysis and forecasting are provided on a monthly basis to the Executive team and Chief Financial Officer.

Detailed financial information is provided in the Deakin University Annual Report, available online at deakin.edu.au/about-deakin/leadership-and-governance.

FINANCIAL CAPABILITY

THE KEY ISSUES FOR STAKEHOLDERS:
- Impact of strong growth
- Financial performance
- Investment in sustainable development

SIGNIFICANT INVESTMENT IN SUSTAINABLE DEVELOPMENT
The most visible evidence that Deakin is investing in future growth is the continued investment in enhanced learning centres and iconic buildings for our campuses. Completed in April 2014, the $126 million Burwood Highway frontage building is a clear signal of the long-term view taken for the University’s future. Featuring ecologically sustainable design elements, the eight-storey building contains a mix of teaching and learning facilities, financial services staff and a range of hospitality options and meeting places.

A snapshot story about the new Burwood Highway frontage building can be found on our website deakin.edu.au/about-deakin/sustainability.

From a financial perspective, the Deakin Sharp Smart and Secure strategy aims to secure our future in an increasingly competitive market. The aims of the program are to:
- ensure Deakin’s operations are efficient and effective to secure Deakin’s future sustainability (sharp)
- take advantage of opportunities to move forward (smart)
- achieve the goals of our LIVE the future: Agenda (secure).
EnvironmenTal Impact

The key issues for stakeholders:
• Growth of Deakin University’s environmental impact
• Enterprise-wide environmental performance reporting
• Energy use and greenhouse gas emissions
• Transport

Growth of deakin University’s environmental impact

University campuses typically elicit vision of large physical buildings, expanses of lawn and shady trees, in contrast with cutting edge technology and thought leadership. These historic notions remain relevant in a modern 21st century university and all have environmental management implications. Deakin University has four campuses and each campus offers distinctly different environmental assets that determine the university’s environmental impact.

Geelong Waterfront Campus is located adjacent to the bay precinct of the Geelong central business district (CBD) and has few environmental assets.

Geelong Waurn Ponds Campus is 11 kilometres south-west of the Geelong CBD on 325 hectares of land. The site offers riparian areas, woodland forest with patches of trees and the Waurn Ponds creek runs along the western border providing a wildlife corridor and habitat for numerous flora and fauna species.

Melbourne Burwood Campus is located 17 kilometres east of the Melbourne CBD in the heart of the suburbs. The site offers introduced and indigenous native plant species and is divided by Gardiners Creek which constitutes a wildlife corridor and is a habitat for common frogs, waterbirds, mammals and a variety of aquatic vegetation.

Warrnambool Campus is located 260 kilometres south-west of Melbourne CBD in regional Victoria and offers woodland and landscaped areas that provide habitat for various species of flora and fauna. The Hopkins River runs adjacent to the campus along the southern boundary and is home to various fish and aquatic species.

The environmental concerns of Deakin’s stakeholders focus primarily on energy consumption and greenhouse gas emissions associated with the operation of and the activities undertaken by the University. In 2013, the University started conducting level three energy audits at our Melbourne Burwood campus to identify priority areas for actions that will improve energy efficiency and reduce emissions. Level three audits will continue at other campuses into 2014.

The place of buildings in the student experience is both critical and central. The expectation of Deakin students is that the located (on-campus) facilities are high quality, modern and accessible. As student numbers increase and the University extends its education offering, the investment in infrastructure to meet student and staff needs continues. The response by Deakin and the relevance of the investment in physical infrastructure is no better demonstrated than at Burwood and Waurn Ponds where the expansion of Deakin’s capacity is clear with the completion of buildings such as the Burwood Highway frontage and the new Student Residences at the Geelong Waurn Ponds campus, both of which incorporate ecologically sustainable development (ESD) principles.

We have grown our built environment to meet the needs of an expanding student population. Deakin is committed to ‘Green Star Education’ and aims to deliver projects for new and existing buildings in line with the Green Building Council of Australia’s 5 Star rating or equivalent standard. While we aim for best practice in ESD for our new and existing buildings, we are not satisfied that we are reducing our energy, water and waste rates (consumption per Equivalent Full-time Student Load - EFSTL) sufficiently, relative to our growth.

Critical to achieving improvements will be more efficient use of our space (measured as gross floor area), which has been identified as a key strategy to achieve sustainable growth for the University.
In the 2013 year, Deakin focused on building and refurbishing a range of accommodation and education facilities, to provide improved student services and meet the corresponding staff needs. Since 2010, gross floor area (GFA) has expanded to 356,931 square metres, an increase of 121,894 square metres since 2010.

**Major infrastructure projects included:**
- Food at Deakin, renewal of food and hospitality venues across all campuses ($10 million).
- Geelong Waterfront relocation of Business and Law from Waurn Ponds campus.
- Geelong Waurn Ponds technology precinct development, incorporating the Australian Future Fibres Research and Innovation Centre (AFFRIC).
- Deakin’s Regional Community Health Hub (REACH) opened at the Geelong Waurn Ponds campus.
- Warrnambool and Waurn Ponds student accommodation, with construction of 309 apartments at Waurn Ponds and 102 apartments in Warrnambool.

**ENTERPRISE-WIDE ENVIRONMENTAL PERFORMANCE REPORTING**

Deakin University is subject to a range of environmental legislation, to which we comply and report as required. While we continue to meet our reporting obligations, we are increasingly being asked about the University’s environmental and sustainability performance as a matter of course.

**Our regulatory obligations include:**
- Environment Protection and Biodiversity Conservation Act 1999 (Cth)
- Catchment and Land Protection Act 1994
- National Greenehouse and Energy Reporting Act 2007 (Cth)
- Climate Change Act 2010
- Planning and Environment Act 1987 (Vic)
- Environment Protection Act 1970 (Vic)
- Water Act 1989 (Vic)
- Water Industry Act 1994 (Vic)

Through our Environmental Sustainability Enabling Policy, the University strives to reduce the environmental footprint resulting from our operations. We follow a systems-based approach in accordance with ISO 140001 EMS, however we recognise our formal processes need to be improved.

Naturally, with a greater footprint comes an increased obligation to manage the associated impacts on waste, water and consumption – of energy, emissions, paper and organics as a minimum. It is critical that we manage the effects of the built environment and growth in student numbers on biodiversity, air quality, noise levels, local waterways and local flora and fauna. The social impacts of construction, changes to local amenity, traffic, transport and parking are also vital considerations.

Deakin recognises that we must reduce our environmental impacts to support a sustainable future. We understand climate change is a significant challenge in our world today and we are responding with actions. The financial implications of climate change and other risks and opportunities for Deakin have been incorporated in the University’s strategic planning process and work is underway to also align our risk methodology. The change in Australian Government during 2013 created a shift in the carbon tax environment and we continue to monitor and respond to policy directions. The University’s energy and greenhouse gas emissions have been measured and reported annually since 2010 in response to the National Greenhouse and Energy Reporting Act 2007.

We monitor and audit energy, water, waste, recycling, fleet vehicle fuel use, office based activities including paper use, printing, electronics and e-waste and procurement to add value, evaluate and improve the efficiency of the University’s operations. We continue to identify improvement opportunities, such as initiatives to offset our impacts and reduce our emissions, sustainable procurement activities, resource recovery and environmental sustainable design opportunities. These issues represent both challenges and highlights in 2013 and snapshot stories on many of our initiatives can be found on our website deakin.edu.au/about-deakin/sustainability.

Deakin strives to deliver a sustainable enterprise and we monitor our environmental impacts across the following program areas:
- Carbon and greenhouse gas emissions
- Biodiversity
- Water (includes stormwater management)
- Waste (includes recycling)
- Sustainable procurement
- Sustainable transport
- Sustainable built environment
- Education for sustainability
- Environmental management systems
- Leadership and engagement

Our performance in many of these areas is presented graphically on pp9-11.
Paper recycling

A new print managed service was rolled out at Deakin in 2013 and paper recycling has since decreased by over half a tonne per fortnight. It is important to note that this reduction is not because paper is going into the waste bin or to landfill, instead it is because printer paper waste (therefore recycling) is now avoided altogether. This is a positive result, which is in line with the Victorian Environment Protection Authority’s legislated waste management hierarchy (pictured).

A snapshot story on recycling and other environmental initiatives can be found on our website deakin.edu.au/about-deakin/sustainability.

EPA Waste Management Hierarchy

ENERGY USE AND GREENHOUSE GAS EMISSIONS

The National Greenhouse and Energy Reporting Act 2007 (NGER) was introduced to provide a national framework for corporations to report greenhouse gas (GHG) emissions, energy consumption and production as a consequence of their activities. The national framework informs future decisions on government policy, emissions trading, carbon tax and international reporting obligations, and prevents duplication of data reporting. From 2010 Deakin University has reported annually all energy consumption, production and emissions data via NGER.

We have a strong commitment to reducing the impacts of our operations and work across all areas to identify opportunities for improvement. Focusing on our vehicle fleet resulted in a reduction of more than nearly two million kilometres of travel between early 2012 and December 2013. The efforts to reduce travel miles ranged from providing carpooling options to investment in video-conferencing equipment and IT to enable teleworking (see next page in Transport). For this achievement, Deakin was awarded the Green Gown Australasia award in Carbon Reduction in 2013.

In 2011, we started installing renewable energy infrastructure that contributes to greenhouse gas (GHG) emission reductions and provides associated financial savings. At three of our four campuses we installed solar heating, solar hot water and photovoltaic infrastructure on selected student residences.

We have reviewed and updated University design standards to include minimum ESD principles into any new building developments and retrofit/upgrade works and, importantly, the development master plan now includes a biodiversity zone for the Waurn Ponds campus.

![EPA Waste Management Hierarchy](image)

**HFC and SF6 (kgs)**

<table>
<thead>
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<th>Year</th>
<th>HFC</th>
<th>SF6</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010/11</td>
<td>100</td>
<td>0.00</td>
</tr>
<tr>
<td>2011/12</td>
<td>200</td>
<td>100</td>
</tr>
<tr>
<td>2012/13</td>
<td>300</td>
<td>200</td>
</tr>
</tbody>
</table>
TRANSPORT
Nominated as one of the top three issues for students, transport remains a critical sustainability issue for Deakin for a number of reasons. Transport and parking access is an important determinant for on-campus students in their selection of institution. Once enrolled, the relative ease with which students can attend classes is an important factor in whether people continue studies. And, of course, from an environmental standpoint, the contribution of vehicle use to greenhouse gas emissions is an ongoing conversation.

Parking poses a challenge for Deakin, particularly at our metropolitan campuses (Geelong Waterfront and Burwood). Our growth in students has not been matched by our growth in parking capacity. This has been a conscious decision to become more environmentally responsive to the detrimental impacts of single-occupant vehicles. Despite considerable pressure from some stakeholders, we have elected to encourage and provide alternative means of travel through bike-friendly campus infrastructure and public transport linkages instead of more parking spaces.

Deakin’s efforts to provide sustainable transport solutions are relentless. Our team works hard to lobby at all levels of government for public transport improvements in the short, medium and long term, while also creating positive and practical alternatives that are immediately useful for students and staff. The free Geelong intercampus shuttle, a 24-seat Wi-Fi equipped bus running every 30 minutes, was launched in 2013. Students can drive, cycle or walk to a convenient central point and catch the free park and ride service. Similarly, Burwood students have the option of a shuttle bus from the train station to the campus to relieve the parking pressure at busy times.

A Transit Hub at Waurn Ponds was installed to provide bike racks, showers, lockers and a lounge for students wishing to store their bikes safely and have the option to catch the bus between campuses. Dedicated Bike Hubs with safe dry storage and change areas are provided at all campuses except Warrnambool.

There is no question that cars present a challenge for both the university and the communities surrounding our campuses, particularly in Burwood. The availability of parking is an issue for the Deakin community, most notably at the start of each trimester, particularly T1 in February. We continue discussions with local councils and businesses to explore workable solutions for these periods.

The ‘Blue Moon’ strategy focused on a range of initiatives including teleworking and increased use of video conferencing, to reduce vehicle use. This highly successful initiative reduced fleet car usage by 50 per cent during Telework Week in November 2013. A snapshot story on our Blue Moon strategy can be found on our website deakin.edu.au/about-deakin/sustainability.

We offset all emission from the University fleet through Greenfleet and we were delighted to receive the Greenfleet Huon Award, which recognises long-term supporters of the Greenfleet offset program.

Along with transport, student accommodation is an important factor that can determine access to tertiary education. All four campuses have services assisting with accommodating students to live either on campus or nearby. New on-campus residences were opened at Warrnambool and Waurn Ponds in 2013 and early 2014 and the Deakin learning environment underwent a major refurbishment across all campuses.
EMPLOYEE SATISFACTION

No matter its size, every business is compelled to prioritise its staff because employees are literally the greatest asset of any organisation. At Deakin, we also recognise the value of motivated and capable people and the contribution everyone makes to the University’s enduring success. As part of enhancing our enterprise, strengthening our communities and enabling our partners, we are committed to supporting the development of our staff. Interestingly, conditions of employment were considered a material Aspect by all stakeholder groups.

The 2013 staff survey, iSay, attracted a response from 84 per cent of Deakin staff, an outstanding result that leads the university sector. The Human Resources Client Partnering team work closely with areas to develop strategies to improve or enhance outcomes of the iSay survey.

Staff promotions during 2013 were significant. The highest honour that Deakin can bestow upon academic staff members is an Alfred Deakin professorship and three were awarded during the year. There were also ten professorships and 16 associate professorships. A total of 112 staff applied and 75 were successful in the 2013 promotion round.

A long-time Employer of Choice for Women, the Deakin University Gender Equity Plan 2012-2015 provides strategies for the University to become a leader in gender equity performance in the Australian higher education sector. Senior roles for women is a recognised issue for diversity and enduring organisations and Deakin is pleased to report continued strong performance in this area. A snapshot story on women in senior roles can be found on our website deakin.edu.au/about-deakin/sustainability.

Deakin’s Enterprise Agreement 2013 was submitted to the Fair Work Commission for approval in November 2013. The new agreement was supported by an overwhelming majority of staff at a ballot in October. The Enterprise Agreement covers all staff employed by the University except for the Vice-Chancellor and members of the University Executive. There were no external industrial relations judgements or decisions in 2013 with adverse findings about Deakin.

There is a formal procedure for staff to register complaints, disputes and grievances as part of the Deakin policy framework. At the beginning of 2012, there were three grievances outstanding, seven new grievances notified, seven resolved throughout the year, and three remaining at the end of 2012 unresolved. At the beginning of 2013 there were three grievances unresolved, eight notified over the course of the year, seven resolved during the year and four outstanding at the end of 2013.

Our Human Resources team works to build employee capacity, capability and productivity. Employee-targeted improvements during the year included:

- Enhancing the Deakin Careers page
- Introducing face-to-face induction and enhanced online induction
- Working at Deakin Expo held at three campuses
- Joining the Healthy Together workplace program (the first university to do so)
- Leading a group of Victorian universities in a project to ban smoking on campus
- Developing strategies to address areas for improvement identified in the iSay survey

Our strategy focuses on building employee capability, capacity and productivity, which we encourage through appropriate remuneration, reward and recognition. In addition, we are looking to continually improve our staff recruitment and induction practices, performance planning and review and workforce planning.
### Absenteeism

<table>
<thead>
<tr>
<th>PERIOD</th>
<th>DAYS 01-JAN TO 31-DEC</th>
<th>FTE AS AT 31-DEC</th>
<th>DAYS/FTE</th>
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</thead>
<tbody>
<tr>
<td>2012</td>
<td>21,735.93</td>
<td>3,031.96</td>
<td>7.17</td>
</tr>
<tr>
<td>2013</td>
<td>22,986.48</td>
<td>3,142.50</td>
<td>7.31</td>
</tr>
</tbody>
</table>

Excludes Deakin Prime & Callista – Continuing/Fixed Term Staff Only

### OPPORTUNITIES AND SERVICES

Personal and professional development is vital to ensuring our people continue to learn throughout their life at Deakin and beyond. Deakin offers a range of programs through the Staff Development program and we also offer retirement assistance through a range of transition into retirement arrangements that staff can use to their advantage.

Employee satisfaction is enhanced by appropriate surroundings. For us, this means providing a modern, innovative workplace with quality services and amenities. We are proud of the food and hospitality offered at all our campuses, which are well patronised by staff and students alike. The Deakin Waterfront Kitchen in Geelong opened in 2013 and continues as a resounding success, very popular with staff for meetings and meals alike. Similarly Natural 1 at Waurn Ponds, along with Sage, the Corner Café and several other venues at Burwood, and the Riverview Café at Warrnambool, are appreciated by staff for quality food, service and ambience. These are complemented by the management facilities of our corporate centres at each of our campuses, as well as Melbourne CBD and central Warrnambool. Food at Deakin was a project focused on renewing hospitality venues across the campuses in 2013.

Deakin achieved Fair Trade accreditation in 2011, making ours the seventh University in Australia to be accredited. Two schools and a hospital have been built in Ethiopia as a result of Deakin’s influence in purchasing Fair Trade products. A snapshot story about our Fair Trade accreditation can be found on our website deakin.edu.au/about-deakin/sustainability.
HOLISTIC APPROACH TO HEALTH AND WELLBEING

The importance of health, wellbeing and safety cannot be overstated. The people of Deakin, whether they are students, staff or visitors, are our central force and the reason the University exists. Health, safety and wellbeing consistently rated as a significant material sustainability issue by all stakeholders.

Next generation security and safety practices are vital to a positive university experience. Similarly, our aim to enhance student engagement by advancing social and cultural inclusion, as well as mental health and wellbeing support services, is founded on delivering services that enable success and enrich the learning, living and social experience for Deakin students.

Our success against these strategic objectives is measured through satisfaction surveys, the number of participants in engagement activities and the implementation of dedicated initiatives such as Deakin SafeZone and Smokefree Deakin.

We are ‘walking our talk’ on health and wellbeing, with the development of the Epworth Health Care/medical training and research facilities and Deakin’s Regional Community Health Hub (REACH) as the cornerstone of a world-class health precinct at our Waurn Ponds campus.

With regard to employee wellbeing, Deakin’s Employee Assistance Program (EAP) is a counselling service offered to all staff to address both work related and personal problems adversely affecting work performance. Use of the EAP program peaked in late 2009 at four per cent of staff. With the transfer of the program to outside providers the rate declined to 2.5 per cent in mid-2011. In 2013 use remains at 3.6 per cent of staff. This is above the long-term average of 3.0-3.5 per cent.

Student wellbeing is a key priority and we record injuries that are reported through a formal process. Most reported student accidents during the year were minor, generally involving cuts and contusions, slips and trips, personal medical conditions or sporting injuries. There were 102 incidents reported by students in 2013. Most reports were on either the Geelong Waurn Ponds campus (33) or the Melbourne Burwood campus (44). This included 67 injuries. In this period, there were six student hospitalisations reported (three students fainted, one student fainted striking his head resulting in a severe injury, one student injured his finger in a fan, and a student severely slashed his arm walking into a glass door).

Student reports are investigated and followed up where action can be taken to reduce the risk of another injury occurring.

OCCUPATIONAL HEALTH AND SAFETY

Deakin is committed to providing a safe and healthy working environment for all staff, students, contractors and visitors. To achieve this, we encourage and value safe work practices and behaviours through leadership at all levels and consultation with workers on safety matters. The health and safety of our workforce is monitored through formal programs focussed on occupational health and safety (OHS).

### Injury, accident and WorkCover performance

<table>
<thead>
<tr>
<th>INDICATOR</th>
<th>NUMBER</th>
<th>2013 Frequency Rate*</th>
<th>BENCHMARK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lost Time Injuries</td>
<td>8</td>
<td>1.3</td>
<td>Incident Rate*: Deakin University 2012: 0.34</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>10th Percentile = 0.30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>25th Percentile = 0.37%</td>
</tr>
<tr>
<td>WorkCover Claims</td>
<td>20</td>
<td>3.3</td>
<td>Currently 14% below the Victorian university sector average</td>
</tr>
<tr>
<td>Staff Accident Reports</td>
<td>131</td>
<td>21.4</td>
<td></td>
</tr>
</tbody>
</table>

Note:* Incident and Frequency rates are different measures of injury rate. Frequency Rate is the Australian Standards measure whilst Incident Rate is used in Benchmarking.
THE IMPORTANCE OF SECURITY

Deakin University is generally a safe place to work, study and enjoy the campus facilities, with very little risk of being subject to threats or violence. However there have been occasions where staff and students have been subject to threats or have felt threatened. In these situations it is important to know what to do, so our staff are trained and educated about appropriate safety procedures.

Similarly, students need to feel safe and secure at all times and Deakin Security Officers are on duty 24 hours a day, 7 days a week and are based at all Campuses. These officers are easily identified by their uniforms, which have a Deakin Security badge on them. Security Officers are trained on Deakin security policies, procedures and emergency arrangements as well as to Level 2 First aid. Internal contact for Security Officers is extension 222 and Security can also be contacted externally.

DeakinSafe is a program of work approved in August 2013 comprising a capital investment of more than $1.6 million. During 2013, project planning commenced for rollout in 2014 with a state-of-the-art emergency and safety communication centre as the centrepiece.

SafeZone is a free app for all Deakin University students and staff that connects directly to the Security team if a person needs help on campus. The app makes it easier to contact Security and helps them to respond, by sending the person’s name and location directly to the response team members. By installing the SafeZone app (available on Apple and Android devices), registered users also receive critical notifications from the University. A snapshot story on campus security can be found on our website deakin.edu.au/about-deakin/sustainability.
DIVERSITY AND EQUAL OPPORTUNITY

Deakin is committed to providing a fair and equitable University environment for students and staff. We have a legal and an ethical responsibility to create a campus environment free of discrimination and harassment, as well as clear policies to ensure that we fulfil our legal responsibilities and duty of care to the Deakin community. Our efforts to increase access to opportunity must traverse social and economic barriers, as well as recognising geographic barriers.

By welcoming, supporting and retaining students that fit the learning profile, we work hard to ensure that students, including those from equity groups, are selected and supported on the basis of their potential for success. That means we use evidence-based selection strategies, including the Special Entry Access Scheme through VTAC, and alternative entry pathways for domestic undergraduates, such as those from partner TAFE providers. It also means comprehensive cohort and individual tracking of students at risk and providing student support services that anticipate diverse student needs and preferences.

In a bid to enable access, participation and success for students from low socioeconomic backgrounds, in 2013 we implemented 31 initiatives across the strategic priorities of aspiration, access and achievement. Facilitated by the Australian Government Higher Education Participation and Partnerships Program (HEPPP) funding, this engaged approximately 13,000 prospective and current students and 200 academic staff.

Participation of students from low socio-economic areas

We are committed to providing access to education in rural and regional areas and continue to invest in our Warrnambool campus and the local community. In 2013, a dedicated role at the Warrnambool campus was created to ensure our key relationships continue to be nurtured. The Engagement Manager identifies opportunities for partnerships to grow the Warrnambool Campus and ensures the University plays an active role as a community contributor. Nationally recognised childcare facilities are also available at the Burwood and Waurn Ponds campuses.

Students from regional and remote locations

In 2013, staff and students moved into a new venue for Deakin’s Institute of Koorie Education (IKE), which delivers a unique model of community-based cloud and campus learning. Designed to reflect a Koorie vision of education and community, this facility enables students to study without compromising their community responsibilities. Deakin has the highest percentage participation of Indigenous students of any university in Victoria.

*The equity reference values show the percentage of people from the various equity Indigenous students groups in the general public (aged 15-64) for Victoria. The latest available reference values are for 2012 and these have been applied to 2012 onwards.

Deakin’s Equity and Diversity teams collaborate across the university to promote a safe, equitable and inclusive workplace and each faculty has an Access and Equity Reference Group. The Deakin Staff Equity team:

- provides strategic advice on equal employment opportunity and diversity policies and procedures and their implementation
- provides training and workshops on discrimination, sexual harassment, complaints handling and equity and diversity matters
- manages complaints of discrimination, harassment and sexual harassment for staff members
- coordinates the Harassment and Discrimination Contact Officer network and conducts biennial staff equity and diversity surveys
- compiles annual compliance reports and Employer of Choice
applications for the Workplace Gender Equality Agency
• monitors and evaluates progress towards equity and diversity goals and reports to State and Federal government agencies as required
• promotes diversity inclusion and partnerships with other sectors and community-based organisations to improve access and employment outcomes
• provides advice for staff with disability on reasonable adjustments in the workplace.
• takes a continuous improvement approach to the design and implementation of all its programs.

A snapshot story about women in senior roles can be found on our website deakin.edu.au/about-deakin/sustainability.

Thirty-five enquiries were managed by the Equity and Diversity Unit in 2013. Of the 35 enquiries received in 2013, 60 per cent (21) were in relation to discrimination or sexual harassment. A total of 636 managers, supervisors and team leaders completed three-hour face-to-face discrimination and harassment training between 2010 and 2013, with 53 staff trained in 2013.

As at 30 November 2013, the University completion rate for the Discrimination and Harassment on-line training was 88 per cent, up from 86 per cent in December 2012 (with 254 staff trained in 2013). Four hundred and thirty-six staff members remain untrained while 406 staff members, who completed their training between 2007 and 2009, will need to complete refresher training in order to be compliant. A 30-minute refresher training program, introduced in January 2014, will ensure these staff are retrained. A league of tables giving online completion rates for every area of the University was prepared in August 2013 and December 2013. These were sent to every Executive Group Member, Head of School and Director, who in turn sent reminders to all untrained staff.

At Deakin, we celebrate staff and student diversity and see cultural diversity as both a strength and an asset. In 2013, significant diversity-related activities and achievements included:

• Deakin’s Iftar dinner to mark the breaking of the fast during Ramadan.
• Multi-faith spiritual centres, with designated male and female prayer rooms with associated ablution areas, developed with student representatives.
• Staff survey showed that 30 per cent were born overseas, 51 per cent had one or both parents born overseas, staff from 80 countries represented
• Students from 121 countries are represented at Deakin.
• Contributing to the development of a new national reporting framework for the Workplace Gender Quality Agency and reshaping our gender equity strategy.
• Awareness-raising events including cross-campus celebrations of International Women’s Day and International Day of People with Disability.
• Deakin Ally Network promoting greater visibility and awareness of gay, lesbian, bi-sexual, transgender, intersex, queer or questioning their sexuality (LGBTIQ) staff and students (116 members in 2013).

Deakin University Sustainability Report 2013

DISABILITY ACTION
Deakin is recognised for having and maintaining a leadership position in access and inclusion for people with disability. With diversity and equal opportunity a key focus for our strategy, our university has numerous initiatives to ensure we continue to prioritise equality and diversity.

Students with a disability

<table>
<thead>
<tr>
<th>Year</th>
<th>Total enrolments</th>
<th>Participation rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1530</td>
<td>4.75%</td>
</tr>
<tr>
<td>2012</td>
<td>1850</td>
<td>5.28%</td>
</tr>
<tr>
<td>2013</td>
<td>2171</td>
<td>5.64%</td>
</tr>
</tbody>
</table>

*The equity reference values show the percentage of people from the various equity groups in the general public (aged 15-64) for Victoria. The latest available reference values are for 2012 and these have been applied to 2012 onwards.

Our Disability Action Plan is in its second year of implementation and Deakin enrolled the second highest number of commencing students with disability of any Australian university and the highest number in Victoria. Our dedicated Disability Resource Centre supports a growing number of students, with 1,300 students registered in 2013.

ACCESS TO GLOBAL EDUCATION TOOLS
The opportunity to study at a tertiary level is both an opportunity and a privilege. It is an opportunity that we believe should be available to all committed and capable learners, wherever they are and wherever they want to go.

By providing premium cloud and located learning for all students, we are articulating how we are positioned as Australia’s premier university in driving the digital frontier. In delivering a globally connected education, we offer students borderless relationships and learning experiences with the power and opportunities to live the future in a new world. Deakin’s philosophy is encapsulated in the term ‘worldly’.

Collaboration across the University is ensuring that Deakin’s cloud environment is accessible and that cloud learning at Deakin enhances social inclusion. The 2013 laptop scheme helps remove barriers for students from low socioeconomic and regional backgrounds.

Deakin students come from 121 countries and international students currently represent 17 per cent of the student population. In 2013, international student numbers were down 14.7 per cent (undergraduates) and 7.7 per cent (postgraduate), in line with the sector.

The major program of curriculum reform in our strategy is underpinned by significant investment in IT infrastructure, video and Wi-Fi enablement. During 2012-13 Deakin was ranked first in the sector for the reliability of IT infrastructure, well above the average for Australia’s universities.
EDUCATION

THE KEY ISSUES FOR STAKEHOLDERS:
- Sustainability as part of the curriculum
- High quality course offering
- Learning experience and support to achieve learning goals
- Career enhancement

SUSTAINABILITY AS PART OF THE CURRICULUM

As part of our commitment to sustainability, Deakin University signed the Talloires Declaration in 2012. This formal acknowledgement of the relevance of education to our sustainability effort is evidence of its materiality to University business. The Talloires is a ten-step program for a ‘revolution to a sustainable world in the operation, teaching and research of the university’. This sustainability declaration was the outcome of a conference held in 1990 in Talloires, France.

Our progress with the ten actions is improving. A review conducted in 2012-13 identified areas where Deakin’s activities and strategies are positive such as sustainable transport initiatives, biodiversity conservation zones and partnerships with groups including Tertiary Sustainability Network and the Green Building Council. We recognise there is work to be done with increasing awareness and creating an institutional culture of sustainability and the development of this GRI report and associated strategic planning for embedding relevant process is a major progress milestone.

Sustainability is a core commitment of the curricula and while we recognise there is work to be done to truly embed sustainability in the course offering across all disciplines, we are making progress. A number of Deakin courses teach sustainability and the cross-discipline unit Creating Sustainable Futures is available at the Burwood campus. This is a unique opportunity for students to work across faculties, in interdisciplinary teams on current environmental problems, to develop scenarios for a sustainable future. Currently the unit is offered in Trimester 2 with enrolments of around 120 students.

To ensure we are meeting our strategic goals, the Associate Dean Teaching and Learning conducted a major mapping exercise across all undergraduate and postgraduate curricula in the Faculty of Business and Law and the Faculty of Health. This process identified, by program, where sustainability and corporate responsibility are being taught and identified gaps to be addressed.

Deakin is an active contributor to the Learning and Teaching Sustainability community, via www.sustainability.edu.au The Faculty of Business and Law has made a commitment to the United Nations Principles of Responsible Management Education (PRME). The 2013 report to the PRME can be found online at www.unprme.org/reports/PRMEReport2013AprilFinal.pdf.

HIGH QUALITY COURSE OFFERING

Our reputation as a learning institution rests heavily on the students graduating from Deakin’s courses. In 2013, we continued to work hard to align our course content with Deakin’s Graduate Learning Outcomes. These outcomes describe the knowledge and capabilities graduates have acquired and are able to apply and demonstrate at the completion of their course:
- Discipline-specific knowledge and capabilities
- Communication
- Digital literacy
- Critical thinking
- Problem solving
- Self-management
- Teamwork
- Global citizenship

It is critical to our success that students are able to achieve the learning outcomes of their chosen course of study. At the faculty level, there is a range of broad-based support initiatives including peer and mentor support, at-risk programs and a dedicated At Risk Working Group, work-integrated learning and intercultural and international engagement opportunities.

As part of the 2013 curriculum review, academic staff with responsibility for entire programs had to identify where in their program the graduate attributes are being taught and assessed. We are currently undertaking an Assurance of Learning process, which ensures that not only are these graduate attributes taught in every program, but that students are formally assessed. This test whether they have absorbed and can analyse and make recommendations on these topic areas. This is being rolled out on an ongoing basis.

It is incumbent upon every education provider to maintain appropriate course standards and, for Deakin, this includes TEQSA, AQF, Assurance of Learning (AOL) and professional standards. Our Course Standards Committee provides advice to the Academic Board on standards of academic course proposals, while course documentation is reviewed regularly by the Director Quality Improvement and Academic Programs Manager.

Projects under the major curriculum reform program in 2013 included:
- Building communities of practice with the Learning@Deakin portal providing staff with an important communication point for events, resources, professional development opportunities and good practice examples.
- Capacity building with over 50 workshops in teaching and learning and 110 in educational technology conducted across all campuses with 1,276 staff participating.
- Course enhancement process with 145 courses refreshed to ensure they enable highly employable graduates.
- Launching DeakinSync as the new personalised access point for CloudDeakin, Deakin’s learning management system.
- Enhancing campus learning spaces including extensive refurbishment of library services at the Waterfront and Burwood campuses and the 11 media-rich learning centres.
- Reviewing the Student Evaluation of Teaching and Units instrument, system and reporting to improve valid, reliable and representative student feedback on the quality of teaching and learning.
In recognition of teaching standards, 12 Deakin staff received a Vice-Chancellor’s Teaching Award in 2013 and five staff received a Citation for Outstanding Contributions to Student Learning from the Office of Learning and Teaching (OLT). Ms Helen Larkin, Senior Lecturer in the School of Health and Social Development, received a national OLT Award for Teaching Excellence.

Course satisfaction – Bachelor degree graduates

<table>
<thead>
<tr>
<th>COURSE SATISFACTION</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic skills</td>
<td>78%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Good teaching</td>
<td>65%</td>
<td>67%</td>
<td>69%</td>
<td>68%</td>
</tr>
<tr>
<td>Overall satisfaction</td>
<td>86%</td>
<td>87%</td>
<td>87%</td>
<td>87%</td>
</tr>
</tbody>
</table>

Learning experience and support to achieve learning outcomes

To ensure we continue to attract and retain the type and number of students according to our strategic objectives, it is vital that we optimise support services to enable student wellbeing and success. The breadth of factors that affect the University experience covers student learning spaces, transport, food and hospitality services, childcare facilities, sport and recreation opportunities, social engagement and student accommodation.

Each faculty has a student experience program, such as the Business and Law Student Experience and Engagement Committee and the Arts and Education faculty’s ‘Ask and Seek’ program. It is an enterprise-wide goal to develop an integrated suite of services mapped to the student journey and this includes a number of activities including engagement with student clubs and societies and the use of Deakin Central hubs, both in the cloud and on campus.

Deakin’s Global Citizenship Program was established to provide access to a range of international experiences and a way of articulating those experiences and their value to future employers. In its fourth year, the program has more than 2,000 registered students and 144 awardees. In 2013, working with the Rotary Club of Geelong, students of the program helped build a new pre-school in South Taveuni in Fiji.

In July 2013, Deakin was awarded 11 grants totalling $223,500 from the Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education. These 2014 AsiaBound Grants will enable students to have a first-hand study experience of Asia through programs in art, health, architecture, sociology, civil engineering and business.

Career enhancement

Course delivery using located and cloud environments is fundamental to Deakin’s offer and one of the key measures of our success is providing students with the skills, knowledge and opportunities to obtain meaningful employment and ongoing career development in their chosen field.

Our Market Research and Development Group undertakes extensive research of both the employment and university markets. The Deakin experience encompasses staff and students experiences in the cloud, on each of our campuses, as well as learning centres and industry settings such as hospitals, schools and construction sites.

Deakin’s Strategic Planning and Intelligence Unit reviews and monitors courses and liaises regularly with professional bodies and course advisory boards to ensure our courses remain effective. We also conduct both a graduate outcome survey and a university experience survey, incorporating feedback into the course renewal process.

The Beyond Graduation Survey (for graduates of three years standing) indicates that 95 per cent of Deakin graduates were in full-time employment three years after graduation, above the national and Victorian averages (both 92 per cent). Our Jobshop team provides a wide variety of career advisory and networking services available to all students. A snapshot story on Jobshop can be found on our website deakin.edu.au/about-deakin/sustainability.

‘The 2013 Australian Graduate Survey results reveal that Deakin has the highest overall student satisfaction rate amongst Victorian universities for the fourth consecutive year. This is an enormous achievement – our teachers and support staff have done us proud and our students have received an education that is useful to them.’

Jane den Hollander, Vice-Chancellor
INNOVATION AND RESEARCH

THE KEY ISSUES FOR STAKEHOLDERS:
- Quality research
- Achievements in sustainability research
- World-class innovation and collaboration
- Research training

QUALITY RESEARCH
A key element of Deakin’s strategy is to make a difference through world-class innovation and research. For us, that means growing our research capacity, depth and quality. In developing our research capacity, depth and quality we are increasing our ability to meaningfully contribute to solving global issues. It also means developing the right partnerships to create our strategic international research footprint.

The Deakin research agenda is underpinned by four principles:
- Excellence of our research efforts
- Relevance of our research to our communities
- Alignment of our research with our teaching and learning
- The success with which we communicate our research results and innovations.

Deakin has invested more than $100 million in research since 2008 and our research community has undergone substantial growth, currently housing 116 research-intensive staff and 177 full-time teaching/research academic positions.

Investment into Research and Research Training

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
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<tbody>
<tr>
<td>Full Cost of Research</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Direct funded costs</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>($ million)</td>
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<td></td>
<td></td>
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<tr>
<td>Externally funded</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>project costs ($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cost of Academic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research Effort ($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of research ($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Research Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Deakin costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>per audited accounts ($ million)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Deakin costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A reputation and track record of research conducted by world-renowned scholars can impact both our financial bottom line and the University’s international profile by raising the quality and relevance of our offering. Indicators of our success in the field of research include external research income, publications and citations, quality level and impact. Deakin’s research income in 2013 was nearly $44 million and the University has risen to join the ranks of the top two per cent of the world’s universities with lifts in the three critical international ranking systems.

Research income

<table>
<thead>
<tr>
<th>RESEARCH INCOME ($ MILLION)</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>34.0</td>
</tr>
</tbody>
</table>

Deakin is improving its global ranking and, in 2013, the University was ranked at 66 (up from 78 in 2012) by the Times Higher Education World University Rankings of universities less than 50 years old and ranked 380 in the 2013 QS World University Rankings (up from 401-450 in 2012). We were also awarded a QS-5 Star Rating for Excellence in 2013, affirming our reputation as ‘world-class across a broad range of areas, with cutting edge facilities and internationally renowned research and teaching.’

For Australian universities, research quality is measured by Excellence in Research for Australia (ERA). ERA evaluates the quality of the research undertaken in Australian universities against national and international benchmarks. The ratings are determined and moderated by committees of distinguished researchers, drawn from Australia and overseas. The unit of evaluation is broadly defined as the Field of Research (FoR) within an institution based on the Australia and New Zealand Standard Classification (ANZSRC).

Deakin provides research submissions to ERA which are rated on a 1-5 scale where 3 is considered at world standard, 4 above world standard and 5 well above world standard. Deakin’s aspiration is to achieve a significant number of research programs rating above world standard.

Deakin increased the percentage of FoRs rated at 4 or above from 22 per cent to 27 per cent in the ERA 2012 round and we expect that this will increase to above 32 per cent in the next ERA round (ERA 2015).

Research performance

<table>
<thead>
<tr>
<th>RESEARCH PERFORMANCE</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research publications</td>
<td>1,255</td>
<td>1,330</td>
<td>1,458</td>
<td></td>
</tr>
<tr>
<td>Research load</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equivalent Full-time</td>
<td>835</td>
<td>922</td>
<td>983</td>
<td>1,089</td>
</tr>
<tr>
<td>Student Load (EFSTL)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of total</td>
<td>3.0%</td>
<td>3.1%</td>
<td>3.2%</td>
<td>3.3%</td>
</tr>
<tr>
<td>EFSTL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher Degree Research completions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Doctorate</td>
<td>127</td>
<td>115</td>
<td>150</td>
<td>174</td>
</tr>
<tr>
<td>Masters</td>
<td>13</td>
<td>4</td>
<td>17</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>140</td>
<td>119</td>
<td>167</td>
<td>188</td>
</tr>
<tr>
<td>Academic staff engaged in Research or ‘Research and Teaching’</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number Full-time</td>
<td>1,068</td>
<td>1,188</td>
<td>1,290</td>
<td>1,345</td>
</tr>
<tr>
<td>Equivalent (FTE)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of total academic staff</td>
<td>75%</td>
<td>75%</td>
<td>76%</td>
<td>77%</td>
</tr>
<tr>
<td>Excellence in Research for Australia</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of two-digit Field of Research discipline areas performing at or above world standards</td>
<td>40%</td>
<td>74%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Data was not available at the time of printing.
ACHIEVEMENTS IN SUSTAINABILITY RESEARCH

The primary research units at Deakin are our Institutes, Strategic Research Centres and Faculty research groups. Many of these research groups consider sustainability as a minimum and several are dedicated to issues that relate to social, environmental or financial sustainability or all three. The list of research groups is available on p20 of the Annual Report. Detail for each of the research units is provided on our website deakin.edu.au/research. A snapshot story on research initiatives at our Warrnambool campus can be found on our website deakin.edu.au/about-deakin/sustainability.

WORLD-CLASS INNOVATION AND COLLABORATION

We seek to establish and maintain strategic local and international research partnerships in the recognition that working collaboratively often produces outstanding innovation. The Deakin International Relations Office works in conjunction with faculties and Deakin Research regarding partnerships with international institutions. Locally and on a domestic level, we continue to build and maintain active working relationships with government, other research entities, peak professional bodies and industry partners to enhance innovation and commercialisation.

Research training

Our Higher Degree by Research (HDR) cohort in 2013 was 1,092, up from 983 in 2012 and we exceeded our target for HDR enrolments, with an 11 per cent increase on 2012. We continue to focus on research training, as evidenced by the growth of HDR numbers, the increase in HDR completions and the number of domestic and international HDR students being trained as the next global researchers. Completions and number of students with external co-supervisors are also important indicators of collaboration and success of our training programs.

Research innovation

Research collaborations and publications

An example of world-class innovation and global research impact is the Australian Future Fibres Research and Innovation Centre (AFFRIC), located at our Waurn Ponds campus. Deakin also continues to develop its research partnerships with India through the Deakin India Research Initiative (DIRI), which operates out of our New Delhi office.

In November 2013, Deakin received an Excellence in International Education (Research Engagement) award for the Therapy Outcomes By You (TOBY) Playpad, an interactive iPad application developed by Alfred Deakin Professor Svetha Venkatesh and her research colleagues in Pattern Recognition and Data Analytics (PRADA). Professor Venkatesh was named 2013 Geelong Researcher of the Year.

By establishing in-country HDR programs in India through our Deakin India Research Initiative and the TERI Deakin BioNanotechnology research centres we are demonstrating our long-term commitment to global citizenship and our ‘worldly’ approach.
COMMUNITIES AND PARTNERS

THE KEY ISSUES FOR STAKEHOLDERS:
• Impact on local neighbourhoods and global communities
• Building positive partnerships
• Relationship with Deakin University Student Association (DUSA)

IMPACT ON LOCAL NEIGHBOURHOODS AND GLOBAL COMMUNITIES

University engagement with the communities they serve is a public good, a social good; it is enshrined in their Acts of Establishment and reflected in the missions of all universities. The presence of a major university has an undeniable impact on its local area, with buildings and student traffic affecting members of the community, the mood of the neighbourhood and the use and availability of amenities.

In Deakin’s ‘home campus’ at Geelong in particular, Deakin has leveraged its research and development capability to directly benefit the economy of Geelong and the regions. Geelong has evolved as a ‘university town’ with significant benefits for the growth of the knowledge industries and cultural vibrancy of the communities Deakin serves.

Deakin has considerable sustainability assets which are shared and enjoyed by the students, staff and neighbouring residents alike. Precious local habitats and the picturesque Warrnambool campus with its public golf course are key attractions for the Deakin community and draw members of the public to our campuses for coffee and other recreational purposes.

Many of Deakin’s buildings and amenities are available for general use including libraries, cafes, function centres and fitness and sport facilities. In this context, the University has many tangible and intangible effects on the social and environmental fabric around each campus. In Warrnambool and Geelong particularly, the presence of the University is an important part of what makes a city appealing to people and hence to the businesses which seek to employ them.

A snapshot story about Deakin’s community presence can be found on our website deakin.edu.au/about-deakin/sustainability.

We are also actively exploring ways to involve the local community in our campus life – for example the film night held at Burwood in Orientation week was open to the community and the restaurant and business facilities in the new Burwood Highway Frontage building will be open to the public.

Deakin strives to generate optimism and wellbeing in all our communities and address any community concerns up front with a win-win approach. We have a Community Engagement Plan for the whole University and dedicated Engagement Managers in each key community in which we operate. We are also developing a University-wide public relations plan, incorporating media and government relations, we well as improving our web strategy and engagement strategy.

The work we do with community engagement is informed by staff forums conducted at each campus. Two forums were conducted in 2013, keeping staff up to date with Deakin’s work in the higher education sector and in the community. Students and staff are also encouraged to participate on committees and apply for membership of advisory boards and panels.

An example of collaboration with our broader communities to achieve positive social and environmental results is the underpass redevelopment to improve safe crossing of Burwood Highway from the tram stop located in the middle of the highway. While the underpass is not a Deakin asset, the University decided to take action on behalf of our students, staff and local community.

The flip side includes some perceived negative impacts of our growing student population on residents in our communities. In Burwood, for example, the first weeks of each trimester can create parking issues in the streets around the campus and we are working hard to alleviate this pressure. We attempt to address the parking shortage in the early weeks of each trimester through a range of targeted actions including:

• increasing communication to students regarding parking options
• improving signage
• expanding the carpooling car park
• introducing a free shuttle bus between Geelong campuses, from the train station in Surrey Hills and from a centrally located bike-friendly parking venue in Belmont, Geelong.

Further solutions are being explored with local businesses and with the assistance of State and local government representatives.

Deakin recognises that our global stakeholder communities, including alumni, donors, media, government and industry partners represent critical value to the long-term sustainability of our enterprise. We appreciate that as a globally connected organisation our ‘local neighbourhoods’ can be from any of the 127 countries represented in our student population. We have an expanding community of international alumni, representing more than 108 countries. In China alone, there are 1,500 registered alumni members.

‘The design centred on redefining the space with light and colour. What was once a dark, intimidating space is now well lit, clean and vibrant; a lovely conduit between the tram stop, our Burwood Campus and the local neighbourhood. The final result has been well received by all stakeholders and we consistently hear feedback about the reinvigorated space and the general improvement in the area.’

Karly Lovell – Manager Sustainable Enterprise

[Note: Image reference is not visible in the text.]
In 2013, activities to involve our broader stakeholders included:

• The inaugural Town and Gown procession to symbolise Geelong’s evolution as a ‘university town’.
• Regular orations at Zinc in Melbourne, open to the public.
• Deakin University City Centres developed at all our campuses, available for use by our community partners. The City Centre in Burwood opened in April 2014.
• First edition of dKin, a new and contemporary publication showcasing the outstanding achievements of Deakin alumni
• The inaugural Alumni Awards dinner at Zinc in Federation Square, Melbourne, in October 2013.
• More than 65 alumni events held, with more than 4,000 attendees.
• 50 alumni events scheduled in international locations.

BUILDING POSITIVE PARTNERSHIPS

Partnerships are recognised as fundamental to the success and endurance of the university. Deakin Research Commercial was set up to develop successful long-term partnerships with industry, business and government. In 2013, we restructured our approach to ensure optimal connection with industry and to enable Deakin to target larger and more substantive projects internationally, as well as locally.

Deakin has international offices in India, China and Indonesia and we engage with a broad range of international academic institutions. Deakin was the first international university to set up an office in India (1996). We have more than 220 formal student exchange agreements with universities in 36 countries across the world. The massive open online courses (MOOC) model provides an opportunity for positive partnerships. Deakin’s first MOOC, Humanitarian Responses to 21C Disasters, was run in 2013 and is featured on the global list of 99 Best Resources on open courseware and MOOCs. With enrolments of 2,311 students it was not ‘massive’ but its retention rates were strong, and the development partnerships with Save the Children, Plan, Care, AusAid, Oxfam, World Vision and the Asia Disaster and Response Network were invaluable.

We continue to work with Technical and Further Education (TAFE) partners to offer viable study pathways. TAFE pathways provide students with Credit for Prior Learning into specific Deakin degrees when admission requirements are met. Our partnership with Melbourne Institute of Business and Technology (MIBT), provides a bridge between previous study and university.

An innovative partnership with crowd-funding platform Pozible has connected Deakin to a much broader community and fosters community understanding of research and funding of small-scale research projects. Pozible was used to fund eight research campaigns in 2013, all of which reached their funding target and attracted up to 300 supporters each.

Details of further productive and positive research partnerships are provided on p21-22 of the Annual Report 2013.

RELATIONSHIP WITH DUSA

We are confident that the more informed and engaged students are in the Deakin community, the greater their outcomes and successes will be. The Student Services and Amenities Funding (SSAF) enables DUSA to provide appropriate resources and actively promote the services, opportunities and assistance available to all students.

Highlights in 2013 include:

• DUSA membership grew by 22%  
• Free food program provided 23,790 serves of food items to students (8% increase on 2012)  
• DUSA provided 15,000 welfare and hygiene items to students (25% increase on 2012)  
• 81 student clubs with more than 7,000 members (47% growth in one year)  
• First ever distance-based clubs established  
• 21,687 students attended DUSA-run events (22% increase on 2012)  
• Facebook friends increased to 11,000 (from 9,000 in 2012)  
• Contribution from Campus Services for a DUSA-administered transport assistance scheme  
• Funding from the SSAF to create the Bike Hub and Transit Hub at the Waurn Ponds campus.

A snapshot story on VGen and student involvement can be found on our website deakin.edu.au/about-deakin/sustainability.
ACCOUNTABILITY AND TRANSPARENCY

THE KEY ISSUES FOR STAKEHOLDERS:
- Appropriate structure for a sustainable future
- Acting ethically and with integrity

APPROPRIATE STRUCTURE FOR A SUSTAINABLE FUTURE
Deakin’s strategic and policy approach to sustainability is discussed in detail early in this report, however the broader organisational structure and governance mechanisms are also issues that impact the business directly and are of interest to our stakeholders. The corporate governance detail, regulatory and legislative obligations are detailed in our Annual Report 2013 and a summary of the pertinent information is provided in this report.

The principal activities of the University consist of providing academic and professional studies at undergraduate and postgraduate level in award and non-award courses to suitable qualified entrants; undertaking research; and providing academic and other expertise to industry, the professions and government through professional development and continuing education programs, teaching, research and consultancies.

During 2013, there were no major changes to affect the University’s operational activities currently or into the future. As this is the first report, there are no significant changes or restatements of information from previous reports.12

The University is governed in accordance with the Deakin University Act 2009 (Vic), which lists Deakin’s objectives including achieving excellence in teaching and research, equipping graduates for their futures and contributing to social justice, community service and to realising Aboriginal and Torres Strait Islander aspirations. The Vice-Chancellor is the chief executive officer and the Deakin University Council is the governing body of the University, responsible for the general direction and superintendence. Remuneration policies and details for University executives are provided in the Annual Report on p67-68. The responsibilities of the Council are detailed on p7 of the Annual Report.

In 2013, major Council activities included:
- Reviewing and approving implementation of the strategic plan including a consolidated set of performance indicators measured half-yearly
- Implementing recommendations of the biennial review of the Council based on the Framework for Identifying Governing Body Effectiveness in Higher Education
- Strengthening oversight of strategic risks, including increased reporting on major information technology projects
- Planning strategies to position Deakin to drive the digital frontier and enable globally connected education for jobs
- Reviewing and approving an updated business case for the Centre for Advanced Design in Engineering Training
- Establishing the Investment Committee and commencing an annual program of presentations on the University’s investment strategies.

Details of University Council Committees and the Committees of the Academic Board are provided on p 9–13 of the Annual Report.

ACTING ETHICALLY AND WITH INTEGRITY
Deakin’ Student Charter sets out the expectations a student should have of the University, and the responsibilities of a student. The main points from this Charter are summarised below.

Students should expect the following from their experience at Deakin University:
- To be treated as an individual;
- To have their rights respected;
- To be well prepared for employment and continuous learning;
- To be stimulated by a vibrant learning environment and supported by responsive academic, professional and campus services;
- To be engaged as a member of the University community, on campus and beyond.
Deakin University expects students to take on the following responsibilities as members of the University community:

• To positively shape their educational experience;
• To prepare diligently for qualifications, employment and continuous learning;
• To engage actively with the University environment;
• To show and earn respect in relating with others in the University and wider community.

The University also has a Code of Conduct that applies to all staff and associates of the University. The purpose of the Code is to confirm the standards of responsible and ethical behaviour and conduct expected of all University staff and associates. The Code of Conduct must be considered in conjunction with University legislation and all University policy and procedures, including the Staff Discipline Policy which may apply if the Code of Conduct is breached.

Managing and monitoring risk is integral to the University’s reputation. Deakin has continued to improve quality assurance processes to ensure that risk areas are monitored and actions taken to improve our practices as required.

Quality improvement initiatives in 2013 included:

• A new annual review process to ensure the quality of Higher Degree by Research (HDR) activities overseen by the Research and Research Training Committee.
• Developing Faculty Practice Standards to ensure assessment quality and integrity
• Developing a framework to ensure that the qualifications for equivalent experience of teaching staff is at the required level.
• Refining course approval and review processes to ensure alignment with best practice.
• Analysing student complaints to identify improvement areas.

We are committed to a robust and transparent risk management program that is effective and enables the University to make well-informed decisions that meet strategic objectives. The Pro Vice-Chancellor (Strategic Planning and Intelligence) is responsible for the risk management program. Risk Registers inform the annual Internal Audit Plan and the annual insurable risk profile that forms the basis of the placement of the University’s insurance program.

Key risk management activities during 2013 included:

• A comprehensive assessment of all risks across the University
• Integration of risk considerations into the budgetary process
• Business continuity management.

Deakin University has one strategic risk register and each Faculty, Institute and other area has its own operational risk register aligned to the strategic risk register. The strategic risk register is aligned to the University’s LIVE the Future Agenda 2020. Our operational compliance framework is being redeveloped to tie in more closely with our risk methodology.

Deakin applies the principles of competitive neutrality to relevant business activities, in particular to our commercial arm DeakinPrime, in relation to the pricing of tenders and bids and other services offered by the University and its wholly owned subsidiaries. All Deakin staff undertake online training in competition and consumer law principles, as a requirement of employment. Face to face training is available when requested or required and advice and support is also available to staff through the University Solicitor’s Office.

Staff and student complaints are a key indicator of our performance and Deakin aims to ensure that all complaints are handled in a fair, confidential and timely manner. Concerns about unethical or unlawful behaviour are included in this process. Details regarding the Protected Disclosures (formerly Whistleblowers Protection) Act 2001 are provided on p35 of the Annual Report. The grievance management process is based on the principles of natural justice.

The University maintains the following internal grievance procedures:

• Student Complaints Resolution procedure
• Staff Complaints, Disputes and Grievances procedures
• Discrimination or Sexual Harassment Complaints by Staff Members and Associates procedure
• Bullying in the Workplace procedure

In 2013 there were no formal investigations undertaken by the Victorian Ombudsman’s Office into complaints by Deakin students and there were no judgements or adverse findings made against the University by a court or other tribunal in relation to discrimination or sexual harassment.

The University has not been found guilty of non-compliance with environmental laws and regulations, or other laws and regulations. There have been no legal actions against Deakin for anti-competitive behaviour, anti-trust or monopoly.
TALLOIRES DECLARATION

Universities have a major role in the education, research, policy formation, and information exchange necessary to make these goals possible. Thus, university leaders must initiate and support mobilization of internal and external resources so that their institutions respond to this urgent challenge. We, therefore, agree to take the following actions:

1. INCREASE AWARENESS OF ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT
   Use every opportunity to raise public, government, industry, foundation, and university awareness by openly addressing the urgent need to move toward an environmentally sustainable future.

2. CREATE AN INSTITUTIONAL CULTURE OF SUSTAINABILITY
   Encourage all universities to engage in education, research, policy formation, and information exchange on population, environment, and development to move toward global sustainability.

3. EDUCATE FOR ENVIRONMENTALLY RESPONSIBLE CITIZENSHIP
   Establish programs to produce expertise in environmental management, sustainable economic development, population, and related fields to ensure that all university graduates are environmentally literate and have the awareness and understanding to be ecologically responsible citizens.

4. FOSTER ENVIRONMENTAL LITERACY FOR ALL
   Create programs to develop the capability of university faculty to teach environmental literacy to all undergraduate, graduate, and professional students.

5. PRACTICE INSTITUTIONAL ECOLOGY
   Set an example of environmental responsibility by establishing institutional ecology policies and practices of resource conservation, recycling, waste reduction, and environmentally sound operations.

6. INVOLVE ALL STAKEHOLDERS
   Encourage involvement of government, foundations, and industry in supporting interdisciplinary research, education, policy formation, and information exchange in environmentally sustainable development. Expand work with community and nongovernmental organizations to assist in finding solutions to environmental problems.

7. COLLABORATE FOR INTERDISCIPLINARY APPROACHES
   Convene university faculty and administrators with environmental practitioners to develop interdisciplinary approaches to curricula, research initiatives, operations, and outreach activities that support an environmentally sustainable future.

8. ENHANCE CAPACITY OF PRIMARY AND SECONDARY SCHOOLS
   Establish partnerships with primary and secondary schools to help develop the capacity for interdisciplinary teaching about population, environment, and sustainable development.

9. BROADEN SERVICE AND OUTREACH NATIONALLY AND INTERNATIONALLY
   Work with national and international organizations to promote a worldwide university effort toward a sustainable future.

10. MAINTAIN THE MOVEMENT
    Establish a Secretariat and a steering committee to continue this momentum, and to inform and support each other’s efforts in carrying out this declaration.