



THE UNIVERSITY OF  
MELBOURNE

# Sustainability Report 2019



# About this report

The [Sustainability Report](#) (Report) summarises the University’s progress through 2019 towards the targets and priority actions in the [Sustainability Plan 2017 – 2020](#) (Plan). The Report is structured in keeping with the activity areas of the Plan; Governance (including Investments); the core activities of Teaching & Learning, and Research; Operations; and Engagement.

The Plan focuses on environmental aspects of sustainability, together with their inherent social impacts, rather than emphasise issues commonly considered as ‘social sustainability’. These aspects are covered in other University strategies such as

Reconciliation, Health and Safety, and Diversity and Inclusion. This Report references University publications and other online information to provide a complete picture of the University’s sustainability endeavour.

The University’s performance on the Plan targets is reported in the respective sections of this Report, alongside illustrative case studies. A detailed summary of the University’s progress towards the Plan priority actions is reported in [Appendix 1](#).

Frameworks such as the [Global Reporting Initiative Standard](#) (GRI Standards) and the [United Nations Sustainable Development Goals](#)

(SDGs) informed the development and disclosures in the Report.

The Report and the Plan relate to activities under the University’s operational control.<sup>1</sup>

**To provide feedback on the Report**, please contact Associate Director, Sustainability, Clare Walker, ([walkerc@unimelb.edu.au](mailto:walkerc@unimelb.edu.au)).

<sup>1</sup> See the [2019 Annual Report](#) for details. This excludes colleges which are not under the University’s operational control. A materiality review was undertaken for the 2018 report, as the midpoint of the Plan. The material topics identified by stakeholders as the most important and having the most significant impact are carried into 2019.

## Message from the Vice Chancellor Duncan Maskell



Among key achievements so far, the Report notes the Sustainability Fellowships Program which was launched in July 2019, strengthening the University’s distinctive curriculum. This initiative establishes faculty-based fellowship positions, to develop and implement sustainability principles in the faculty undergraduate curriculum (see p.15). On the research front, the Report notes the University’s commitment to leverage the University’s cross-disciplinary research capabilities in a more coherent and integrated way, to tackle climate change.

Wild goats wandered town streets in Wales. Endangered turtles came out to hatch on deserted Brazilian beaches. Coyotes were seen in downtown San Francisco.

Social media may have exaggerated the good news, but these photogenic images during the first half of 2020 – suggesting nature flourishing with the reduction in human economic activity caused by Covid-19 – have caused many people to think again about resilience, sustainability and the environmental challenges facing our world.

Sadly, many of the challenges called to mind by the word ‘sustainability’ are deep-set and will not be solved in a matter of months. They are difficult and require long-term thought, commitment and research.

This is why the contribution of great universities to shaping and advancing the global sustainability agenda, through education, research and the public sharing of knowledge, will remain vital for many years to come.

In this University of Melbourne Sustainability Report for 2019, many of the most important sustainability issues facing our world and our university community are canvassed. The Report is timely especially in view of the recent release (May 2020) of the University’s new strategy for the decade ahead, Advancing Melbourne. Among its important points of emphasis, Advancing Melbourne highlights the unique value of the University’s research efforts, including cross-disciplinary research efforts. These come into play in a striking way when addressing the sustainability challenge.

This 2019 Report demonstrates that we are on track to meeting some of the most challenging targets outlined in the University’s Sustainability Plan 2017-2020. Based on the findings of the 2018 Report, University Executive endorsed a priority action for 2020, namely to map out pathways to the University’s target of Carbon Neutrality before 2030. In 2020, the University will continue work on its whole-of-institution response to climate change, featuring the development of a more streamlined climate change research agenda.

I am pleased that the University is on track to achieve zero net emissions from electricity by 2021 through our two Power Purchase Agreements, with Victorian windfarms. We have also commenced the Smart Campus Energy Upgrades project to improve the energy efficiency of the University’s building stock. It was pleasing that University people have been recognised through the International Sustainable Campus Network (ISCN) Award, and the Green Gown Australasia Award for ‘Creating Impact’ – the latter, recognising the on-campus educational initiative Bees@Unimelb. This was also the third year of operations for the Green Impact Program, encouraging staff and students to become more sustainable in their workplaces and lives; this program has now spread to other institutions in Australia and New Zealand.

The principles of the University’s new Advancing Melbourne strategy will be seen increasingly through its sustainability efforts. The unprecedented scale of the 2019-20 bushfire season, as well as the series of crises triggered by the onset of Covid-19 have brought into the forefront of public attention the deep sustainability challenges facing the earth and human communities. The University has a responsibility to tackle these issues through the breadth and depth of its academic expertise across many disciplines.

For the remainder of this decade, the University will endeavour to harness the power of its unique community and institution to create more sustainable ways of living and working.

Yours sincerely

**DUNCAN MASKELL**  
Vice Chancellor,  
University of Melbourne

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### Get in touch online

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- [ourcampus.unimelb.edu.au](http://ourcampus.unimelb.edu.au)
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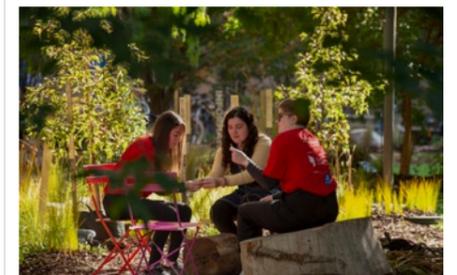
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# 2019 Sustainability performance at a glance

Selected 2019 performance points for the key activity areas of the [Sustainability Plan 2017 - 2020](#) including Governance; the core activities of Teaching & Learning and Research; Operations; and Engagement

## Governance



### Sustainable Investment Framework

All activities are on track to ensure the University will meet its Plan and Sustainable Investment Framework commitments



### Plan strengthened

Sustainability Plan strengthened, with 2020 action to map out pathways to certified Carbon Neutrality before 2030



### Commitments endorsed

University Executive endorsed a commitment to develop and implement a supplier code of conduct, social procurement framework and response to modern slavery

## Engagement



### 1,306 verified actions

Completed in the Green Impact program with 39 teams participating across several faculties



### Almost 200 volunteers

Participating across six sustainability initiatives including student-led tours, Green Impact program, Choose to Reuse program and the Wash Club at the Farmers Market



### 2,232 participants

In 48 sustainability events run on campus including orientation events and sustainability-led tours

## Awards recognise sustainability efforts



### International Sustainable Campus Network Winner

Partnerships for Progress Award for recent Power Purchase Agreements



### Green Gown Awards Australasia, Winner

Creating Impact category for the Bees@Unimelb initiative

### Green Gown Awards Australasia

Highly Commended, ACTS Award of Excellence, Student – Raveena Grace

Finalist, ACTS Award of Excellence, Staff – Helen Lamb

## Core activities



### Sustainability in education

The Sustainability Fellowships Program commenced, integrating sustainability knowledge and practice into undergraduate curricula



### 197 more student admissions

Increase into courses run by the Office for Environmental Programs (OEP)



### Research mapping capability

A Research Capability Mapping tool was developed to provide insights into University research including sustainability related topics

## Operations



### 250,000 items diverted

Significant reduction in waste-to-landfill achieved through the Choose to Reuse Program, diverting 250,000 single use items from landfill in 2019



### 37.4M staff km

The first staff commuting survey was conducted to assess commuting habits to and from work and direct efforts to encourage more sustainable travel and transport options



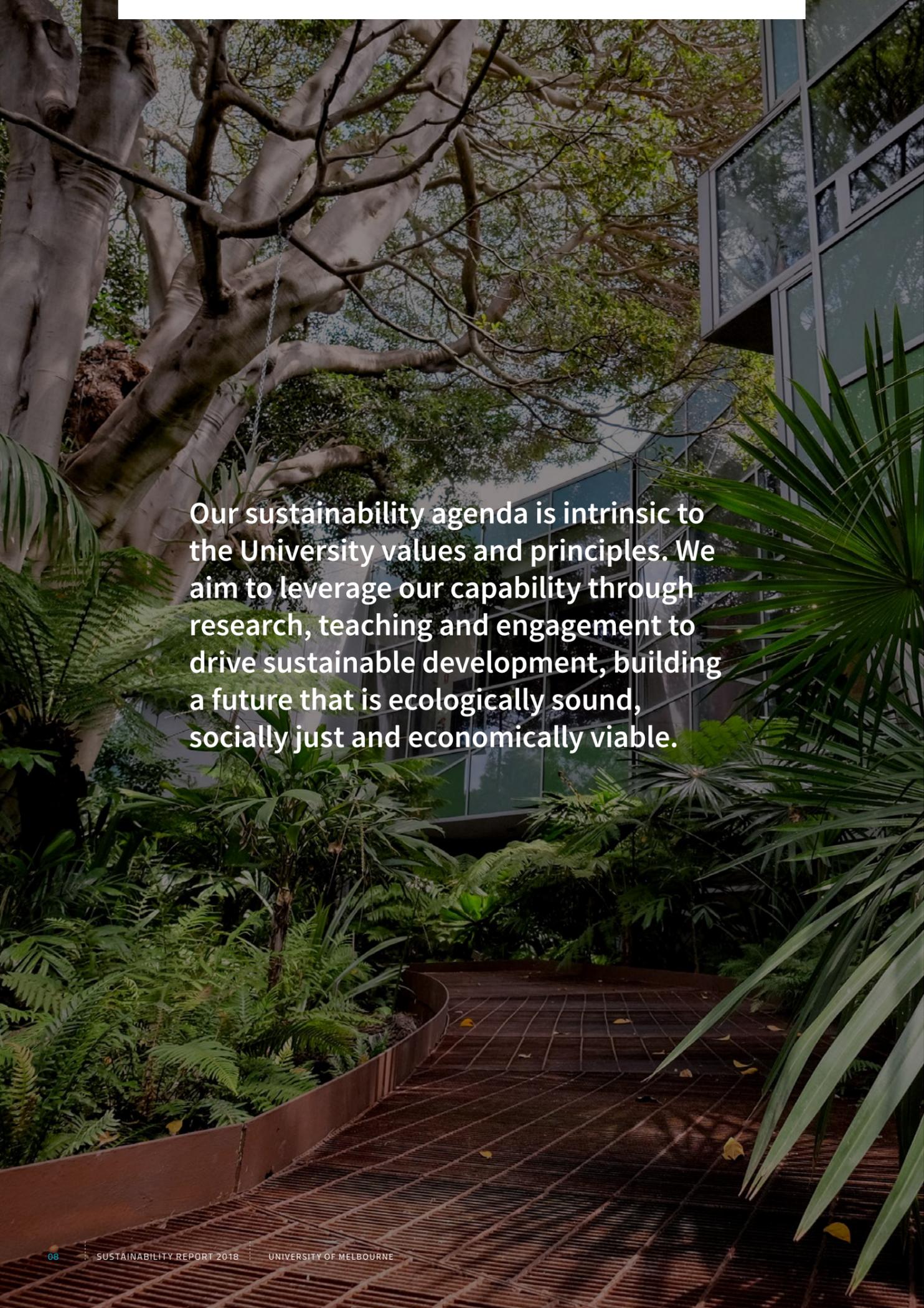
### \$45.6M capital investment

Smart Campus Energy Upgrades (SCEU) program developed to improve the energy efficiency of building stock at the University

## Performance and status of targets

The Sustainability Plan 2017 - 2020 has 41 targets. The table to the right shows the number of targets currently at each status level. Each target is detailed in the Report.

Exceeded or met target		8
On track		21
In progress		10
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# Introduction About the University

Our sustainability agenda is intrinsic to the University values and principles. We aim to leverage our capability through research, teaching and engagement to drive sustainable development, building a future that is ecologically sound, socially just and economically viable.

The University of Melbourne was established by an Act of the Victorian Parliament in April 1853, and is now governed by a Council and Academic Board under the authority of the [University of Melbourne Act 2009](#). The University is managed by a Vice-Chancellor and senior leadership team. It comprises ten faculties, three institutes and six interdisciplinary institutes. The University also includes non-academic departments such as [MUSport](#) and [Melbourne Theatre Company](#) (MTC), in addition to subsidiary companies. It does not include the colleges.

In 2019, the University community comprised 54,000+ students<sup>2</sup> and 9,380 staff,<sup>3</sup> based at its main campus in Parkville and six campuses throughout metropolitan Melbourne (Southbank, Werribee, Burnley) and regional Victoria (Shepparton, Dookie and Creswick). A new campus is also under development at Fishermans Bend on the outskirts of the Melbourne CBD.

The University aspires to be one of the finest universities in the world, contributing to society in ways that

enrich and transform lives. Success is measured by the ten strategic goals articulated in the University's institutional strategy, [Growing Esteem 2015 – 2020](#). Growing Esteem frames the University's ambitious aspirations for teaching, learning and the student experience, and for research which is globally recognised for its quality and impact.

In 2019, the crucial work was undertaken to engage the whole University community in the development of a new strategy to guide the University through the coming decade (2020 – 2030). Released in May 2020, [Advancing Melbourne](#) reflects the University's aspirations as a world leading and globally connected Australian university, with students at the heart.

### Operating environment

The higher education sector exists within a dynamic operating environment, where traditional practices are continually challenged to respond to rapid societal change and evolving expectations of the role of a university.

The digital age, globalisation, political uncertainty and the need to respond to grand challenges combine to create the context within which the University operates. The latter part of 2019 showed the extent to which communities are impacted by climate change, with the unprecedented and devastating fire season experienced in Australia. This experience reaffirmed that sustainability and climate change pose some of the greatest challenges of contemporary society. Universities play a vital role in enabling sustainable and resilient futures for communities locally, nationally and on a global scale.

At the centre of the University's work is deep engagement with students, staff and the wider University community on sustainability, contributing to the Melbourne experience.

<sup>2</sup> Equivalent full-time administered student load.  
<sup>3</sup> Total staff full-time equivalent (FTE) including continuing, fixed-term and casual staff.

# Governance

## Trust and values



For the past four years, [Growing Esteem](#) has enabled the University to embed the principles of sustainability in its work; to be 'recognised as a leader in embedding sustainability in all aspects of the University's operations, teaching and learning, research and engagement'. In 2019, a new institutional strategy was developed following the third iteration of Growing Esteem (released in 2016). [Advancing Melbourne](#) sets out the University's strategic direction for the coming decade (2020 – 2030).

Sustainability work is coordinated within the [Chief Operating Officer \(COO\) portfolio](#), with a strategy and governance team, and an operational team in [Campus Services](#) managing [Sustainable Campus](#). The Sustainability Executive provides governance of the Plan implementation and related strategic decisions. Throughout 2015 and 2016, the Sustainability Executive led development of the University's framework for sustainability, comprising the [Sustainability Charter](#) (Charter), [Plan](#) and [annual reporting](#).

As part of the governance of sustainability, the University is an active and prominent participant in local and global sustainability networks, such as the [International Sustainable Campus Network \(ISCN\)](#), [Australasian Campuses Towards Sustainability \(ACTS\)](#), the UN [Sustainable Development Solutions Network](#), [Global Compact Network Australia](#) and the [Group of Eight](#) sustainability network. The University is represented on the ISCN Advisory Board and the Board of Directors of ACTS.

The Sustainability Report 2018 (released in June 2019) marked the halfway point of the Plan, providing opportunity to review progress and reaffirm commitment for the remaining two-year

period. Following its release, University Executive endorsed a strengthened 'Carbon Neutral before 2030' target, with pathways to be mapped in line with the [Climate Active Carbon Neutral Standard](#) by end 2020 across all direct and significant indirect emissions of the University. On supply chain impact, a commitment was endorsed to develop and implement a supplier code of conduct, social procurement framework and response to modern slavery. [Advancing Melbourne](#) provides a framework for the development of sustainability strategy beyond 2020 and direction in achieving the University's aspiration to be a global leader in sustainability.



# Governance Performance

Target	Status	Comment
Ensure that sustainability remains enshrined at the highest level of University strategies	On track	The <a href="#">Vice-President</a> (Administration & Finance) and <a href="#">Chief Operating Officer</a> (COO) has portfolio responsibility for sustainability at the University and is Chair of the Sustainability Executive. <a href="#">Advancing Melbourne</a> will provide the framework for strategic direction 2020 – 2030.
Report annually and publicly on the University's sustainability impacts and performance using global best practice standards	Exceeded or met	The University has released a <a href="#">Sustainability Report</a> annually since 2015.
Uphold the principle of stakeholder inclusiveness in our reporting and decision-making processes	On track	The Report is prepared through consultation with responsible portfolios for the respective activity areas of the Plan. Data and content for the Report is also sourced as part of the University's annual reporting process. Consultation will be undertaken in 2020 to assess performance to end 2020 - expiration of the current Plan period - and in development of University-wide sustainability strategy from 2021.

# Governance

## Responsible investment



Responsible investment refers to implementing investment strategies consistent with the University's commitment to sustainability and its financial and legal obligations. The University believes that companies which effectively manage their environmental, social and governance responsibilities should not experience any adverse impact on investment returns as a result. The University's [Sustainable Investment Framework](#) (SIF) was developed in 2017, with implementation progressing since the SIF's release in March 2018. The requirements in the SIF cover many of the Plan's targets and priority actions.

fair labor practices, sustainable infrastructure, education, and healthcare'.<sup>4</sup>

More information on the University's policies towards responsible investment can be found in the Plan, SIF, and the VFMC's [Environmental, Social and Governance](#) (ESG) policies.

### Performance

Implementation of the SIF has progressed through 2019. All activities are on track to ensure the University will meet its Plan and SIF commitments. A summary of performance against key SIF criteria and Plan targets is shown in the tables opposite respectively.

In 2019, the University's primary investment manager, the [Victorian Funds Management Corporation](#) (VFMC), was named in the top 25 most responsible asset allocators by the [Responsible Asset Allocator Initiative](#) (RAAI). The 25 leaders 'stand out for their commitment to responsible, long-term investing, integration of ESG risks into their portfolio decision-making process, and leadership in reflecting saver's preferences on key issues such as climate change, gender equality,

<sup>4</sup> The RAAI Leaders List and Index, [The 25 Most Responsible Asset Allocators](#)

## Governance

### Performance - SIF criteria

SIF performance criterion <sup>5</sup>	Status	Comment
Fund Managers' performance in integrating climate change risk and opportunity into the investment process <sup>6</sup>	● On track	<a href="#">Mercer's</a> annual review completed. In summary, VFMC continued to demonstrate strong alignment with the SIF. The University will continue to monitor and engage with VFMC to assess progress towards meeting SIF commitments.
Listed equity carbon footprint, as measured by the weighted average carbon intensity (WACI) of the portfolio	● On track	A portfolio carbon footprint was undertaken for the University in 2018 and will be repeated again in 2020. In 2019, the University focused on understanding its 2018 carbon footprint and other climate change related analysis. The University also engages with the Fund Manager(s) to understand how best to integrate the analyses and results into a broader climate change approach.
Active Ownership activities, with a specific focus on how the Fund Manager(s) is incorporating climate change into its proxy voting and engagement activities	● On track	Mercer has assessed the University's Fund Manager(s), VFMC, as compliant with the SIF's active ownership requirements. Mercer has also noted an improvement in the University's active ownership engagement with the Fund Manager(s).

### Performance - Plan targets

Target summary <sup>7</sup>	Status	Comment
By 2021, the University's investment portfolio will: a) Have divested from, or be in the process of divesting from within a reasonable period, any material holdings that do not satisfy the requirements of the University's sustainable investment framework for managing material climate change risk b) Incorporate a meaningful allocation of impact investments in the strategic asset allocation, potentially in partnership with peer organisations (SIF)	● On track	a) See SIF reporting (table above). The University remains in active engagement with the Fund Manager(s) on the SIF requirements, and is aware of no material holdings that are out of alignment with the SIF. b) The draft impact investing framework was progressed with the <a href="#">Investment Management Committee</a> (IMC) in 2019 with approval of the final framework scheduled for mid-2020.
Establish a separate specific investment fund where a donor wishes to stipulate (subject to certain conditions) investment parameters for their endowment that are not accommodated through the existing portfolio	● On track	No such request has been made.
Become a direct signatory to the UNPRI	● On Track	The United Nations Principles for Responsible Investment (UNPRI) application was prepared and awaiting signatures at end-2019.

<sup>5</sup> For the full list, please refer to the SIF

<sup>6</sup> VFMC's progress in integrating climate change was found to be acceptable, and therefore did not need to have an additional climate change risk assessment as allowed for in the SIF as the University did not have concerns about ongoing progress.

<sup>7</sup> For the full wording of targets and actions please see the Plan p. 37.



## University of Melbourne

The University is progressing with integration of sustainability through core curriculum, specialist courses and sustainability leadership opportunities

# Core Activities

## Teaching & Learning

Education for Sustainability at the University of Melbourne is addressed through three pillars of curriculum aspiration. To:

1. Ensure **every graduate has a baseline threshold** of sustainability knowledge and training;
2. Prepare **sustainability specialists** through interdisciplinary education; and,
3. Develop **leaders** across professions and fields to innovate, define and create sustainable societies.

In 2019, the University's distinctive curriculum was strengthened and

broadened with the introduction of the Sustainability Fellowships Program, further undergraduate sustainability offerings in University breadth subjects and continuing specialist graduate education through the [Office for Environmental Programs](#) (OEP).

### Addressing Pillar 1

The Sustainability Fellowships Program was launched in July 2019 and directly addresses the Plan target 'By 2020, all undergraduate degree programs can demonstrate (at the course and/or major level) that core and compulsory curriculum enable students to understand and apply sustainability knowledge and

values to practice in their field...'. Four academic divisions appointed Fellows in 2019 – Science, Education, Engineering and Business and Economics - with more anticipated in 2020.

The program establishes faculty-based fellowship positions to develop and implement a process to embed the unique elements of sustainability knowledge and values into aspects of the faculty's undergraduate curriculum. These leadership roles are working to create a community of practice within each faculty and the development of a University-wide interdisciplinary community of practice.



# Teaching & Learning Performance

The [Melbourne Centre for the Study of Higher Education](#) (CSHE) provides support for the program.

The University's existing sustainability framework and current thinking on related curriculum development provides a basis for the formulation of Fellowship work in the faculties, with learning outcomes across three dimensions - knowledge and integration, evaluate and anticipate change, and act for positive change.

## Addressing Pillar 2

University of Melbourne undergraduate degrees offer innovative breadth subjects enabling students to develop a broad range of skills and explore interests beyond their discipline. The University-wide breadth subject 'Our Planet, Our Health' was introduced in 2018 as a commencement to advancing foundational knowledge for sustainability leadership in cross-disciplinary settings. Additional subjects were developed in 2019, including 'Sustainability: Hope for the Earth' and 'Sustainable and Equitable Energy Futures'. These newest offerings engage students in debate and scholarship on some of the most significant global sustainability issues.

The Office for Environmental Programs (OEP), founded in 1999, continues to be the central offering for multi-disciplinary graduate studies in sustainability and environment at the University. OEP courses attracted 137 students in 2016, increasing in 2019 to 197 students from multi-disciplinary backgrounds and 21 countries worldwide. The OEP now has over 1,700 alumni.

In 2019, OEP received the Melbourne 'Award for Excellence in Education for Sustainability', for sustained excellence in interdisciplinary sustainability. Engaging nine out of ten faculties, the programs offer an education to the current and future generation of leaders which is critical to achieve social and environmental sustainability.

## Addressing Pillar 3

'Leaders for Global Sustainability' is a scholars program being developed in 2019 and 2020. A program of contemporary relevance, there is a dual focus on leadership and global sustainability, scaled to embrace any University of Melbourne student wishing to be a sustainability leader whatever their field of disciplinary study. Scholars will become leaders and champions for change through a program which links their core disciplinary subjects and focussed breadth subjects with an enrichment program to develop leadership capability.

## Evaluation of a tertiary sustainability experiential learning program

Further to the case study featured in the [Sustainability Report 2018](#), a peer-reviewed paper has been accepted for publication in the [International Journal of Sustainability in Higher Education](#) on the University's [Sustainability Learning Experiences Database](#) (SLED). SLED is a university-curated database of sustainability experiences to augment formal student learning. Its purpose is to encourage students to participate in experiential learning, to facilitate students' critical appraisal of programs ostensibly designed to create sustainability, thus, to develop students' sustainability self-efficacy and employability.

The program is promoted to students in several undergraduate subjects, and is [available to all staff and students](#).

Additional data on the response of students to the experiences in the database will be collected in 2020 and beyond.

Target	Status	Comment
By 2020, all undergraduate degree programs can demonstrate (at the course and/or major level) that core and compulsory curriculum enable students to understand and apply sustainability knowledge and values to practice in their field, consistent with the Melbourne graduate attributes	In progress	The Sustainability Fellowships Program was successfully implemented in mid-2019 with Fellows based in Science, <a href="#">Melbourne Graduate School of Education</a> (MGSE), <a href="#">Melbourne School of Engineering</a> (MSE) and <a href="#">Faculty of Business and Economics</a> (FBE) at end 2019. The program will be extended to additional faculties in 2020.
Increase the number of University of Melbourne graduates who can demonstrate a specialisation in environment and sustainability as defined by the National Learning and Teaching Academic Standards Statement for Environment and Sustainability, thereby contributing to their employability	On track	Admissions to courses in the OEP have risen steadily over the Plan period, from 137 in 2016 to 197 in 2019. This covers the Graduate Certificate, Graduate Diploma and Master of Environment. Subjects offered include ' <a href="#">Interdisciplinarity and the Environment</a> ', ' <a href="#">Sustainability Governance and Leadership</a> ', ' <a href="#">Sustainability and Behaviour Change</a> ', ' <a href="#">Environmental Policies and Instruments</a> ', and ' <a href="#">Consumerism and the Growth Economy</a> '.  Two University-wide sustainability related multi-disciplinary breadth subjects were developed in 2019.
Evidence of increased student engagement with organisations positively contributing to sustainability through work-integrated and classroom activities	In progress	The 'Leaders for Global Sustainability' scholars program, under development in 2019 and 2020, will contribute significantly to work-integrated learning for sustainability.  MSE has nominated several subjects for Semester 1, 2020 to interact with all students for sustainability engagement.

# Case Study

## Faculty of Business and Economics

The [Faculty of Business & Economics \(FBE\)](#) accepts “a responsibility to improve society’s understanding of ethics, responsibility and sustainability and the parts they play in our shared prosperity”. It has adopted an Ethics, Responsibility and Sustainability (ERS) strategy with the [Melbourne Business School](#) to help guide its approach in this area. The ERS mission is “to create global leaders and to influence business practice and public policy to deliver better outcomes for society”.

### Leading the Public Conversation

FBE leads ongoing conversations with business, government and society about the conduct of business in society, through the creation and dissemination of knowledge through research and events.

### Research

The [Melbourne Institute of Applied Economic & Social Research](#) conducts research on social and economic issues, focusing on equity, health and wellbeing, including the annual [Household, Income and Labour Dynamics in Australia](#) (HILDA) survey. The Leadership for Social Impact stream at the [Centre of Workplace Leadership](#) (LSI@CWL) conducts research using innovative business tools to enhance social wellbeing. It is working with the [Yarrabah Indigenous community](#) to develop an impact investing framework to bring mainstream investment to local businesses.

Researchers in Economics address sustainability largely through economic policy research on environmental issues. For example, Professor Ross Garnaut published, “[Superpower: Australia’s Low-Carbon Opportunity](#)”, outlining a roadmap for Australia’s transition on climate and energy policy.

The Centre for Actuarial Studies incorporates sustainability risks into quantitative models. E.g., Dr Rui Zhou is researching climate risk.

Researchers in Accounting focus on social and environmental measurement and reporting. E.g., Professor Naomi Soderstrom published research examining the impact of government commitment to combating climate change on firm value.

Researchers in Management and Marketing take a firm or consumer-focused view of sustainability. E.g., Associate Professor Vikram Bhakoo conducted research on modern slavery in the Thailand tuna industry. FBE academics also hold Editorial roles in sustainability-related journals.<sup>8</sup>

### Events

FBE hosts and participates in many sustainability-themed events. In 2019, these included large public events such as the Foenander Lecture by Prof. Michael Piore from [Massachusetts Institute of Technology](#) (MIT) on economic policy, reactionary populism and inequality, LSI@CWL co-hosting the Ethical Enterprise Conference, and events for the Gourlay Visiting Professor of Ethics in Business, Professor Dirk Matten.

<sup>8</sup> A/Prof Hari Bapuji is co-Editor-in-Chief of Business and Society, and A/Prof Ben Neville is Section Editor, Corporate Responsibility (Qualitative and Conceptual) of the Journal of Business Ethics.

## University of Melbourne



**Image** Prof. Ross Garnaut presented a seminar series on energy transition in Australia (David Geraghty/NewsPix).

Other private curated events included the Melbourne Institute’s seminar series on equity, disadvantage and wellbeing, LSI@CWL’s roundtable with corporate sustainability executives on the political responsibilities of corporations for sustainability, and the Alumni Women’s Lunch on the importance of financial literacy.

### Commitment to our people, places and society

FBE’s role as a public-spirited institution is to use its knowledge, resources and networks to bring about positive change through embedding its ERS strategy in its policies, operations, and choices about partners. FBE have focused attention on sustainable building works projects, for example an LED lighting upgrade project has been initiated in The Spot building. For our Indigenous community, a case study was written on the Aboriginal Carbon Foundation. Also, the MURRA Indigenous Business Master Class program completed its ninth intake in 2019, graduating 39 participants. This program has helped Indigenous entrepreneurs grow their businesses, increasing Indigenous employment opportunities.

### Building global leaders of the future

The Faculty is committed to building ethics, responsibility and sustainability into the core of what and how it teaches, to achieve its mission to foster global leadership through business and economics education and student life. Together with the Melbourne Business School, the Faculty became a signatory of the [United Nations Principles for Responsible Management Education](#) (PRME): a global engagement platform for academic institutions.

The PRME principles and ERS commitments align with the teaching targets in the Plan. To help meet the targets, the Faculty appointed Assoc. Prof. Ben Neville as its Sustainability Fellow.

Subject coordinators of core and compulsory undergraduate subjects have integrated sustainability in different forms. An example from ‘Principles of Marketing’ is in the caption below.

A new Graduate Certificate and Minor in Sustainable Business are being developed, including two new proposed sustainability graduate subjects.

Work-integrated learning subjects incorporated sustainability-related clients and topics, for example designing incentive plans to get people to recycle.

Assessment criteria for teaching and learning grants now give priority to grants that integrate sustainability innovations.

FBE’s leadership of the [Melbourne Entrepreneurial Centre](#) supported many sustainability-oriented startup ideas and companies.

The Faculty’s Student Enrichment and Experiential Learning team supported sustainability and social impact initiatives through promotions, student impact clubs, and events such as the ‘High Impact Careers’ series.



**Image** ‘Principles of Marketing’ includes a lecture and tutorial on marketing ethics, an assignment on Nutella’s use of palm oil, and a guest lecture on ethical issues in the fashion industry.



# University of Melbourne

The University's research strengths are harnessed to address society's 'grand challenges'

## Core Activities

### Research focus and impact



The impact of the University's research was a foremost consideration in the new institutional strategy, *Advancing Melbourne*. The research strengths of the University will continue to be harnessed across identified 'grand challenges', none more pressing than sustainability and climate change.

The Australian bushfire season in the second half of 2019 was unprecedented in its scale, duration and intensity. It provides a salient message that climate change is having significant impacts in the present, and is no longer commonly thought of only in terms of future generations. The University has a responsibility to tackle the greatest of societal issues

through the breadth and depth of academic expertise, convening power and community outreach. A greater response includes strengthened specialisation together with a truly whole-of-institution response. In accord with *Advancing Melbourne*, the University will develop the climate change research agenda in a more coherent and integrated way.

This important work, to be undertaken throughout 2020, will not only chart the course for greater research impact but will help define sustainability endeavour across all University activities. In 2020, the University will focus on identifying areas of global research

leadership and continue strengthening key collaborations and partnerships locally and globally through University precincts, interdisciplinary programs and international research training programs.



# Research focus and impact

## Performance

Targets	Status	Comment
Equip ourselves to be a prominent actor in annual global sustainability policy development	 On track	<p><b>Conference of Parties, Madrid</b></p> <p>University of Melbourne had a small delegation of researchers, who study the international climate negotiations, at the Madrid Conference of Parties of all governments in December 2019. The negotiations progressed but were unable to finalise some of the details for implementing the Paris Agreement which commences later in 2020. Researchers are examining crucial issues such as how to accelerate protection of forests as part of the international climate effort and social justice issues. The head of delegation, Professor Henry, was also providing climate policy advice to governments and the Hon. Al Gore who was attending the negotiations.</p> <p><b>Climate Change, Economics, and Business</b></p> <p><a href="#">Melbourne Sustainable Society Institute (MSSI)</a> led several projects engaging Australian State Governments and businesses with economic initiatives that advance climate action. Supported by Prof. Don Henry, the Queensland Treasurer and Deputy Premier, the Honourable Jackie Trad, convened a roundtable to discuss economics and climate change and the role of State Treasuries. The roundtable was addressed by the Hon. Al Gore, former Vice President of the United States, and Dr Guy Debelle, Deputy Governor of the Reserve Bank of Australia, with representatives of the Queensland, Victorian, and Australian Capital Territory Governments and the Committee for the Economic Development of Australia attending. The discussion was informed by an MSSI Issues Paper, <a href="#">Australia's Clean Economy Future: Costs and Benefits</a>. The Honourable Jackie Trad agreed to bring the issues forward to other State and Federal Treasurers and advance the discussions and action.</p> <p><b>World Urban Forum</b></p> <p>Following on from the University's participation in the 2018 <a href="#">World Urban Forum (WUF)</a>, in 2019 MSSI, in collaboration with the <a href="#">Connected Cities Lab</a>, offered four \$3,000 travel bursaries for staff and students to participate in WUF10 in Abu Dhabi, February 2020. Awardees, as ambassadors of the University of Melbourne, will apply their research focus on global urban governance and international sustainable urban development to a range of WUF10 side-events.</p>

Targets	Status	Comment
(continued from previous)		Additional examples of the University's achievements in this area include: <ul style="list-style-type: none"> <li>The European Commission supported the University's research into low-impact agriculture in Australia, funded through the Horizon 2020 Research and Innovation Program.</li> <li>The Federal Government provided \$3m for the University to lead an Australian research consortium alongside <a href="#">Boston University</a> and <a href="#">Massachusetts Institute of Technology (MIT)</a> to develop next generation autonomous vehicles.</li> <li>Several international Research Training Group initiatives were established in 2019, including energy-related research linking expertise and facilities at <a href="#">Rheinisch-Westfälische Technische Hochschule Aachen</a> (RWTH Aachen) University, Germany.</li> <li>An <a href="#">Australian Research Council (ARC)</a> Future Fellowship was received to save dwindling frog populations through application of synthetic biology, reinforcing the University's leadership in biotech and conservation and training new wildlife scientists to help solve the global biodiversity crisis.</li> </ul>
Develop industry partnerships that emphasise our resources for sustainability research including the campus as a living laboratory	 On Track	<p>Sustainability research is generated through the <a href="#">Melbourne Interdisciplinary Research Institutes (MRI)</a> and <a href="#">Hallmark Research Initiatives</a>, such as 'Future-Food', focusing on protein production and involving aspects of social and cultural acceptability, health and wellbeing and sustainability.</p> <p><b>Partnerships for Sustainable Urban Development</b></p> <p>Over 45 practitioners and academics from across the Melbourne development community gathered at this day-long MSSI event to explore collaborative research and practice opportunities to contribute to the <a href="#">Sustainable Development Goal 11</a>, focused on cities and communities. Discussions demonstrated a diversity of thinking and approaches to how organisations are engaging and grappling with the SDGs. The agenda offered a common language and framework which lends itself to a collaborative approach and concerted action towards transformational change.</p>

# Research focus and impact

## Performance

Targets	Status	Comment
(continued from previous page)		<p>The University's industry partnerships include many projects with an emphasis on sustainability-focused research and operations, for example:</p> <ul style="list-style-type: none"> <li>• <a href="#">The Peter Cook Centre for Carbon Capture and Storage Research</a> and the Italian research company, Sotacarbo, are working together to develop collaborative research projects to tackle global warming.</li> <li>• The University is a member of the Future Batteries Industry Cooperative Research Centre with 57 industry, academic and government partners.</li> <li>• University researchers have developed irrigation technologies in collaboration with industry, to drive more efficient water use, improve food security and deliver environmental benefits.</li> <li>• A workshop focused on interdisciplinarity and research translation was conducted to bring together early career post-graduate climate change researchers, with industry partners and academics from across the University (see <a href="#">case study</a>).</li> </ul> <p>Fishermans Bend campus master planning has progressed with a strong emphasis on sustainability partnerships with industry and other stakeholders. Engineering Design Guidelines have been developed for the new campus, which include the University's sustainability context. The Fishermans Bend Stage 1 project also joined the <a href="#">Green Building Council of Australia's</a> (GBCA) Early Access program to help develop the next generation of the Green Star for New Buildings rating tool.</p>

Targets	Status	Comment
Ensure strong research links to campus sustainability operations and planning	 On Track	<p>University operations have continued to draw on research expertise and collaborate with academics to enhance campus infrastructure and experience.</p> <p>Utilising a Melbourne Engagement Grant, the materials flows of the University were mapped to identify pathways towards a more circular economy, with the <a href="#">results published in a peer reviewed paper</a> (see <a href="#">case study</a>).</p> <p>Fishermans Bend campus development includes strong connection to and leverage of academic expertise in the <a href="#">Melbourne School of Engineering</a> (MSE) and <a href="#">Faculty of Architecture, Building and Planning</a>.</p> <p>The <a href="#">New Student Precinct</a> project has drawn on the expertise in the <a href="#">School of Ecosystem and Forest Sciences</a> in relation to plant species selection and water strategy.</p> <p>Members of the Campus Planning &amp; Design team worked with academics on a <a href="#">green roofs, walls and facades summit</a>. Several green roof test sites are maintained on campus.</p>
Communicate University sustainability research knowledge to the broader community	 On Track	<p>The most recent <a href="#">Engagement and Impact Assessment</a>, released in March 2019, assesses how well researchers engage with end-users of research, and shows how research is being translated into economic, social, environmental, cultural and other benefits.</p> <p>Research outcomes are disseminated through <a href="#">Pursuit</a>, <a href="#">The Conversation</a>, numerous events and publications from individual institutes and colleges such as the <a href="#">Melbourne Sustainable Society Institute</a> (MSSI), <a href="#">Melbourne Energy Institute</a> (MEI), and <a href="#">Climate Energy College</a>.</p>

# Case Study

## Towards a more circular economy

There has been a recent shift in interest in Australia and globally from a traditional linear economy where products are created, used and disposed of, towards a circular economy where products are used for as long as possible before being recovered and regenerated. **New research** uses the University of Melbourne campus as a 'living laboratory' to evaluate the materials that universities use, their associated environmental effects and how to effectively curb them. The research aims to understand how a large entity can transition towards a more circular economy by identifying metrics to help prioritise efforts.

Estimated material flow through the Parkville campus was assessed using waste disposal data and bin audits for 2017, in addition to procurement data. Analysis of this data found that 2,280 tonnes of day-to-day materials left the University's Parkville campus as waste or recycling in 2017. Most of this waste was predicted to be food waste and packaging brought on-campus by suppliers, students and staff. Construction waste is also thought to be a significant waste contributor for the University; however, it was not included in the scope of the study.

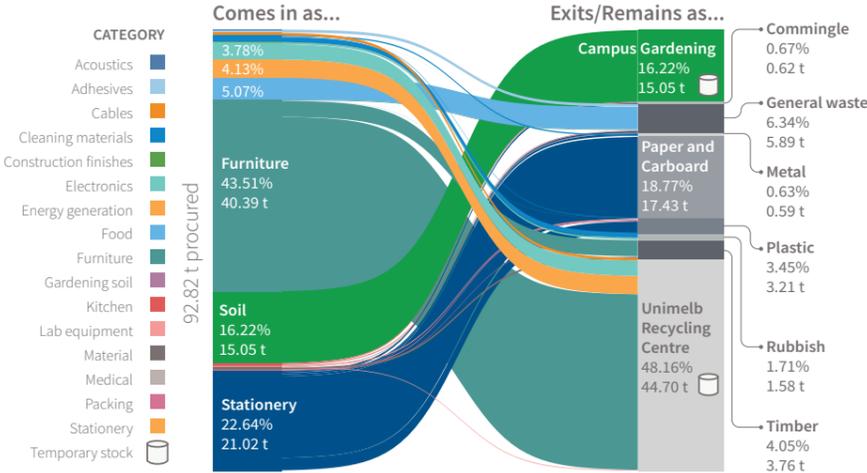
Key findings from the study reveal that institutions should consider materials flows they influence as well as those within their direct control and collect

more reliable data to better understand material flows. They should also encourage reusing and recycling furniture and electronic items which represent substantial environmental impacts and cost. Currently, the University's **Choose to Reuse Plate Program** helps the University community (including tenants) to eliminate single-use food and beverage packaging on campus by using reusable tableware. Furthermore, the **Reuse Centre** recovers and repurposes furniture and electronic items for internal reuse.

This study by the University leads the way in helping to better understand material and environmental flows on university campuses, providing a foundation for measures that will assist campuses in transitioning to a more circular economy.



Indicatively, less than 5%\* of all waste mass is related to **University procurement**



\*We excluded construction materials (which are significant), we did not consider the amount of time a material stays on campus, and some materials might have been omitted. See full study by Stephan, A., Muñoz, S., Healey, G., & Alcorn, J. (2020)

# Case Study

## Connecting postgraduate climate change researchers

In 2019, the [Melbourne Sustainable Society Institute's \(MSSI's\) Climate Transformations Research Cluster](#) and the [Climate and Energy College](#) brought together postgraduate researchers in climate change from across the University, to share ideas, collaborate and network at a day-long workshop. Attendees came from almost all areas of the University and were researching a broad range of topics, including how to measure climate change through accounting and modelling, the discursive dimensions of climate change, climate finance and risk, sectoral perspectives of climate change, and climate justice, impacts and responses in the global south.

The workshop focused on themes of interdisciplinarity and research translation and was facilitated by industry specialists, academics from a diverse range of Faculties, and Early Career Researchers. Attendees reported that the event significantly increased their likelihood of pursuing interdisciplinary research and of undertaking research translation. Attendees also noted that the event gave them an opportunity to have conversations about climate change from an angle

or perspective they hadn't considered before and engage in meaningful conversations about their research. The workshop led to the establishment of an informal research support network for PhD students working on climate change, which will be hosted by MSSI.

Two new Research Translation grants for PhD students to translate their climate change-related research were announced at the workshop. The grants were awarded in December and will support Ceren Ayas to produce a decision-making tool on just energy transitions based on her research and Carolina Contreras to develop an online resource to map existing blue carbon projects and provide place-specific policy assessments.



**Image**  
Postgraduate attendees at the MSSI one day workshop.



# University of Melbourne

The University campuses are designed to grow in ways that support and inspire our students, staff, and wider community

## The Campus

### Built environment and landscape



Built environment and landscape refers to the plans, developments and uses of the Estate to achieve academic and strategic goals, including environmental impact, campus experience and wellbeing.

The Estate Plan guides plans and designs of the built environment and landscape for the future, establishing core principles for future development.

#### Performance

In 2019, the University continued to use the [Green Building Council Australia's](#) (GBCA's) Green Star rating scheme to guide the sustainability of new buildings. The Stables

became the University's first 5-Star Green Star 'Design & As Built' rated building, demonstrating excellence in sustainable design and construction at a national level. The Fishermans Bend Stage 1 project joined the GBCA's Early Access Program and a University staff member joined the GBCA's Technical Advisory Committee, both providing opportunity to help shape Australia's next generation of Green Star rating tools.

Climate Adaptation Plans (CAPs) for Parkville and Fishermans Bend campuses, and the Werribee Learning and Teaching project have now been prepared. These plans identify adaptive actions to ensure the University's resilience and

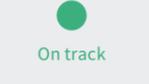
management of climate change risk over the long term. In 2020, CAPs will be developed for remaining campuses.

Biodiversity continued to be an important sustainability endeavour in 2019, with The University receiving second prize in the global University BioQuest competition for wildlife sightings on campus, informing the Atlas of Living Australia.

Planting of indigenous and native species around the large eucalypts in Parkville's Sports Precinct will enhance the trees' health and provide areas of enjoyment and recreation for the University's community.



## Buildings Performance

Targets	Status	Comment
Achieve Green Star Communities accreditation for the Parkville campus by mid-2017	 Exceeded or met	Achieved a 6-Star rating rather than the 5-Star rating initially targeted.
Maintain minimum 5-Star Green Star 'Design and As Built' rating (or equivalent) for all new buildings, achieving a minimum 6-Star or equivalent by 2020	 On track	In 2019, The Stables project was the University's first Green Star 'Design & As Built' rated project, with the Werribee Teaching & Learning Building and Western Edges Biosciences (WEBS) building both submitting documentation to the Green Building Council of Australia for their 'Design & As Built' assessments.

## Climate mitigation and resilience Performance

Targets	Status	Comment
Develop and implement Climate Adaptation Plans for each University campus by 2020	 Attention needed	Adaptation plans have been prepared for Parkville and Fishermans Bend campuses, and the Werribee Teaching & Learning project. Dookie, Creswick and Burnley campuses will have Climate Adaptation Plans developed in 2020.

## Biodiversity Performance

Target	Status	Comment
Publish a University-wide Biodiversity Management Plan by March 2017	 Exceeded or met	Plan published in March 2017.
Establish biodiversity baseline data for Parkville and Southbank campuses by mid-2017	 In progress	Biodiversity baseline data collection started in November 2019. Since November, the project has: <ul style="list-style-type: none"> <li>Defined seven baseline metrics for data collection</li> <li>Undertaken a preliminary gap analysis to identify pre-existing data and where further investment or resources are required</li> <li>Initial visits to Parkville, Dookie, Shepparton, Southbank and Burnley campuses conducted</li> <li>Data collection started for Parkville and Southbank Campuses</li> </ul> Parkville baseline data will be complete by end June 2020, Southbank by end August 2020, with the remaining campuses by end 2020.
Establish biodiversity baseline data for the remaining campuses by end-2018	 In progress	Biodiversity baseline data will be captured for the remaining campuses by the end 2020. Use of the Wildiversity (Questagame) app by Biosciences academics resulted in a University of Melbourne team receiving second prize in the worldwide <a href="#">University BioQuest</a> competition for several wildlife sightings on campus. These sightings will be incorporated into the <a href="#">Atlas of Living Australia</a> .
Complete campus-specific plans and commence implementation by the end of 2020	 In progress	The gathering of information to inform these plans is underway. Plant inventories and maps have been developed. Surveys of character and special habitat were conducted in 2019 at the University's Parkville campus as part of the subject 'Integrated Landscape Planning'.



# University of Melbourne

The University is committed to sustainable campus operations

## The Campus Resource use in operations



The University has a commitment to sustainable operational practices, demonstrated by minimisation and optimisation of resource use across all campuses, including water, waste, energy and carbon footprint. Significant progress was made in 2019 to ensure efficient use of resources. In particular, the 2020 Plan target for mains water usage intensity was met, and the Smart Campus Energy Upgrades (SCEU) program to reduce University energy consumption commenced (see [case study](#)).

The University continued to work on reducing waste to landfill, with a small reduction in waste intensity per person from 2018 to 2019, on a like-for-like basis. Data up to 2018 did

not include the Southbank Campus. When including Southbank the overall 2019 result of 29 kg/person is higher than 2018 (27 kg/person), and remains significantly above the 2020 target of 20 kg/person. Reducing waste to landfill is a priority for 2020.

In 2019, the University's energy intensity increased slightly to 0.77 GJ/m<sup>2</sup>GFA<sup>9</sup> from 0.76 GJ/m<sup>2</sup>GFA in 2018 (before recoveries from affiliates). The University's MREP Power Purchase Agreement (PPA), with Crowlands wind farm, was operational for the whole year. The [Murra Warra](#) wind farm construction progressed, with completion expected in the first half of 2020. These two PPAs will enable the University to achieve its target of zero

emissions electricity by 2021. Pangolin Associates completed a [2019 Greenhouse Gas Inventory \(GHGI\)](#) for the University (see [case study](#)). The University's carbon emissions intensity reduced slightly from the 2018 result of 0.23 to 0.22 tCO<sub>2</sub>-e/m<sup>2</sup> GFA.<sup>10</sup>

**Supply chain and procurement**  
Supply chain and procurement encompasses how the University procures from, and engages with, suppliers of consumer and construction-based goods and services, aiming to minimise negative and maximise positive impacts on the environment and society.

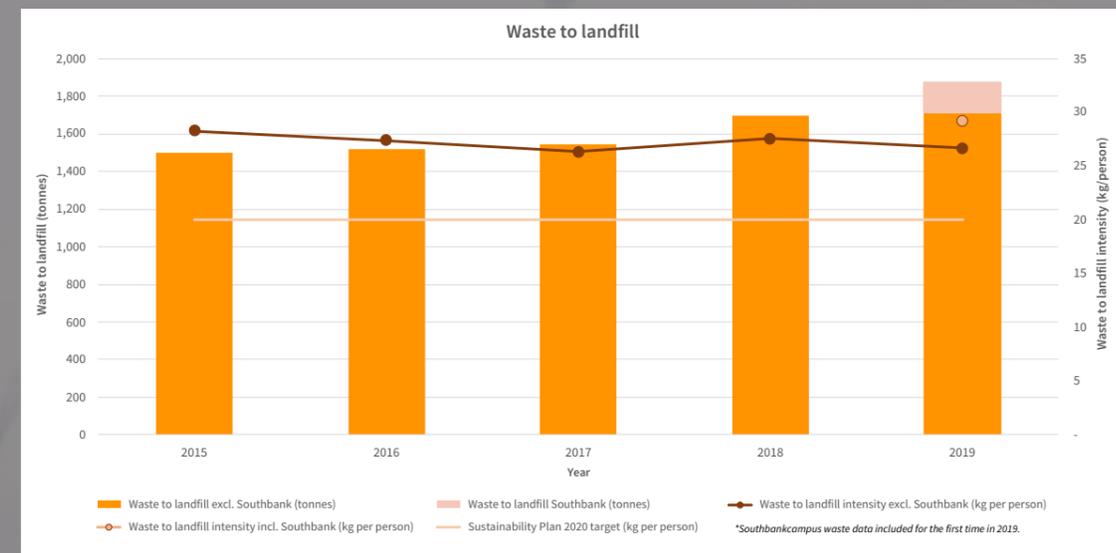
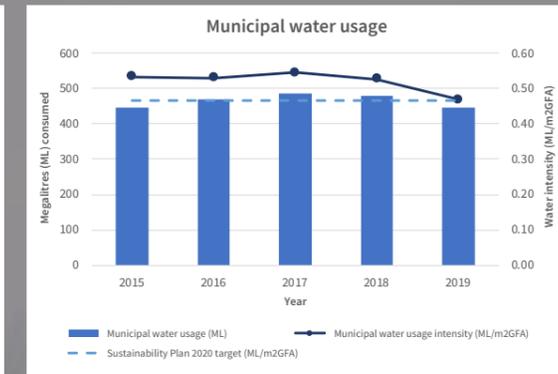
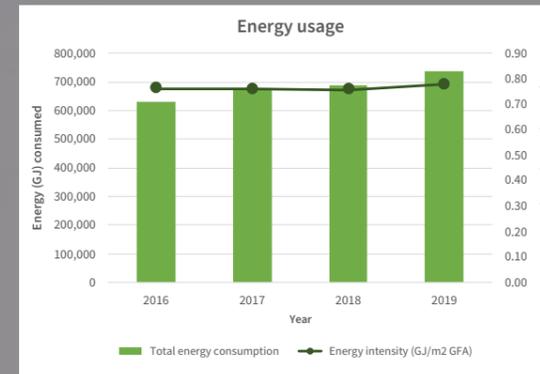
<sup>9</sup> GJ/m<sup>2</sup>GFA is gigajoules per square metre of external gross floor area.  
<sup>10</sup> tCO<sub>2</sub>-e/m<sup>2</sup>GFA is tonnes of carbon dioxide equivalent per square metre of external gross floor area.



# Resource use in operations

## Performance

Target	Status	Comment
Achieve carbon neutrality before 2030	On track	The University has committed to mapping the pathway to carbon neutrality in 2020.
Achieve zero net emissions from electricity by 2021	On track	The University's two renewable energy Power Purchase Agreements (PPAs) (MREP and Murra Warra) will ensure that this target is met.
Reduce emissions by 20,000 tonnes of carbon per year by 2020 through on-campus energy projects	In progress	The Clean Energy Finance Corporation (CEFC) projects are delivering 3 GWh (Gigawatt hours) of annual electricity savings; the Smart Campus Energy Upgrades (SCEU) program (estimated total budget of \$45m) commenced in 2019 and has, so far, developed \$12m of debt funded energy efficiency projects, which will equate to roughly 5 GWh of annual electricity savings.
Reduce mains water usage by floor area by 12% from 2015 baseline	Exceeded or met	Mains water usage reduced from 487 ML (megalitres) in 2018 to 452 ML in 2019, equating to a 12 percent reduction in mains water usage by floor area relative to the 2015 baseline. The University's focus has been on reducing water intensity within new infrastructure and developing water harvesting and reuse projects. Water reduction technologies will continue to be implemented as the University's campuses continue to grow.
Reduce waste to landfill to 20kg per person by 2020	Attention needed	Waste to landfill in 2019 was 29 kg/person. <sup>11</sup> This is a slight reduction from the 2018 result, on a like-for-like basis. A 2019 waste audit of the University's Parkville campus found that the two largest waste categories were food waste (16 percent) and non-recyclable paper (11 percent). Disposable coffee cups were also a significant waste product by volume. The aim for 2020 is to understand how the University can recover this material, with solutions such as a food organics collection service and on-site commercial worm farms being explored. The Choose to Reuse Plate Program diverted over 250,000 disposable items from landfill in the six months from July to December 2019. This service will be expanded in 2020 to include an events service. A swap cup scheme is being trialled at some Parkville cafes with a plan to implement on a larger scale in 2020. Reuse is at the forefront of all waste reduction conversations across the University and is pivotal in the waste action plan driving change. Education and engagement campaigns will continue to encourage people to 'bin it right' and use the new reuse services.



# Supply chain and procurement

## Performance

Target	Status	Comment
Develop and implement a Supplier Code of Conduct by March 2017	Exceeded or met	Supplier Code of Conduct drafted and included in tender documentation and the University's external facing supplier webpage.
Achieve commitments under the University's Fairtrade certification	Exceeded or met	In 2018 the University moved to 100 percent Fairtrade kitchen consumables.

<sup>11</sup> Southbank campus was not included in previous years. Excluding Southbank from the 2019 numbers, the result for waste to landfill in 27 kg/person. This is equivalent to the 2018 result.

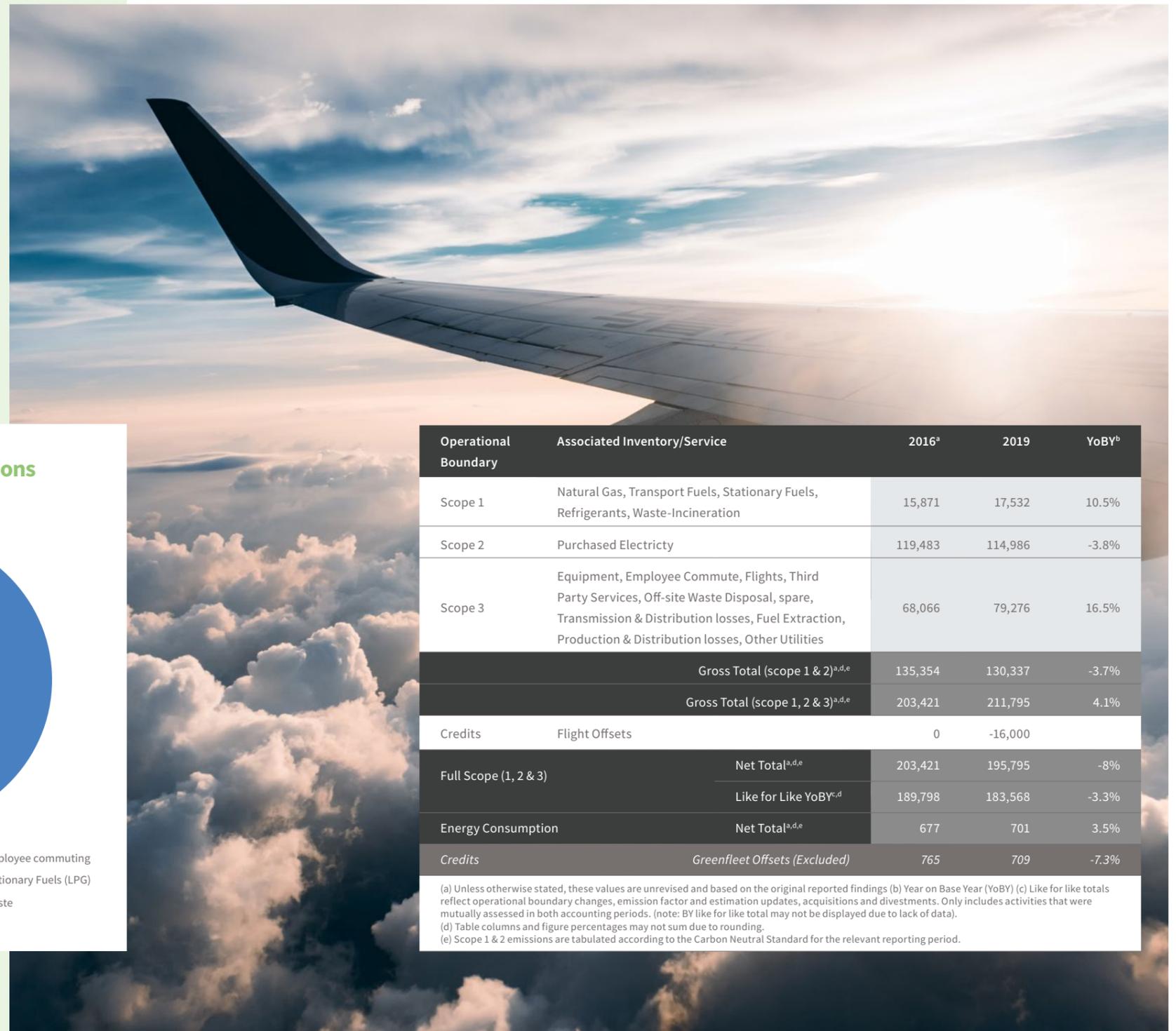
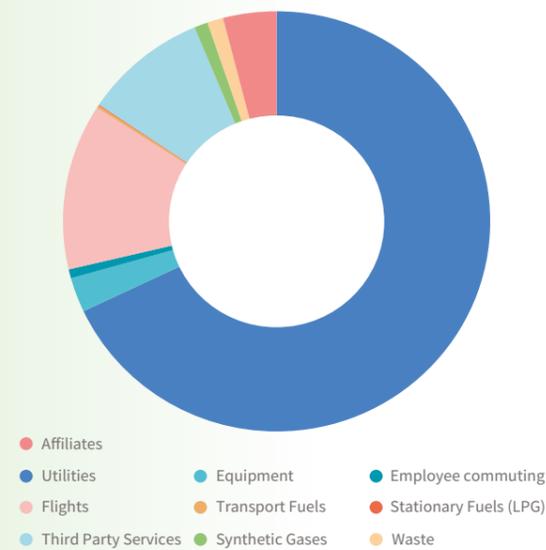
# Case Study

## 2019 Greenhouse Gas Inventory

A [Greenhouse Gas Inventory](#) (GHGI) was prepared by Pangolin Associates, assessing 2019 performance and comparing it to the previous University GHGI completed by Pangolin in 2016. Gross GHG emissions increased from 203,421 tonnes of carbon dioxide equivalent (t CO<sub>2</sub>-e) in 2016 to 211,796 tonnes in 2019, largely due to the inclusion of new Scope 3 emissions categories such as employee commuting, and more comprehensive flight data. The University purchased 16,000 tCO<sub>2</sub>-e of carbon offsets in 2019. Whilst these were purchased to offset 50 percent of 2018 flights (and included in the 2018 GHGI), they were actually purchased in 2019 and hence are included in the GHGI from Pangolin. This reduces the 2019 net emissions to 195,796 tCO<sub>2</sub>-e.

The University's 2019 emissions by activity sector (excluding offsets) are shown in the pie chart. Utilities (electricity, gas, telecommunications and water) account for over two thirds of emissions, with business flights the next largest contributor. The University has committed to offsetting 100 percent of business flight emissions in 2020, and to achieving net zero emissions from electricity by 2021. Together these two commitments will reduce total gross emissions by over 70 percent.

2019 Greenhouse Gas Emissions by Activity Sector (tCO<sub>2</sub>-e)



Operational Boundary	Associated Inventory/Service	2016 <sup>a</sup>	2019	YoBY <sup>b</sup>
Scope 1	Natural Gas, Transport Fuels, Stationary Fuels, Refrigerants, Waste-Incineration	15,871	17,532	10.5%
Scope 2	Purchased Electricity	119,483	114,986	-3.8%
Scope 3	Equipment, Employee Commute, Flights, Third Party Services, Off-site Waste Disposal, spare, Transmission & Distribution losses, Fuel Extraction, Production & Distribution losses, Other Utilities	68,066	79,276	16.5%
Gross Total (scope 1 & 2) <sup>a,d,e</sup>		135,354	130,337	-3.7%
Gross Total (scope 1, 2 & 3) <sup>a,d,e</sup>		203,421	211,795	4.1%
Credits	Flight Offsets	0	-16,000	
Full Scope (1, 2 & 3)				
Net Total <sup>a,d,e</sup>		203,421	195,795	-8%
Like for Like YoBY <sup>c,d</sup>		189,798	183,568	-3.3%
Energy Consumption	Net Total <sup>a,d,e</sup>	677	701	3.5%
Credits	Greenfleet Offsets (Excluded)	765	709	-7.3%

(a) Unless otherwise stated, these values are unrevised and based on the original reported findings (b) Year on Base Year (YoBY) (c) Like for like totals reflect operational boundary changes, emission factor and estimation updates, acquisitions and divestments. Only includes activities that were mutually assessed in both accounting periods. (note: BY like for like total may not be displayed due to lack of data).  
 (d) Table columns and figure percentages may not sum due to rounding.  
 (e) Scope 1 & 2 emissions are tabulated according to the Carbon Neutral Standard for the relevant reporting period.

**Image**  
 Passenger jet over the Swiss Alps  
 (Andrea Vincenzo Abbondanza).

# Case Study

## Choose to Reuse Plate Program

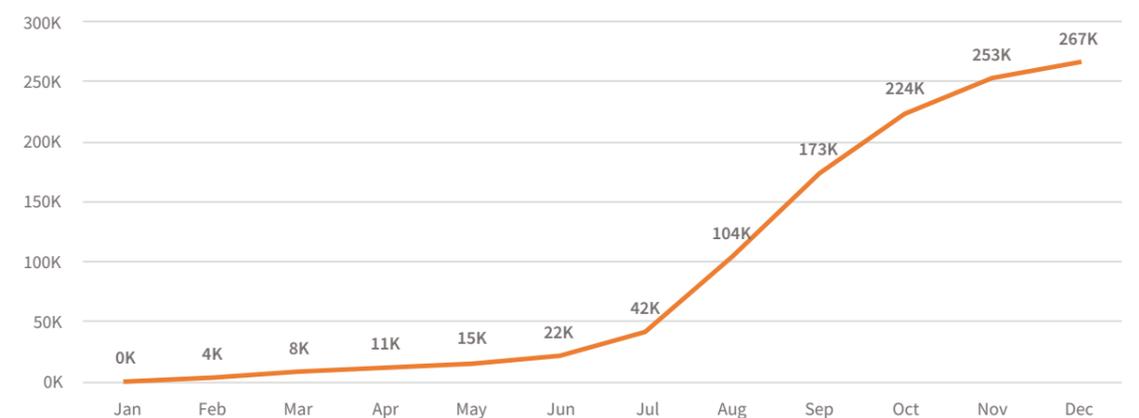
The Choose to Reuse program is a reusable dish service offered at the University of Melbourne's Union House, Parkville campus. The service allows staff, students and visitors to purchase food and drink from retailers using reusable tableware, thus reducing disposable packaging. The service, on this scale, is the first of its kind at an Australian University and was driven by staff and student demand for bolder action towards waste reduction targets.

The program has been highly successful in reducing the amount of waste to landfill collected onsite at Parkville. In the six months from its launch in July 2019, to December 2019, it has diverted over 250,000 disposable items from landfill, resulting in a 23.5 percent decrease in waste to landfill from Union House, from 88 tonnes in 2018 to 67 tonnes in 2019.

As a result of this successful program, the Sustainability Team, Campus Services has collaborated with Fairfood Challenge to build on the highly successful student led Unicyle scheme and offer a Choose to Reuse events service across Parkville. The service will launch at the beginning of 2020, enabling event organisers to hire and wash reuse items, rather than use disposable items. This will assist with the University's goal to increase reuse, and reduce waste to landfill.



Cumulative number of washed items per month



# Case Study

## Energy efficiency on campus

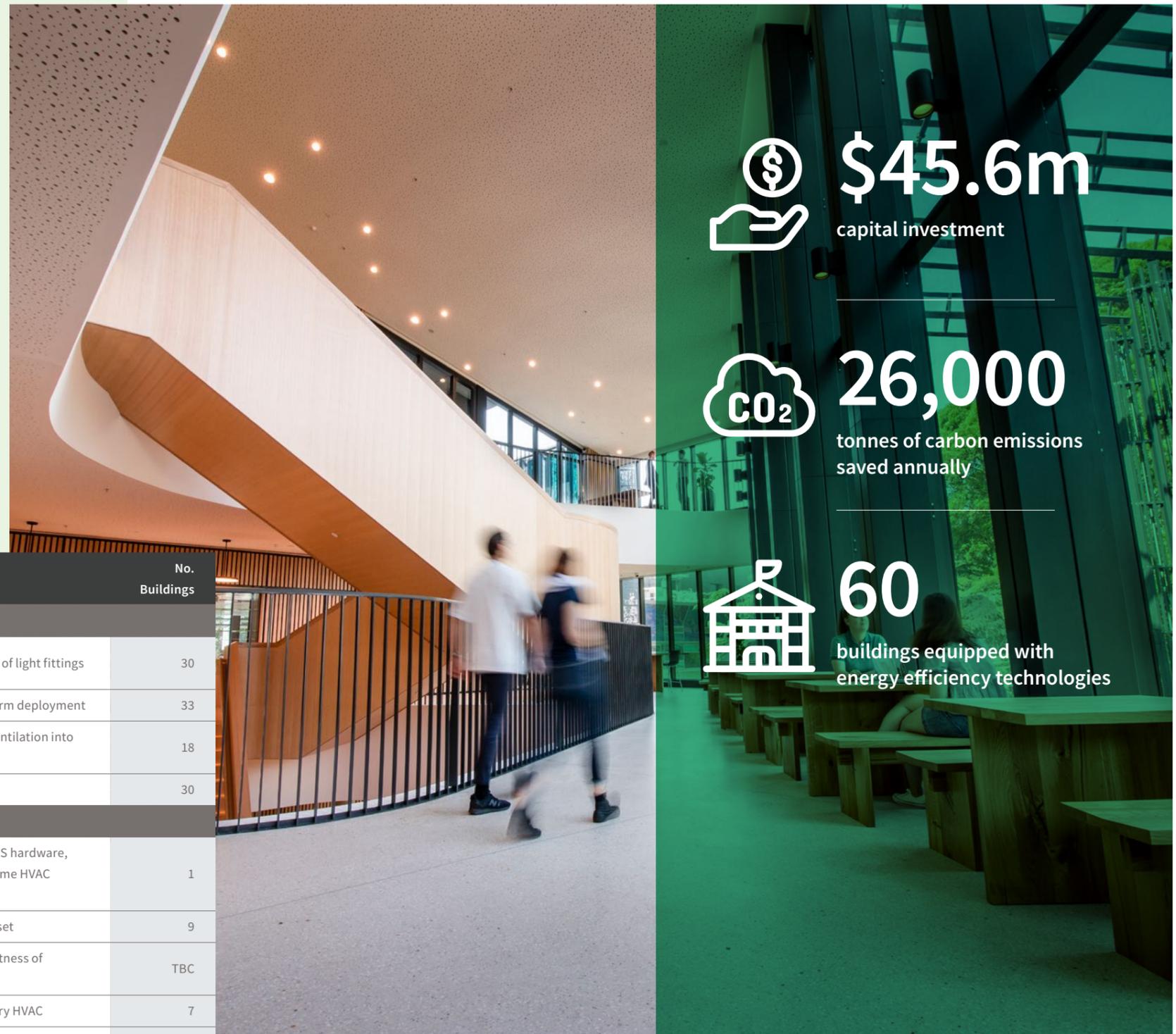
The University's commitment is to transition to carbon neutrality before 2030, becoming zero net emissions from electricity consumption by 2021, and delivering projects that reduce carbon emissions by 20,000 tonnes by 2020. These commitments are ambitious and represent the University's strengthened commitment to lead and act on sustainability challenges. To meet these targets, the University has undertaken significant works to transform energy usage and to reduce its carbon footprint.

In late 2019, the University developed the Smart Campus Energy Upgrades (SCEU) project to improve the energy efficiency of its building stock. A scope of work has been developed that includes the application of nine energy efficiency and generation technologies across 60 buildings totalling \$45.6m capital investment. The SCEU project was developed in collaboration with academic leads from the [Melbourne School of Engineering](#) (MSE) and included energy auditing, detailed modelling of the University's buildings, and analysis of the impacts of the different energy saving initiatives. Resourcing for the modelling work and energy auditing included current postgraduate students.

The SCEU project is expected to produce annual electricity savings in the order of 18 to 25 GWh (Gigawatt hours), which is equivalent to emissions savings of 19,000 to 26,000 tonnes CO<sub>2</sub>-e annually, or a saving of around 15 percent of Scope 1 and 2 emissions. These projects are planned to be delivered by the end of 2022, demonstrating the

University's enduring commitment to reducing its energy usage and emissions.

Technology	Description	No. Buildings
<b>STAGE 1</b>		
LED Lighting Upgrades	One for one replacement of light fittings	30
Building Optimisation	BAS upgrades and platform deployment	33
Economy Cycles	Integration of fresh air ventilation into HVAC schedules	18
Solar Photovoltaics	Solar PV deployment	30
<b>STAGE 2</b>		
Data Centre Optimisation	Enabling controls and BAS hardware, platform deployment, some HVAC equipment	1
Chiller Upgrades	Replacement of aging asset	9
Building envelope	Improvements to air tightness of building	TBC
Fume Cupboards	Optimisation of laboratory HVAC	7
Heat Recovery	Capture and re-use of thermal energy before it is expelled	7
Further economy Cycles	Further opportunities to integrate outdoor air intake	TBC



 **\$45.6m**  
capital investment

 **26,000**  
tonnes of carbon emissions saved annually

 **60**  
buildings equipped with energy efficiency technologies



# University of Melbourne

Of the 40,000 staff and students who travel to the University's campuses on a typical day, 90 percent use sustainable means

# The Campus

## Travel and transport



'Travel and transport' encompasses commuting behaviours of staff and students, together with the travel of staff on University business. Addressing travel and transport has the dual benefit of reducing congestion and environmental impact while providing positive health outcomes. Enabling more sustainable travel options is a primary consideration in the planning and design of University campuses.

International student travel is not in the scope of the Sustainability Plan 2017-2020 however this emissions source is recognised as significant and will be the subject of consideration in the future.

### Performance

Notably in 2019, the University's first staff commuting survey was undertaken by consultants Pangolin Associates. Key findings show that on average, staff travel around 100 km per week to and from University, emitting 0.8 kg of carbon dioxide equivalent per work day, and that most staff travel by train. The results reveal the travel patterns and vast scale of daily staff commuting by the University and will be used to direct efforts to encourage and enable more sustainable travel and transport options.

In working towards the Plan targets, the University has commenced a review of current videoconferencing

facilities with an end goal to enable staff to reduce their business travel through the use of sufficient and desirable technology. Development of an online tool is underway which will allow staff to calculate the emissions generated from their air travel and other university activities. Technology development has also enabled granularity of air travel data, providing divisions with greater ability to analyse travel patterns.

The University will purchase carbon offsets certified through the Australian Government Climate Active program equivalent to 50% of 2019 air travel emissions, which will increase to 100% offsetting of air travel emissions generated in the 2020 calendar year.



# Travel and transport Performance



**Image**  
The first 'Pride2Uni Breakfast' in 2019, celebrating diversity and sustainability, at the South Lawn underground car park.

Target	Status	Comment
Complete a Sustainable Transport Strategy for all University campuses by end-2017	In Progress	<p>A Sustainable Transport Plan has been drafted and is awaiting approval before publishing. It fulfils three main purposes:</p> <ul style="list-style-type: none"> <li>To provide an evidence-based rationale for proposed actions (including reinforcing the importance of actions and targets proposed in the Plan)</li> <li>To identify gaps and propose additional actions where justified</li> <li>To coordinate action related to transport</li> </ul> <p>Many of the actions proposed in the Sustainable Transport Plan are able to be implemented without requiring approval of the overall plan and, as such, they are being progressed.</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>Upgrading end-of-trip facilities at Parkville campus</li> <li>Advocating for high-quality public transport and cycling connections to the new Fishermans Bend campus</li> <li>Exploring the feasibility of using electric vehicles for the campus grounds, maintenance and security</li> </ul>
Offset staff air travel emissions – 50% by 2018, 100% by 2020	On track	Climate Active accredited carbon offsets will be purchased in early 2020, to offset 50 percent of the University's 2019 air travel emissions (13,522 tonnes of offsets).
Reduce air travel emissions per staff member by 5 to 10% for international, 10% for domestic by 2020	In Progress	The reported air travel emissions per Full-Time Equivalent (FTE) staff member decreased from 3.2 to 2.9 t CO <sub>2</sub> -e/yr/FTE, from 2018 to 2019. As the distance travelled increased from 124 to 132 million passenger km, this decrease in reported air travel emissions is most likely due to changes in carbon emissions factors rather than a reduction in actual air travel. Once again, in 2019 the data collection has improved, with most flights booked through Unitravel.
Reduce fuel emissions from fleet vehicles by 25% from the 2015 baseline by 2020	On track	Vehicle emissions have reduced by 23 percent from 573 tCO <sub>2</sub> -e in 2015 to 439 tCO <sub>2</sub> -e in 2019.
Offset 100% of remaining fleet emissions annually	Exceeded or met	710 tCO <sub>2</sub> -e offset for 2018/19 financial year by Greenfleet. Note: Greenfleet offsets are not Climate Active compliant, therefore are not included in the Greenhouse Gas Inventory (GHGI).
Reduce the University's car fleet by 20% from 2015 baseline by 2020	On track	The University had 153 fleet vehicles as at end 2019. This is a 17 percent reduction from baseline with one year remaining.
Replace 10% of University car parking spaces with bicycle parking by 2018	Exceeded or met	The University reduced the number of car parks on campus by 19 percent between 2017 and March 2019, adding bicycle parking over the same period.

# Case Study

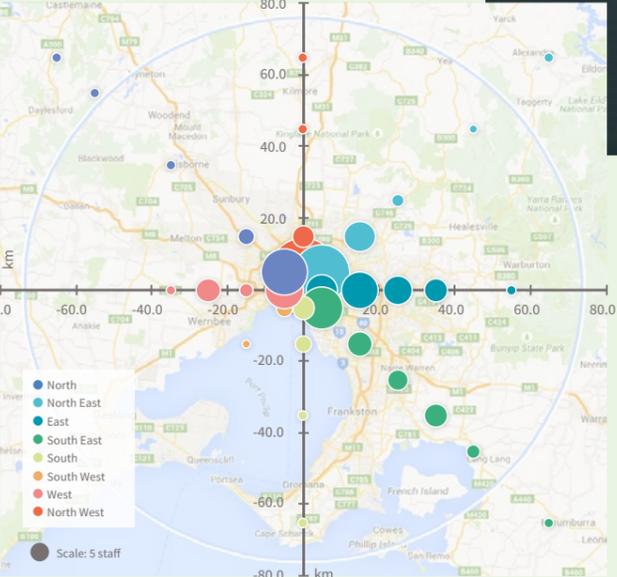
## The first staff commuting survey

For the first time in the University's history, a staff travel survey was conducted in 2019 to assess commuting habits to and from work. The survey was undertaken by Pangolin Associates on behalf of the University to assist the Sustainability Strategy team in evaluating staff commuting patterns and direct efforts to encourage more sustainable travel and transport options. A total of 1,052 responses were recorded, giving a response rate of 12.9 percent.

In summary, staff members commuted approximately 37.4 million km to and from the University in 2019, emitting a total of 1,468 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>-e).<sup>12</sup> On average, employees travelled 100.1 km per week, emitting 0.8 kg CO<sub>2</sub>-e per work day. It was found that most University staff travelled by train, making up 59.5 per cent of the total passenger kilometres travelled. Consequently, train travel accounted for 30.3 per cent of the total greenhouse gas (GHG) emissions.

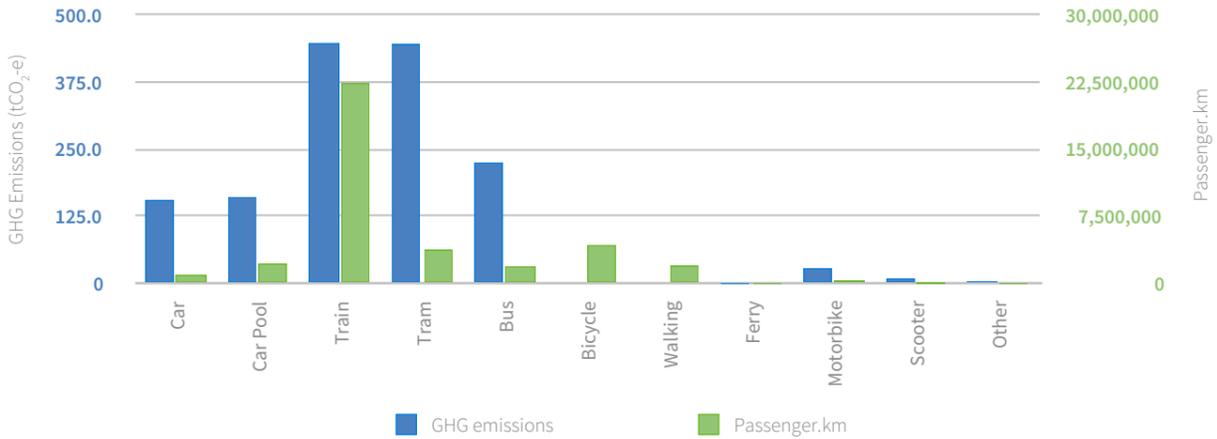
The map on the right shows staff count by direction and distance from work based on home post codes. This provides valuable insight into the scale and intensity of daily staff commuting to and from the University. Additionally, the graph on the opposite page compares GHG emissions with passenger kilometres for different modes of transport, identifying cycling and walking as the most

sustainable forms of transport. Carbon emissions per passenger kilometre for train travel compare favourably with all other modes of motorised transportation.



Count of employees by direction and distance from work, based on home post codes for the University of Melbourne (Pangolin Associates).

<sup>12</sup> University-wide results are extrapolated from the survey responses.



GHG emissions and passenger.km travelled to and from work by transport mode for the University of Melbourne.



## University of Melbourne

Engaging students and staff in sustainability activities on campus has significant social and environmental benefits

# University Community Engagement and awareness



The University aims to engage its staff and students in various sustainability programs and activities to build a committed, engaged and well-informed University community with the skills and motivation to contribute to the necessary transition to a more sustainable future.

available in the 2020 Report when the SSSS is conducted again.

Aspects of social sustainability, such as diversity and inclusion, Indigenous development, and health, safety and wellbeing are discussed in detail in the University's [Annual Report 2019](#).

### Performance

The University collects data on engagement and awareness biennially through the Staff and Student Sustainability Survey (SSSS). The SSSS was conducted in 2018 and will be conducted again in 2020. Hence, the performance information for 2019 is primarily anecdotal. More quantitative information on progress will be



# Engagement and awareness

## Performance



**Image**  
Green Impact student volunteers training session.

Target	Status	Comment
<p>Increase staff/student level of awareness in University sustainability issues to over:</p> <ul style="list-style-type: none"> <li>• 15% with high level of awareness; and</li> <li>• 70% with moderate level of awareness or higher</li> </ul>	 In Progress	<p>Student Volunteering grew in 2019 with a broadened scope of activities and approximately 420 students expressing interest. Ultimately 172 volunteers participated in six primary activity streams, including Green Impact.</p> <p>Green Impact saw new and sustained interest from staff and students. With increased Green Impact contributions, the University's <a href="#">Leaders in Communities Award</a> (LiCA) saw registrations increase by 65 per cent from 2018.</p> <p>The Sustainability Team, Campus Services, gave 54 sustainability specific presentations to internal and external audiences, for 1,669 attendees. This includes at orientation events and to Green Impact participants.</p>
<p>Increase staff/student level of participation in sustainability initiatives</p>	 On track	<p>Green Impact gives staff and students the framework to make both individual and collective change within their workspaces. Highlights from the Green Impact program in 2019 include:</p> <ul style="list-style-type: none"> <li>• 1,306 actions completed</li> <li>• 88 students provided with dedicated training and practical work experience</li> <li>• 19 team waste audits conducted</li> <li>• Teams contributed to reducing waste to landfill by collectively recycling over 16,000 coffee pods, 106 items of e-waste, 179 pieces of furniture, using reusable tableware at 59 events and reusing 25 kg of paper</li> <li>• 208 staff and students completed the sustainability induction</li> <li>• Overall participants rated the Green Impact program 4.1 out of 5 stars</li> <li>• 94 per cent of surveyed participants would recommend Green Impact to friends or colleagues</li> </ul>
<p>Increase staff/student personal undertaking of sustainability initiatives</p>	 On track	<p>The Green Impact Program has enabled staff and students to guide individual and collective change within their work and study environments, influencing others and empowering people to make the change they want to see.</p>
<p>Increase staff/student sustainability satisfaction with University efforts</p>	 In Progress	<p>As the SSSS was not conducted in 2019, broad satisfaction data is not available, however the Sustainability team have monitored feedback on a selection of events. For five events run by the sustainability team, survey results collectively were (out of a maximum of 5 points):</p> <ul style="list-style-type: none"> <li>• I enjoyed the event = 4.8</li> <li>• I found the event to be beneficial and/or useful = 4.6</li> <li>• Participating in this event increased my engagement with sustainability at the University = 4.8</li> </ul> <p>More event data will be collected in 2020.</p>

# Case Study

## Green Impact program

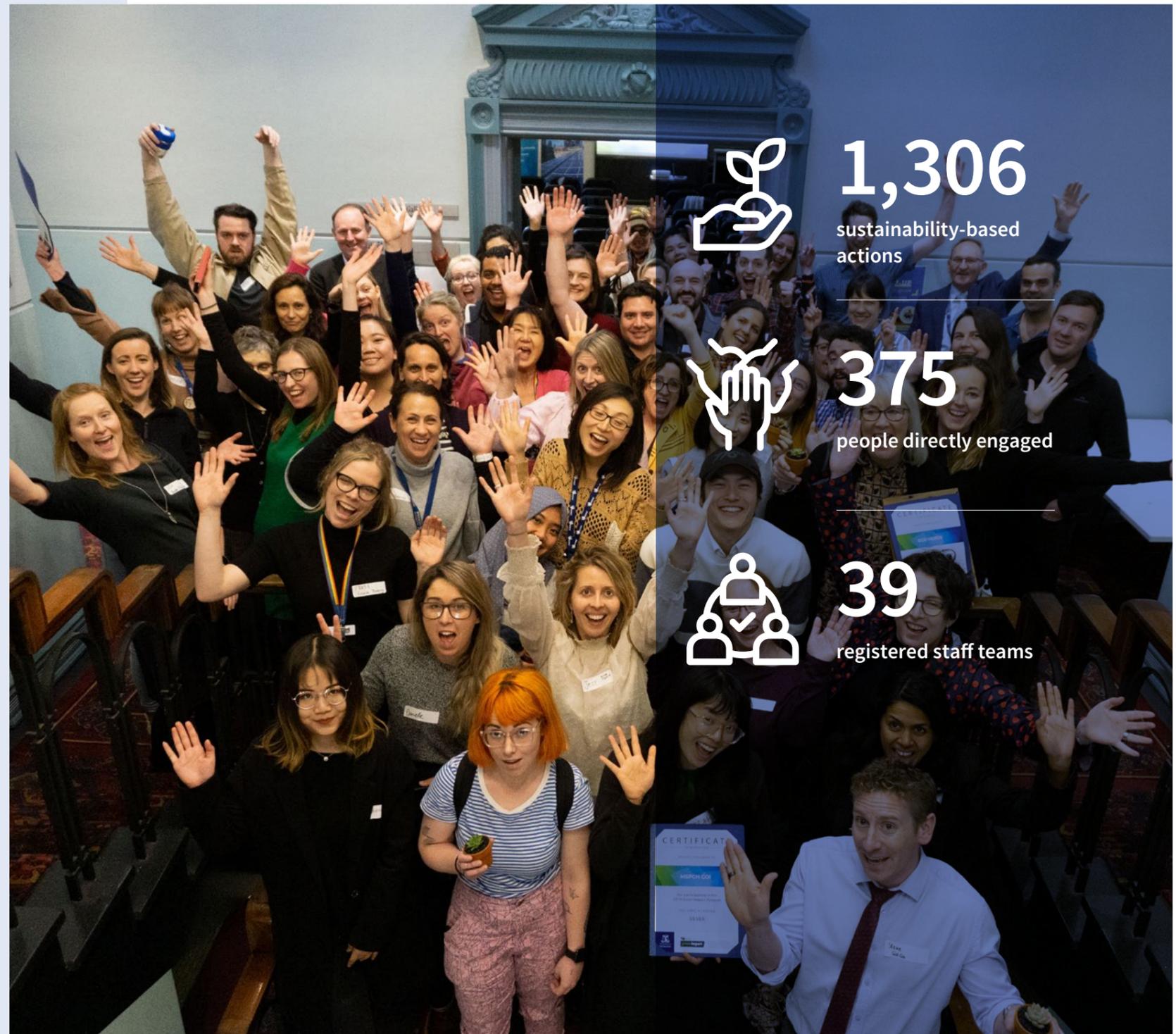
The 2019 Green Impact program saw the engagement of hundreds of staff and students across the University, completing a combined 1,306 sustainability focused actions. In the program's third year there were 39 teams across several faculties completing actions that included installing compost bins, organising clothes-swap events and establishing soft plastic collection bins.

At the Green Impact awards ceremony on 7th November 2019, four teams received Gold awards for their inspiring demonstrations of ways to embed sustainability in different areas of the University. Special awards were also given to individuals and teams who were nominated by their peers and colleagues for their outstanding efforts to encourage sustainable practices.

Staff Champion award winner Chrissie Atkinson collaborated with faculties to implement a new waste disposal system. The new system clearly identified items that should be sent to landfill, recycled and composted, leading to the removal of outdated waste bins from offices and introduction of new, labelled bins. Chrissie also personally collected and emptied the composting bins weekly, reducing her team's waste to landfill contribution.

Student Champion George He went above and beyond in assisting his team with Green Impact actions. Notably, George undertook his own random spot checks of bins and lab equipment within his department, engaging with staff to ensure that everyone was correctly using waste streams and reducing energy use.

Overall, the program was highly successful in supporting staff and students to become more sustainable in their workplace, and has contributed to progress towards the engagement targets in the Plan. The highly successful and engaging Green Impact program will continue in 2020.



**Image**

Award winners and participants at the Green Impact Awards 2019.

# Case Study

## The Living Pavilion 2019

In May, the [New Student Precinct](#) partnered with The Living Pavilion to transform part of the University's Parkville campus into a temporary event space and living lab. Aboriginal-led, The Living Pavilion illuminated and fore-fronted the continued custodianship of Wurundjeri peoples. As a way to reclaim the landscape for the future home of the University's Institute for Indigenous Development, Murrup Barak, the new landscape featured an impressive array of 40,000 Kulin Nation plants alongside gathering spaces, artworks, performances and talks that celebrated Melbourne's natural flora and fauna. The Living Pavilion was centred around a stencilled, re-imagined Bouverie Creek created by Indigenous artist Dixon Patten.

For over two weeks more than 60 free public events by Indigenous and non-Indigenous leaders, artists and scientists explored relationships between Indigenous knowledge systems, ecological science, sustainable design and participatory arts. Whilst The Living Pavilion served primarily as a festival space, the project also acted as a living lab for university research. Research was conducted to assess the biodiversity, air quality, microclimate, social connection, community typologies and

engagement place attachment and co-design process that went into creating the transdisciplinary project.

With more than 30 Aboriginal collaborators and in partnership with Wurundjeri woman Mandy Nicholson The Living Pavilion was co-designed and co-produced by staff and students; including from the [THRIVE Hub](#) (Faculty of Architecture, Building and Planning), members of the [Clean Air and Urban Landscapes Hub \(CAUL\)](#) of the [National Environmental Science Program](#), the New Student Precinct, [CLIMARTE'S ART+CLIMATE=CHANGE 2019 Festival](#) and horticultural and design partners, [Australian Institute of Landscape Architects \(AILA\)](#) and [Eco-dynamics](#).

The event was highly successful, celebrating and illuminating Indigenous knowledge systems and sustainable practices through arts, research and community engagement. It recently won the highest award at the 2020 AILA Awards, an Award of Excellence in the Community category.



**Image**  
Visitors attending the Living Pavilion workshops, events, and talks ([Pursuit article](#)).

# Case Study

## Student Volunteering programs

In 2019, the Sustainability Team, Campus Services, expanded its Student Volunteering program. Presence at both SummerFest and WinterFest saw expressions of interest from 400 new student volunteers, with almost 200 volunteers participating across six sustainability initiatives. The Sustainability Team increased its offering from student-led tours and Green Impact assistants to also include the Choose to Reuse program and the Wash Club at the Farmers Market, conducting sustainability surveys and distributing campaign poster promotions.

Of these initiatives, Green Impact and the Wash Club were the most popular, with 90 and 54 student volunteers respectively. The Green Impact program had 60 Project Assistants supporting 30 staff teams to complete green based actions across campus, while the Wash Club diverted hundreds of items from landfill each week and helped influence unsustainable behaviours of vendors.

Volunteer roles provide students with the opportunity to network with other volunteers, staff and students across campus; enhancing their communication and engagement skills whilst learning about sustainability initiatives and

educating the wider University community. The development of friendships and connections within the University community also form an important part of student volunteering.

In 2020, the student volunteering program aims to raise greater awareness amongst the student body. Developing new and engaging roles, including student-led sustainability workshops, will increase participation in sustainability initiatives within the University. A large focus of 2020 will be embedding sustainability into the [Leaders in Communities Award \(LiCA\)](#), increasing sustainability actions on campus.



**Image**

University of Melbourne students participating in volunteering activities and programs across campus.



# University of Melbourne

The University's enduring commitment to societal contribution is reflected through public value, engaged students and engaged research

# External Relationships



## Partnerships, policy and community

Engagement at the University of Melbourne encompasses the mutually beneficial relationships the institution has with wider society. It connects our teaching, students and research work with communities – locally, nationally and globally – to help us achieve our academic aspirations and create economic, social and cultural value.

University of Melbourne Engagement Excellence Awards recognised several engagement-enriched research projects in 2019 through both external and internal awards programs. Award recipients demonstrate the breadth and depth of industry connections and delivery of high-quality research that enriches and better shapes the world. Award recipients in 2019 included:

- The Foodprint Melbourne research project (Faculty of Veterinary and Agricultural Science) produced evidence enabling the Victorian Government to protect farmland on Melbourne's fringe as a source of fresh food. The project emphasised the importance of Melbourne's food bowl for food provision and security in the face of climate change and negative impacts of continued urban sprawl.
- The Melbourne Pollen Count project, School of BioSciences, Faculty of Medicine, Dentistry and Health Science, provides Victorians with daily updates and forecasts, assisting those living with hay fever and asthma

to care for their allergies. After the devastating thunderstorm asthma event in 2016, the biggest of its kind in the world, the research team partnered with the Victorian Government and Bureau of Meteorology to increase awareness of grass pollen levels in a bid to prevent similar tragedies.

In 2019, thousands of alumni and friends made gifts to support a wide range of projects. One example is the FREO2 program to save the lives of children suffering with pneumonia in developing countries through the invention of a low-cost oxygen concentrator that can be powered with running water instead of electricity.



# External relationships

## Performance



**Image**  
Students undertaking fieldwork at Dookie Campus.

Target	Status	Comment
Ensure the University's convening power is used to bring together policy leaders, industry and academic experts to advance issues of sustainability	<p>●</p> <p>On track</p>	<p>The University regularly convenes conversations with policy leaders, industry and academic leaders in a range of forums that address issues of social cohesion, international diplomacy, economic, cultural and environmental sustainability.</p> <p>The University' academic community contributes widely to the shaping of national and international public policy. In addition to research output, academics take on a wide range of public appointments to support high quality public policy application and review. In 2019, some examples included:</p> <ul style="list-style-type: none"> <li>• Serving in the Royal Commission into Victoria's Mental Health System</li> <li>• Leading the Senior Advisory Group for the Indigenous voice to government co-design process</li> <li>• Creative Director of the Australia Pavilion at the Venice Architecture Biennale</li> <li>• Leading independent environmental assessment of fish deaths on the Lower Darling</li> </ul> <p>In 2019, the University also partnered with the Australian Broadcasting Corporation (ABC) and Vox Pop Labs to develop the nationwide Australia Talks National Survey. Highlights included:</p> <ul style="list-style-type: none"> <li>• Over 54,000 people nationally surveyed</li> <li>• Nearly 500 individual questions per survey</li> <li>• Results provided an unprecedented insight into people's everyday lives</li> <li>• University of Melbourne academics helped develop the survey questions and contributed widely to the commentary about the survey and its findings</li> </ul>
Deeply embed sustainability considerations within the six University-wide Keystone Engagement Programs of the Engagement Strategy	<p>●</p> <p>On track</p>	<p>Significant work has been undertaken in 2019 to embed sustainability considerations into the Keystone Engagement Programs (KEPs).</p> <p>The Pathways to Politics Program for Women continues to strengthen the presence of women in elected office. 2019 saw the first Pathways alumna elected to Federal Parliament, while six 2019 Fellows have nominated to run in the 2020 Victorian local government elections. Upon completion of the program, 95 per cent agreed or strongly agreed that they had the skills needed for political success, compared to 30 per cent at commencement.</p> <p>A 2019 assessment of the University's commitment to reconciliation showed 21 of 25 target measures in the University's Reconciliation Action Plan, with a target timeline of 2018 or that require annual reporting, had been met or exceeded, with the rest in progress.</p> <p>The Goulburn Valley Regional Forum identified priority themes of Sustainable Agriculture, Water, Health and Well-Being, and Education, with Indigenous engagement sitting across all these priority areas.</p>

# Case Study

## Creating new Climate Leaders

In June 2019, [The Climate Reality Project](#) (TCRP) hosted their 41st Climate Reality Leader training conference, delivered in partnership with the Queensland Government as part of Climate Week Queensland. The conference saw over 880 activists from 15 countries from around the world come together to participate in dynamic discussion on climate change and be inspired by former US Vice President Al Gore.

A core pillar at the training was the elevation of Indigenous peoples and knowledge, with 20 First Nations people attending the event, providing a crucial voice and sharing their insights. Participants learnt about current impacts from First Nations and Pacific Islander peoples, how interdisciplinary sectors such as banking and farming can collaborate to enhance their industries and how connected and coordinated communities can speak truth to power.

The training program was centred around Mr. Gore's well recognised presentation on the global impacts of climate change and how we all can and should come together to tackle this wicked problem. Young people had a strong presence at the event which spread over three days and included panels, keynotes and breakout sessions. School children

from across Queensland were in attendance, pitching their ideas to solve the climate crisis as part of the Ministers Climate Challenge.

There was also a notable presence at TCRP 2019 of University of Melbourne students and alumni who had won the Climate Impact Competition and were sponsored by the University and the [Melbourne Sustainable Society Institute](#) (MSSI) to attend the event. The Australian TCRP team, hosted by MSSI, will continue to increase the number of Climate Reality Leaders from the region whilst ensuring that diversity, equity and inclusion are central to efforts aimed at addressing climate change.



### Image

Participants at the 41st Climate Reality Leader training in Queensland ([MSSI article](#)).

# Case Study

## Students spread environmental knowledge

The thirteenth annual Melbourne Water Kids Teaching Kids (KTK) Conference was hosted in October 2019 by the University of Melbourne and Collingwood Children's Farm, with 500 grade four to grade ten students from 50 schools across Australia gathering to educate each other and disseminate environmental knowledge. The theme of the conference was how water connects with or relates to cities, energy, waste and biodiversity.

Over two days, students got creative through informative talks, dances and songs communicating innovative solutions to ensure the health of the environment, especially waterways, into the future. This is a key University community partnership and we have hosted part of the conference at our Parkville campus for four years.

Between conference activities, school students had the opportunity to engage with several sustainability initiatives on campus through their participation in sustainability and biodiversity tours run by the University's Sustainability Team, Campus Services. On the tour, they learnt how the use of water tanks and wicking beds in the student community garden helps minimise water usage on campus and visited the 'reflection pond' which utilises harvested recirculated rainwater.

Each year the University supports one school to attend the conference in Melbourne, covering

associated attendance, travel and accommodation fees. In 2019 Henbury School, a purpose-built Special School for students with disabilities in Darwin, was selected for sponsorship by the University. Henbury School teacher Joan Ocampo said of the experience that her students 'felt valued and honoured with the opportunity to share ways on creating a more sustainable environment locally, regionally and nationally'.

A Gala Dinner was held on the first night of the conference with guest speaker Zena Cumpston, Research Fellow (Urban Environments), University of Melbourne, discussing First People representation, Koorie History, sustainability, ecology and biodiversity. Kate Copley, a student from Henbury School (Darwin) also spoke about inclusivity and the positive impact the KTK Conference has had on her confidence and learning about sustainable practices.

This initiative is part of the University's Civic and Community Engagement program and will continue in 2020. This partnership involves University student and staff engagement and volunteering, tours and use of spaces at our Parkville campus. The University's involvement with KTK demonstrates its commitment to working with our diverse communities and partners to generate new opportunities, ideas, learning and programs that are of public benefit and value.

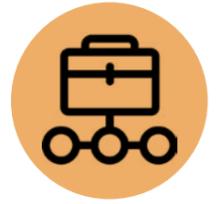


**Image**  
Henbury School student Kate Copley is shown (top image) second from the left.

## Appendix 1 : Plan priority actions

### Governance

#### Trust and values



Priority action	Status	Comment
Integrate sustainability principles and practices with Academic Division business planning	In Progress	The Sustainability Fellowships program was implemented in 2019 with Fellows placed in four of the ten academic divisions.
Ensure through periodic reviews that the governance structure remains fit for purpose	On track	The terms of reference and membership of the Sustainability Executive are periodically reviewed and will be reconsidered in light of <a href="#">Advancing Melbourne</a> .
Ensure effective coordination for sustainability across the whole University	In Progress	Organisational changes in 2019, through the Enabling Operational Excellence (EOE) program, include repositioning of sustainability responsibilities continuing into 2020 and in light of new institutional strategy.
Incorporate the UN Global Compact principles and Sustainable Development Goals into strategies, policies and procedures	In Progress	The University's approach to the <a href="#">United Nations Sustainable Development Goals</a> (SDGs) is part of the development of <a href="#">Advancing Melbourne</a> and approach to the research grand challenges. The <a href="#">Connected Cities Lab</a> , hosted in the Faculty of Architecture, Building and Planning focuses on urban dimensions of the SDGs. The University participated in the second year of the <a href="#">Times Higher Education Impact rankings</a> , based on the SDGs, and is active in Australia as a member of the UN SDG implementation group, the <a href="#">Sustainable Development Solutions Network</a> (SDSN).
Maintain appropriate memberships and relationships with leading organisations in the sustainability field	On track	The University is a member and active participant in many organisations, including: <ul style="list-style-type: none"> <li>• <a href="#">International Sustainable Campus Network</a> (ISCN)</li> <li>• <a href="#">Australasian Campuses Towards Sustainability</a> (ACTS)</li> <li>• <a href="#">Property Council of Australia</a></li> <li>• <a href="#">Green Building Council of Australia</a> (GBCA)</li> <li>• <a href="#">Tertiary Education Facility Management Association</a> (TEFMA)</li> </ul>
Ensure there are appropriate mechanisms for students and staff to raise sustainability issues	On track	Mechanisms include: <ul style="list-style-type: none"> <li>• <a href="#">Sustainable Campus mailbox</a></li> <li>• <a href="#">Sustainability Advocates Forum</a></li> <li>• <a href="#">University of Melbourne Student Union</a> (UMSU) and <a href="#">Graduate Students Association</a> (GSA) nominees are included as members of the Sustainability Executive</li> </ul>
Ensure appropriate data monitoring and collection	In Progress	Data related to campus operations is readily available, with additional systems being developed to increase data quality and accessibility.  Data on sustainability research is progressing through the Research Capability mapping tool, and on curriculum through the Sustainability Fellows.

# Appendix 1

# Plan priority actions

## Appendix 1 : Plan priority actions

### Trust and values (continued)

Priority action	Status	Comment
Work collaboratively across the University to ensure effective communication of sustainability information	 In Progress	Sustainability work through 2019 has engaged more widely across the University, through campus planning and design, with initiatives such as the developing sustainable event framework, understanding and responding to supply chain impacts, and emerging circular economy practices.
Involve the University community in decision-making during the periodic reviews of the Sustainability Plan	NA	
Strengthen the link between the Sustainability Advocates Forum and the Sustainability Executive to improve two way communication and transparency	 On track	Consideration has been given to the format of both the Sustainability Advocates Forum and the Green Impact program, and how these can be used to integrate strongly with strategy development and the Sustainability Executive from 2020.

### Responsible investments

Priority action (summary) <sup>13</sup>	Status	Comment
Develop and implement a Sustainable Investment Framework (SIF)	 On track	Development complete and implementation on track. See <a href="#">Sustainable Investment Framework (SIF)</a> reporting in the <a href="#">Responsible Investment section</a> .
The process for developing the framework will be determined and communicated at the latest by the end of quarter 1, 2017	 Exceeded or met	Complete.
Actively engage with fund managers regarding the appropriateness of their climate risk management	 On track	Action is included in the SIF. See SIF reporting in Responsible Investment section.
Enhance reporting on climate change risk	 On track	Action is included in the SIF. The University has committed to report publicly on its performance in the Report. See SIF reporting in Responsible Investment section.
Conduct scenario analysis on the potential impact of climate change on the investment portfolio	 On track	Climate change scenario analysis was undertaken for the University portfolio in 2018 and will be repeated in 2020. In 2019, the University focused on understanding the 2018 analysis undertaken by Mercer and engaging with the Fund Manager(s).
Reflect the University's climate-related investment beliefs in the Statement of Investment Objectives and Policy (SIOP)	 Exceeded or met	Complete: Statement of Investment Objectives and Policy (SIOP) updated to the Statement of Investment Management and Principles (SIMP) to reflect the adoption of the SIF.
Engage specialist advisors to provide on-going advice on the management of climate change risk	 Exceeded or met	Complete: Specialist advisors Mercer Investments have been appointed.

## Appendix 1 : Plan priority actions

Priority action (summary) <sup>13</sup>	Status	Comment
Investigate integrating impact investments into the University's strategic asset allocation	 On track	An impact investing framework is being developed.
Work with peer organisations to build strategic partnerships and increase the aggregate influence of the group	 In Progress	The University is considering the collaborative groups which were reviewed by Mercer. This action will be progressed in 2020.

### Core Activities Teaching & Learning



Priority action	Status	Comment
<b>Chancellery will:</b>		
Ensure appropriate leadership of the project ( <i>'the project' means Education for Sustainability at UoM for the period of the Plan 2017-2020</i> )	 On track	The Deputy Provost and Deputy-Vice Chancellor (DVC) (Academic) provides governance and oversight of Education for Sustainability. <a href="#">Melbourne Centre for the Study of Higher Education (CSHE)</a> offers related professional development opportunities for academic staff and provides guidance to the Sustainability Fellows.
Establish baseline knowledge by mapping current teaching and learning courses and subjects that develop sustainability values and knowledge	 On track	Sustainability Fellows are mapping existing sustainability elements of undergraduate coursework in their respective disciplines and identifying opportunities for further curriculum development.
Make sustainability curriculum innovations a priority area for teaching and learning innovation and engagement grants	 In Progress	Student Engagement Grants continued in 2019.
Support faculty-based Education for Sustainability leaders and activities	 On track	Chancellery Sustainability provides coordination and support for the Sustainability Fellows and linking across all three pillars of Education for Sustainability.
<b>Academic Board will:</b>		
Ensure all formal course proposal and review processes require Academic Divisions to identify how graduate attributes relevant to sustainability are developed through teaching and learning	 On track	Delivery of Graduate Attributes are addressed in all course proposals and review processes.
Encourage graduate attributes, including leadership for sustainability, to be documented in students' Australian Higher Education Graduation Statements	 On track	The 'Leaders for Global Sustainability' scholars program commenced development in 2019.

<sup>13</sup> For the full wording of targets and actions please see the Plan p. 37.

## Appendix 1 : Plan priority actions

### Teaching & Learning (continued)

Priority action	Status	Comment
<b>Centre for the Study of Higher Education will work with Academic Divisions to:</b>		
Communicate a clear vision of how knowledge and values for sustainability can be practically incorporated in diverse curricula	Exceeded or met	Melbourne CSHE provides academic support for the Sustainability Fellows cohort. The <a href="#">CSHE website</a> has further information of the vision and examples of practices within curricula.
Provide annual professional development opportunities for Education for Sustainability	Exceeded or met	Melbourne CSHE provides annual professional development training and on Education for Sustainability and ongoing support for staff.
Recognise and reward good practice through establishment of a named award for excellence in advocacy and innovation in Education for Sustainability	Exceeded or met	The Melbourne CSHE ' <a href="#">Award for Excellence in Education for Sustainability</a> ' recognises outstanding contributions in advocacy and innovation in this area. In 2019, this was awarded to the Faculty of Science for the Office for Environmental Programs: Sustained Excellence in Interdisciplinary Sustainability.
<b>Academic Divisions will:</b>		
Ensure mechanisms are in place to enable integration of sustainability in curriculum	On track	<p>A suite of activities is supporting the integration of sustainability in curriculum:</p> <ul style="list-style-type: none"> <li>Faculty-based Sustainability Fellowships program launched for Semester 2, 2019.</li> <li>Leaders for Global Sustainability scholars program being developed in 2019 and 2020.</li> <li>Multi-disciplinary sustainability UoM breadth subjects developed.</li> <li>The Sustainability Learning Experiences Database (SLED) augments formal student learning, encouraging students to participate in experiential learning and facilitate students' critical appraisal of programs designed to create sustainability, in order to develop students' sustainability self-efficacy and employability.</li> </ul>
Ensure Associate Deans (Teaching and Learning) and Directors of Education for Sustainability and work with staff and students to advocate and lead action for embedding sustainability in teaching and learning in courses	On track	The Sustainability Fellows in four faculties work with the Associate Deans and Directors and other curriculum developers to embed sustainability in coursework.
Review course level curriculum to ensure sustainability values and knowledge are fostered through core and compulsory curriculum, and in ways that are relevant to the profession or discipline	On track	The faculty-based Sustainability Fellowships program, launched for Semester 2, 2019, operates at divisional level and across the University to embed sustainability values and knowledge in coursework.

## Appendix 1 : Plan priority actions

Priority action	Status	Comment
Initiate and support development of teaching and learning support packages (see following page) and the potential for new dedicated units that enable a wider range of undergraduate and graduate students to apply sustainability knowledge and values to practical, campus-based problems	In Progress	<p>The faculty-based Sustainability Fellowships program, launched for Semester 2, 2019, provides support for Teaching &amp; Learning sustainability.</p> <p>The Sustainability Learning Experiences Database (SLED) includes campus-based activities such as Green Impact, Community Garden, Billibellary's Walk and other sustainable campus work.</p> <p>The enrichment programs to be developed as part of Leaders for Global Sustainability will provide opportunity to use the campus as a living laboratory for sustainability. These will be further developed in 2020.</p>
Identify course pathways and options, either through distinct majors or recommended elective and breadth sequences, to allow all bachelor degree students to study the environment and sustainability, and to promote these specialist options to potential and current students and to employers	In Progress	<p>Additional multi-disciplinary sustainability University of Melbourne breadth subjects have been developed in 2019.</p> <p>The SLED program encourages students to participate in experiential learning and facilitate students' critical appraisal of programs to develop students' sustainability self-efficacy and employability.</p>
<b>University Services will:</b>		
Support student awareness of environmental and sustainability specialist pathways through dedicated marketing and course advising materials and events	In Progress	The <a href="#">Office for Environmental Programs</a> (OEP), in partnership with the Faculty of Science and the Melbourne School of Engineering, has presented the "Careers for a Sustainable Future" Panel as both a stand-alone event and as a session at University wide marketing and recruitment events.
Assist with development of teaching and learning support packages	In Progress	The Sustainability Team includes several current students and recent graduates and engages deeply with students to increase sustainability knowledge and values to the campus environment.
Investigate provision of student record software that will enable documentation of curricular and extracurricular activities demonstrating graduate attributes such as sustainability leadership	On track	<p><a href="#">Leaders in Communities Award</a> (LiCA) enables students to gain the greatest benefit from volunteering activities, developing professional skills and recognition on academic transcripts.</p> <p>Several activities through the Sustainability Learning Experiences Database contribute to LiCA.</p>

## Appendix 1 : Plan priority actions

# Core Activities

## Research focus and impact



Priority action	Status	Comment
<b>Chancellery will:</b>		
Develop methods and metrics to measure research outcomes and positive impacts relating to sustainability	● On track	A Research Capability Mapping tool was developed in 2019 to provide aggregated information on capability of University research in each topic or combination of topics. This provides insights such as researchers, scholarly works and citations, and sector comparison for the selected key words.
Promote and support University of Melbourne research initiatives, institutes and entities that deliver partnerships and sustainability policy advancement	● On track	See <a href="#">Melbourne Interdisciplinary Research Institutes</a> and <a href="#">Hallmark Research Initiatives</a> . Initiatives include: <ul style="list-style-type: none"> <li>• <a href="#">MSSI</a> – ‘Australia’s clean economy future: Costs and Benefits’</li> <li>• <a href="#">MEI</a> – iHub, Future Battery Initiatives CRC, Australian Renewable Energy Agency project with AusNet and Australian Energy Market Operator</li> <li>• <a href="#">HRI</a> on ‘Future-Food’ – protein production and aspects of social and cultural acceptability, health and wellbeing, and sustainability</li> </ul>
<b>Chancellery will:</b>		
Continue to share and communicate the University’s sustainability research to the broader community and key policy influencers, for example through collaboration and engagement, effective policy advocacy and evidence-based input to government processes, and circulation of publications covering our research such as the Sustainability at Melbourne brochure	● On track	Research outcomes are disseminated through <a href="#">Pursuit</a> , <a href="#">The Conversation</a> , numerous events and publications from individual institutes and colleges such as <a href="#">MSSI</a> , <a href="#">MEI</a> , <a href="#">Climate Energy College</a> .  <a href="#">Engagement and Impact Assessment</a> released in March 2019 assesses how well researchers are engaging with end-users of research, and shows how research is being translated into economic, social, environmental, cultural and other benefits.
<b>Academic Divisions will:</b>		
Promote these targets, where appropriate to disciplinary context, to extend and deliver on research in sustainability	▲ Attention needed	The absence of a practical definition of ‘sustainability’ research hinders the ability of Academic Divisions to appropriately complete this action in ways relevant to each discipline.
Consider the sustainability impacts of research activities, pursuing sustainable alternatives where possible	▲ Attention needed	It is unclear to what extent the academic divisions are considering the sustainability impacts of research activities. An area requiring University-wide collaboration in the coming years will be carbon emissions associated with air travel.

## Appendix 1 : Plan priority actions

Priority action	Status	Comment
Work closely with alumni and partners to connect our research in sustainability to action and outcomes	○ In Progress	Alumni Relations communicates regularly to the alumni community on sustainability issues and opportunities, such as through The Climate Reality Project (TCRP). Over 7,000 alumni currently participate in mentor programs.
<b>University Services will:</b>		
Support and identify opportunities for ‘campus as a laboratory’ in support of research activity	○ In Progress	Living-lab ideas and approach are a core theme embedded in Fishermans Bend Campus Design architectural and engineering guidelines. A stronger systemic approach is required to normalise this across the University’s activities. Across the University, there are ad hoc examples of campus planning and operations being informed by research. These are typically the result of a small number of passionate professional staff members rather than as a result of systems or culture.
Develop actions informed by our research	○ In Progress	A stronger systemic approach is required to normalise this across University activities. There are ad hoc examples of the campus being used as a living lab, often generated by a small number of passionate professional staff members rather than as a result of systems or culture.

# The Campus



## Sustainable Buildings and Communities

Priority action	Status	Comment
Embed Environmentally Sustainable Design (ESD) principles throughout project lifecycles	● On track	Design standards have been updated and relevant sustainability subject-matter experts are involved in projects from business case stage.
Investigate leading global standards applicable to precinct-level design and development	● On track	The Fishermans Bend project has joined the <a href="#">Green Building Council of Australia’s</a> (GBCA’s) Early Access program and the University has a staff member on the GBCA’s Technical Advisory Committee, both helping to shape the next generation of Green Star rating tools.
Review and update the University’s Design Standards to enable integration of sustainability commitments	■ Exceeded or met	As part of updating the design standards, the University has identified how sustainability initiatives align with and support other desirable outcomes, such as academic strategy and campus experience.

## Appendix 1 : Plan priority actions

### Sustainable Buildings and Communities (continued)

Priority action	Status	Comment
Develop guidelines for ESD standards for both major and minor refurbishments	 Exceeded or met	Included as part of updating the University's Design Standards.
Apply 'zero emissions-ready' approach to all campus development projects	 In Progress	'Zero emissions-ready' means not using gas in a building. This has been feasible on new buildings, such as the Ian Potter Southbank Centre, that are stand-alone for utilities. Redevelopments within the boundary of the traditional Parkville campus are more challenging. For the New Student Precinct, the heating hot water distribution network has been designed to enable the central gas boilers to be readily replaced with electricity heat pumps in the future.

### Biodiversity

Priority action	Status	Comment
Adopt a 'no net loss' approach to arrest the decline of the number of trees on campus	 On track	A 'no net loss' policy definition has been developed and was incorporated into the University's Design Guidelines for Projects in 2019.
Integrate biodiversity considerations in campus planning and design	 On track	Biodiversity Coordinator now included in all relevant project planning and decision-making processes.
Maintain or increase the number of species to ensure the health of ecosystems and aid in resilience to climate change	 On track	New plantings around large eucalypts in Sports Precinct have commenced, with a large variety of indigenous and native species to enhance the health of the eucalypts and provide peaceful areas for the University community to enjoy.
Establish a 'Research Action Partnership' to integrate ecological and biodiversity research findings and expertise with the BMP	 In Progress	The 'Research Action Partnership' has not yet been developed, however informal partnerships exist. As an example, the Powerful Owl artificial nesting habitat research on campus is now being conducted as a PhD project.
Share outcomes of developing and implementing the BMP with our community, other universities and organisations	 In Progress	Presentations on the outcomes from the fulfillment of two of the Biodiversity Management Plan Actions - 'On Mice and Men: Better pesticide and herbicide use on campus' and 'Recognising Trees as Assets: How to improve university tree management with limited time and resources' were given at the <a href="#">Tertiary Education Facilities Management Association (TEFMA)</a> grounds conference in November 2019.

## Appendix 1 : Plan priority actions

### Energy and emissions

Priority action	Status	Comment
Further develop and implement the Carbon Neutrality strategy	 On track	The Plan was reviewed in 2019, with the University Executive endorsing a strengthened 'Carbon Neutral before 2030' target. An action requiring pathways to be mapped in line with the <a href="#">Climate Active Carbon Neutral Standard</a> by end 2020 across all direct and significant indirect emissions of the University has been added.
Model off-campus renewable energy supply options	 Exceeded or met	Complete: wind farm power purchase agreements signed.
Complete a full energy audit across all campuses by end 2017	 Exceeded or met	Completed in collaboration with <a href="#">Melbourne School of Engineering (MSE)</a> .
Develop new buildings on campus with 'zero emissions-ready' approach	 In Progress	'Zero emissions-ready' means not using gas in a building. This has been feasible on new buildings that are stand-alone for utilities. Redevelopments within the boundary of the traditional Parkville campus are more challenging due to space constraints (heat pumps typically require more space than gas boilers) and the interconnected nature of the heating network.
Complete Greenhouse Gas Inventory by mid-2017, to be included in annual Sustainability Report	 Exceeded or met	Reported annually since 2016.
Monitor and report energy intensity	 Exceeded or met	Reported annually.
By end 2020, a pathway to NCOS certified carbon neutrality is scoped and activities mapped across Scope 1, 2 and significant Scope 3 emissions	 On track	This is a new action, following the mid-way review of the Plan in 2018. This work is committed through 2020 within the Sustainability Strategy team.

### Water

Priority action	Status	Comment
Complete annual report and review of Water Management Plans for each campus	 Attention needed	Draft Water Management Plan for Parkville requires update. Plans for other campuses have not yet been developed. There is an issue around materiality that has impacted the resources committed to this target.
Commission the existing Parkville purple pipe network to facilitate use of harvested water	 In Progress	The purple pipe can be considered as in-use, but its potential future use is limited due to operational issues.
Implement infrastructure to monitor all harvested water usage	 In Progress	Infrastructure to monitor harvested water is currently being trialled.

## Appendix 1 : Plan priority actions

### Waste and recycling

Priority action	Status	Comment
Ensure waste minimisation considerations are incorporated into procurement decisions	 In Progress	Continuing to build stronger links between operations and procurement is vital to support sustainability on campus. Two new projects, including the deployment of IT assets and e-waste and new furniture reuse, are being investigated for feasibility and possible implementation.
Maximise recycling rate by enhancing bin labelling and placement	 On track	New indoor bin signs rolled out University-wide in 2019. New outdoor bins signs rolled out across Parkville Campus in February 2020.
Expand the Reuse Program to include recovery of all equipment and furniture	 On track	In 2019, 5,636 items were reused. This equates to 116 tonnes of waste diverted from landfill, and is valued at just under \$3m. This includes IT, furniture and other equipment reused within the University.
Investigate broader scale organics recycling options	 In Progress	The feasibility of a University-wide solution is being assessed for implementation in 2020. Organics collection has been increased in Union House, Parkville campus, with the implementation of the Choose to Reuse program and the scraping of plates. The <a href="#">New Student Precinct</a> design also includes a precinct wide organics collection facility.
Measure waste data by disposal method daily, with regular reporting	 On track	Waste data is measured daily by the contractor, supplied to the University and is displayed on a comprehensive dashboard that can supply reports on demand. Trends are now visible and better management is possible.
Improve contractor management to ensure effective waste disposal	 In Progress	In addition to the day to day contract management by the Cleaning manager, the Waste Minimisation Coordinator held three meetings with waste and recycling contractor staff in 2019 to assess the current levels of service and plan for additional services to be implemented. The draft Towards Zero Waste Strategy has been superseded by the Sustainability Action Plan, including a Waste Action Plan which is currently being implemented.

### Travel and transport

Priority action	Status	Comment
Report air travel emissions derived from University business, starting 2017 calendar year	 Exceeded or met	Air travel emissions have been reported as part of the Greenhouse Gas Inventory since 2016.
Investigate opportunities to reduce air travel through enhanced teleconferencing facilities and other means	 In Progress	Work has commenced to identify the University's existing teleconferencing facilities at its Parkville campus, including the location of facilities, equipment available and usage data. This information will be used to better understand how teleconferencing facilities are used at the University and identify areas for improvement.

## Appendix 1 : Plan priority actions

Priority action	Status	Comment
(continued from previous)		The end goal is to establish sufficient, desirable teleconferencing technology with user friendly mapping to enable staff to reduce business travel.
Optimise composition and management of vehicle fleet and increase pooling of vehicles	 On track	In 2018, Fleet Services incorporated a permanent discount rate of 50 per cent for the use of the electric vehicles (EV), further incentivising the use of sustainable vehicles. An uptake of GoGet memberships was achieved by communicating this service when University staff and students apply for pool car use, reducing the burden on University vehicles and thus enabling a further reduction in the fleet size. Disposing of older vehicles and transferring existing younger vehicles between faculties has also resulted in a reduction in the average fleet age.
Improve the pool car booking system and automated pickup process to facilitate higher utilisation	 On track	Vehicles have been transferred to the automated pickup process, reducing administrative burden and contributing to overall reduction in fleet size.
Review the University Fleet Vehicle policies to promote timely uptake of sustainable vehicle options (eg. hybrid and electric vehicles)	 On track	In 2020, the University will be making changes to its fleet procurement model. There will be various sustainability, risk and safety benefits by making these changes. The fleet policy will be re-written to run in line with these changes.
Prioritise pedestrian and bicycle transit and end of trip facilities as a strategic priority across our campuses	 On track	Planning at the Parkville campus is for a vehicle-light campus. Additional end of trip facilities are being installed.
Provide greater sustainable transport choices for students, staff and visitors	 On track	The University continues to advocate for improved public transport to its campuses, as well as providing end of trip facilities. Web- and tele- conference systems are available for use.
Actively manage staff and student incentives that contribute to transport emissions	 In Progress	A staff commuting survey was conducted at the end of 2019 to better understand staff commuting choices and motivations. The results will be reviewed in 2020.

### Supply chain and procurement

Priority action	Status	Comment
Review implementation and governance of the University's Procurement Policy, ensuring procurement processes fulfil the University's social and environmental obligations established through the Sustainability Charter and Plan	 Exceeded or met	Procurement Policy updated in 2018.
Review existing procurement contracts and practices, relative to supply chain and product life cycle sustainability requirements	 On track	Part of a much bigger and broader initiative to capture sustainable procurement practices as part of new Legislations (e.g. Modern Slavery).
Procure only certified tea and coffee products as listed by the University's supplier	 Exceeded or met	University Executive committed 100 per cent Fairtrade consumables in office kitchens.

## Appendix 1 : Plan priority actions

# University Community Engagement and awareness



Priority action	Status	Comment
Build community capacity and engagement through the number and quality of engagements (through events, programs and online) and key programs: Sustainability Advocates; Sustainability Advocates Forum; Fair Trade Steering Committee; Engagement Working Group, and C16Hack	● On track	<p>A total of 48 events were run across the University in 2019 with over 2,232 participants. The Sustainability Team ran two key workshops in 2019:</p> <ul style="list-style-type: none"> <li>• 'How to run a sustainable event' – ran three times across the year and proved extremely popular</li> <li>• 'Towards Zero Waste' - ran twice</li> </ul> <p>A University-wide sustainable events framework and associated guidelines are being developed for release later in 2020, in collaboration with the central events team.</p> <p>The Sustainability Team are working closely with Commercial Services to embed sustainability into many of the tenders and subsequent contracts with key suppliers. The University also maintained Fairtrade Accreditation, running a Fairtrade Market during Fairtrade Fortnight in August 2019.</p>
Facilitate on-campus research opportunities by working with the University community to promote a living laboratory and to lead Australia in terms of categorisation, evaluation and implementation of the Campus as a Living Lab – utilising the campus as a test bed for research projects and teaching and learning opportunities	● On track	<p>Circular Economy research was conducted using the campus as a living laboratory to evaluate the University's materials usage, its associated environmental effects and how to effectively reduce the impacts.</p> <p>In May, the New Student Precinct partnered with The Living Pavilion to transform part of the University's Parkville campus into a temporary event space and living lab (see <a href="#">case study</a>).</p>
Promote behaviour and policy within the University community towards more environmentally sustainable ways of studying and working	● On track	<p>The Green Impact program continues to engage a wide range of staff and students in sustainability-related activities.</p> <p>Development work on the Sustainable Events framework and guidelines was progressed in 2019, for release in 2020.</p>
Utilise the University's academics and their expertise to create best-practice University operations	○ In Progress	<p>The University's Sustainability Team continues to utilise academics and their expertise on an ad hoc basis to inform operations. As an example, in 2019 the Smart Campus Energy Upgrade (SCEU) program, informed by a collaboration with the <a href="#">Melbourne School of Engineering</a> (MSE), was approved.</p>

## Appendix 1 : Plan priority actions

# External Relationships Community engagement



Priority action	Status	Comment
Position the University at the centre of one of Australia's most influential public policy precincts, enabling us to advance policy discussion and debate on important social and environmental challenges	● On track	<p>The Melbourne Innovation Districts (MID) City North Opportunities Plan was endorsed by the Future Melbourne Committee of Council in November 2019. The plan affirms the city's vision of the district as a 'living lab', creating new possibilities for collaborative research, education and engagement programs. MID sees the University partner with the City of Melbourne and RMIT to strengthen the innovation ecosystem in Melbourne, with a strong focus on improving wellbeing and civic and cultural life in the city.</p>
Explore the potential for an advanced leadership program to assist established professionals to transition their careers toward areas of public priority, including those redressing complex social and environmental challenges	○ In Progress	<p>Consideration has been given to the development of an advanced leadership program but programming is currently on hold.</p>
Make publicly accessible the University's sustainability expertise and resources, engaging the public in our work to address sustainability challenges	● On track	<p>The University has been actively involved in sustainability related engagement in 2019 through 'Foodprint Melbourne' research project and initiatives such as Kids teaching Kids (KTK) (see <a href="#">case study</a>); Sustainability Victoria TAKE2 program, circular economy, and health impacts of climate change; <a href="#">The Climate Reality Project</a> (TCRP) and Queensland Government's Climate Week (June 2019).</p>
Articulate a social compact that expresses the University's commitment to developing relationships with communities of place and interest, providing a framework for engagement and setting core principles for developing mutually beneficial, multilateral partnerships	▲ Attention needed	<p>This initiative has been revised and is no longer an area of specific focus within the Engagement at Melbourne 2015-2020 strategy. <a href="#">Advancing Melbourne</a> will determine the ongoing approach in this area.</p>
Develop a framework for understanding and reporting on the value and impact of strategic partnerships for the University and its partners	○ In Progress	<p>A framework is being developed to align with the University's new strategy, <a href="#">Advancing Melbourne</a> and this includes the development of Place and Community Partnerships Action Plans for Melbourne, Goulburn Valley and Northeast Arnhem Land.</p>
Establish a Sustainability Excellence Award open to students and staff	■ Exceeded or met	<p>The Melbourne CSHE <a href="#">Excellence in Education for Sustainability award</a> was offered again in 2019, awarded to the <a href="#">Office for Environmental Programs</a> (OEP).</p> <p>The Engagement Excellence Awards recognise engagement-enriched research. In 2019 recipients included Melbourne Pollen Count and Foodprint Melbourne research projects.</p>

