



SAGE

SCIENCE IN AUSTRALIA
GENDER EQUITY

SAGE Cygnet Award Application

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Date of Application	30 June 2026
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INSTITUTION NAME: SAGE CYGNET #

Word limit – 2500 words (excluding the institutional context and excluding the action plan)

	Current Cygnet	Barrier ·
[Mandatory] Institution-wide barrier		Cygnet 1 - Support for Academic Promotion
[Mandatory] Sub-group barrier		Cygnet 2 - Support to Parents and Carers
Institution-wide		Cygnet 3 - Prevention and Response to sexual harm in the workplace
[Please select] Institution-wide/Sub-group barrier		
[Please select] Institution-wide/Sub-group barrier		

INSTITUTIONAL CONTEXT

Provided in a separate document.

**CYGNET AWARD APPLICATION:
PREVENTION AND RESPONSE
TO SEXUAL HARM IN THE
WORKPLACE**



LA TROBE
UNIVERSITY

ACKNOWLEDGEMENT OF COUNTRY

La Trobe University proudly acknowledges the traditional custodians of the lands where its campuses are located in Victoria. We recognise that Indigenous Australians have an ongoing connection to the land and the University values their unique contribution to both the University and the wider Australian society.

La Trobe University has campuses and undertakes teaching, learning and research activities in the traditional lands of the following people:

- Wurundjeri (Bundoora)
- Wurundjeri / Boonerwung (City)
- Dja Dja Wurrung (Bendigo)
- Latji Latji / Barkindji (Mildura)
- Dhudhuroa / WayWurru (Wodonga)
- Yorta Yorta / Bangerang (Shepparton)
- Gadigal (Sydney)

The University acknowledges Aboriginal people's ongoing connection to the land upon which its campuses are located and values the contributions Indigenous Australians make to its activities.

ACKNOWLEDGMENT OF VICTIM SURVIVORS

La Trobe University acknowledges all victim-survivors of sexual harm and gender-based violence. We recognise the courage of those who have shared their experiences, those who have sought support, and those who have chosen not to disclose. We recognise the profound impact of gender-based violence and acknowledge that it disproportionately affects women and people from marginalised communities. We are committed to learning from these experiences and continuing to strengthen prevention, support and creating a safe, respectful and inclusive university for all.

ACKNOWLEDGEMENTS

La Trobe University acknowledges and thanks the many staff, students, community members and stakeholders who have contributed to sexual harm prevention and response efforts across the University. Their commitment, expertise and engagement have helped strengthen prevention initiatives, support services, reporting pathways and organisational capability.

We also acknowledge the colleagues and teams who contributed data, analysis and insights to this Cygnet submission, including Data and Analytics, Equity, Diversity and Inclusion, Infrastructure and Operations, Prevention and Inclusion, Safer Community, Staff Wellbeing Connect and Workplace Relations. Their contributions have been invaluable in informing this submission and future action to strengthen prevention and response across the La Trobe community.

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LANGUAGE CONSIDERATIONS

La Trobe University recognises the complexity of language, the personal preferences held by individuals towards language and that language and terminology evolves over time. La Trobe aims to use language that is respectful, clear and meaningful.

This Cygnet focuses on La Trobe University's work to prevent and respond to sexual harm and gender-based violence during the development and implementation of La Trobe's Gender Equality Action Plan 2021–2025 and Sexual Harm Prevention and Response Action Plan 2023–2025, covering the primary reporting period from 2021 to 2025. The submission reflects work undertaken prior to the introduction of the National Higher Education Code to Prevent and Respond to Gender-based Violence (the National Code) and before implementation of La Trobe's Prevention and Response to Gender-Based Violence Action Plan and Outcomes Framework 2026–2029.

The terminology used in this submission reflects the language, policy settings and reporting frameworks that applied when the work was undertaken. Terminology varied across regulatory and reporting frameworks during this period. Consistent with sector practice at the time, La Trobe's prevention and response activities primarily used the term sexual harm, including sexual harassment and sexual assault. Accordingly, the term sexual harm is used throughout this document, consistent with the Sexual Harm Prevention and Response Action Plan 2023–2025, to refer to a broad range of behaviours of a sexual nature that cause harm. Where relevant, the term gender-based violence is used to align with contemporary policy and regulatory frameworks, including the National Code. Following the introduction of the National Code, La Trobe has since adopted the term gender-based violence (GBV). GBV refers to physical or non-physical violence, harassment, abuse or threats based on gender that result in, or are likely to result in, harm, coercion, control, fear or loss of autonomy.

La Trobe acknowledges that terminology also differs across external reporting frameworks. For example, the Commission for Gender Equality in the Public Sector (CGEPS) refers to workplace sexual harassment, while the Workplace Gender Equality Agency (WGEA) uses terms including sexual harassment and harassment.

Consistent with the National Code, La Trobe recognises that some groups are disproportionately affected by gender-based violence, including women, First Nations peoples, culturally and linguistically diverse communities, people with disability, and people of diverse sexual orientation and gender identity.

SCOPE OF THIS SUBMISSION

Sexual harm and gender-based violence affect both staff and students and require a whole-of-university coordinated prevention and response approach. La Trobe University has invested significantly in prevention, reporting, support, investigation, case management, education, policy reform, governance and research initiatives for both staff and students.

While many initiatives are designed to support the broader university community encompassing both students and staff, this Cygnet intentionally focuses on staff prevention and response activities, outputs, outcomes and impacts. This scope has been adopted to enable a more focused and evidence-based assessment of the barriers experienced by staff and the effectiveness of workplace actions implemented between 2021 and 2025,

recognising the workforce focus of the Athena Swan framework and reflective of the workforce data La Trobe has reported to the Commission for Gender Equality in the Public Sector (CGEPS) and Workplace Gender Equality Agency (WGEA).

It's important to acknowledge the barriers explored in this submission may also affect students and the commitment of La Trobe to student safety and wellbeing. However, student initiatives, services, outcomes and impacts have not been included within this application.

La Trobe acknowledges the substantial work, investment, resourcing and ongoing institutional commitment undertaken to prevent and respond to sexual harm and gender-based violence affecting students, including through Wellbeing Services, Safer Community, broader student support services, education and prevention programs, specialist support, institutional response mechanisms and external partners and agencies. These initiatives remain a critical component of the University's commitment to creating a safe, respectful and inclusive university community for all.

DATA CONSIDERATIONS

Data Limitations

Where possible, data from 2021 onwards has been presented. However, data availability varies, reflecting the progressive development of La Trobe's data collection systems, processes and reporting capability. In some instances, workforce and staff data was not available prior to 2023.

To address these limitations, La Trobe has undertaken a multi-year Inclusive Systems Project to improve the collection, management and reporting of demographic workforce data. As part of this work, HR system enhancements enabling more inclusive demographic data collection went live in March 2026. The University will continue to embed intersectional demographic data collection across systems, processes and reporting frameworks while maintaining privacy, strengthening data governance and building staff confidence and trust in the collection and use of workforce information (*Future Action 5*).

Intersectional Data

Data presented in this Cygnet is not intersectional. This reflects limitations in historical systems where intersectional demographic data fields have not existed, workforce data collection approaches and data maturity. In some cases, data has not been disaggregated by gender or other characteristics due to unavailability, historical system limitations or to protect confidentiality where numbers are low.

La Trobe University recognises that sexual harm and gender-based violence are disproportionately experienced by women, trans and gender diverse people and people from marginalised communities, and that experiences, impacts and barriers to reporting and support may be compounded for women, trans and gender diverse people, Aboriginal and Torres Strait Islander peoples, LGBTQIA+ people, people with disability and culturally and racially marginalised communities. These data limitations should therefore not be interpreted as indicating that sexual harm or gender-based violence is experienced equally across the workforce. The University is addressing these limitations through ongoing

workforce data improvements, including the Inclusive Systems Project which has involved updating demographic fields to strengthen future intersectional monitoring and reporting, noting that protecting privacy, building trust with staff on the collection and use of workforce data is as important as updating systems.

Qualitative Methods

A trauma-informed qualitative approach was adopted for this Cygnet. Rather than seeking feedback directly from victim-survivors, La Trobe undertook a roundtable discussion with frontline staff responsible for delivering sexual harm prevention, reporting, support and response initiatives across the University. The purpose of the roundtable was to capture practitioner observations and organisational learning over time, including perceptions of what has improved, what is working well, ongoing challenges and areas requiring further actions.

Focus groups or interviews with staff who had experienced sexual harm, made disclosures or lodged complaints were not undertaken. Given the sensitive nature of sexual harm and the University's commitment to trauma-informed practice, it was considered inappropriate to seek qualitative evidence directly from victim-survivors where participation may risk re-traumatisation. Findings presented in this Cygnet therefore draw on organisational data including staff experience survey data, service utilisation information and frontline staff observations rather than direct victim-survivor accounts.

Service utilisation data presented in this submission should be interpreted with caution. These data relate to sensitive matters and are based on small numbers, creating limitations for interpretation. To protect confidentiality findings are presented in aggregate form and should be treated sensitively. The data were collected for service monitoring and quality improvement purposes rather than research and have not been subject to human research ethics approval.

Staff Survey Response Considerations

Data presented from the CGEPS Gender Equality Employee Experience Surveys should be interpreted in the context of varying response rates across reporting periods. The 2021 survey received substantially fewer responses than subsequent surveys, with response numbers increasing from 273 in 2021 to 445 in 2023 and 946 in 2025. Lower participation in 2021 may affect the reliability and representativeness of some findings and limits direct comparison across survey periods. Survey findings are therefore interpreted cautiously and considered alongside other data sources, including complaints, reporting, help-seeking, training and organisational data.

To support improved participation, enhanced communication and engagement strategies were implemented for the 2023 and 2025 staff survey rounds, including more comprehensive communication planning and the use of multiple communication channels. Recognising that participation is influenced not only by awareness but also by trust, La Trobe will continue to strengthen communication, transparency and staff confidence in survey processes to support higher participation rates and more representative workforce insights. (*Future Action 4*).

GLOSSARY OF TERMS

CGEPS

Acronym for Commission for Gender Equality in the Public Sector, the Victorian regulatory body for Gender Equality Action Plans and gender equity compliance.

Complainant

A complainant is an employee, member of the governing body, student, or member of the public who makes a formal complaint of sexual harassment in a workplace or work-related setting. This definition is informed by the Commission for Gender Equality in the Public Sector (CGEPS) Audit Guidance.

Disclosures

Disclosure means the provision of information about a person's experience of Gender-based Violence to a Provider by the Discloser or another person. This definition is informed by the National Higher Education Code to Prevent and Respond to Gender-based Violence.

EDI

Acronym for equity, diversity and inclusion. Any reference to “EDI team” relates to the Equity, Diversity and Inclusion team that sits within People and Culture division at La Trobe.

Employee Experience Survey

There are two main sources of employee experience data: the *CGEPS Gender Equality Employee Experience Survey* – a biannual survey conducted as part of our obligations to CGEPS with standardised question and response options; and the *La Trobe Staff Experience Survey* – a biannual survey conducted and developed by the People and Culture team within La Trobe. Surveys sources are quoted under relevant figures and tables.

Formal Report

Formal reports are when a student or staff member provides a formal account or statement about the sexual harm to the University. As a result, an internal investigation may commence determining if the conduct constitutes a breach of any relevant instruments, including the Code of Conduct or Sexual Harm Prevention and Response Policy.

GEAP

Acronym for Gender Equality Action Plan. La Trobe has had two iterations of this document: 2021 – 2025 and 2026 – 2030 (as of July 2026), currently awaiting notification of compliance by CGEPS).

Gender Based Violence

Gender-based Violence means any form of physical or non-physical violence, harassment, abuse or threats, based on gender, that results in, or is likely to result in, harm, coercion, control, fear or deprivation of liberty or autonomy.

HDR

Acronym for Higher Degree Research.

LGBTQIA+

'LGBTQIA+' is the term used when referring to rainbow communities as a whole.

Technically, this is an acronym that evolved over time to stand for lesbian, gay, bisexual, transgender, intersex, queer/questioning and asexual. The plus sign is used to acknowledge and include diverse terms (e.g. non-binary, pansexual) and ways of being (e.g. sistergirl, brotherboy) that may not neatly align with these categories.

However, in Australia we mostly use 'LGBTQIA+' to refer to diverse sexual orientation (LGBQA+), diverse gender identity (T+), and intersex people (I).

National Higher Education Code to Prevent and Respond to Gender-based Violence (National Code)

An Australian Government framework that establishes legally enforceable standards for higher education providers to prevent and respond to gender-based violence and promote safe, respectful and inclusive learning and working environments. **National Code** is short form of National Higher Education Code to Prevent and Respond to Gender-based Violence.

Respondent

A respondent is an employee, member of the governing body, student, or member of the public who has been alleged to have sexually harassed others. This definition is informed by the CGEPS Audit Guidance and reflects the terminology used in the underlying reporting data. The National Higher Education Code to Prevent and Respond to Gender-based Violence uses the definition of a respondent as a person alleged to have engaged in conduct that amounts to gender-based violence.

Self-described Gender(s)

Throughout this document, gender splits have been broken down into "women", "men" and "self-described". Gender data at La Trobe is collected in the following groups: "woman", "man", "non-binary", "I use a different term" and "prefer not to say". References to "self-described" gender(s) includes those who identify as "non-binary" or selected "I use a different term" or "prefer not to say". This aligns with the Commission for Gender Equality in the Public Sector (CGEPS) requirements as part of the *Gender Equality Act 2020 (Vic.)*.

Sexual Harassment

The term 'sexual harassment' has been used when referring to CGEPS data. The CGEPS Employee Experience Survey collects information on sexual harassment behaviours as defined by law in the *Sex Discrimination Act 1984*. In this context, sexual harassment is defined as when a person makes unwelcome sexual advances or ask for sexual favours or does other unwelcome sexual behaviours when a reasonable person would expect the harassed person might feel offended, humiliated or scared.

Sexual Harm

The terminology used in this submission reflects the language, policy settings and reporting frameworks that applied when the work was undertaken. Terminology varied across regulatory and reporting frameworks during this period. Consistent with sector practice at the time, La Trobe's prevention and response activities primarily used the term sexual harm, including sexual harassment and sexual assault. Accordingly, the term sexual harm is used throughout this document, consistent with the Sexual Harm Prevention and Response Action Plan 2023–2025, to refer to a broad range of behaviours of a sexual nature that cause harm.

Where relevant, the term gender-based violence is used to align with contemporary policy and regulatory frameworks, including the National Code.

SHPRAP

Acronym for La Trobe's Sexual Harm Prevention and Response Action Plan 2023-2025.

Staff – Student Cohort

Staff members who are also enrolled as students at La Trobe University at the same time. These individuals may experience unique power dynamics and overlapping workplace and student relationships that may influence their access to support, confidence to disclose concerns, and engagement with reporting processes.

WGEA

Acronym for Workplace Gender Equality Agency, the Australian Government statutory agency created by the *Workplace Gender Equality Act 2012*.

KEY BARRIER

This cygnet describes the barriers, progress and impacts of La Trobe University's work to prevent and respond to sexual harm, including sexual harassment and assault affecting staff between 2021 to 2025. The submission focuses on staff prevention and response initiatives and their workforce impacts as per the stated scope.

Key barrier: Limited shared understanding, capability, awareness and trust among staff to prevent and respond to sexual harm, and to engage with reporting and support pathways, contributing to underreporting and reduced access to support.

Sub barriers:

1. Low awareness, accessibility, and trust in reporting and support pathways among staff
2. Inconsistent shared understanding, capability, and confidence across staff to prevent and respond to sexual harm

EVIDENCE OF BARRIER

Following the release of the Australian Human Rights Commission's *Change the Course* report (2017) and emerging sector-wide evidence regarding sexual harm in higher education, La Trobe University commenced implementation all the recommendations of the report to strengthen the prevention of and response to sexual harm for both staff and students, noting the following barrier evidence is focused on staff barriers as per the stated scope.

While sexual harm was not identified as a key barrier in La Trobe's 2019 SAGE Athena SWAN Bronze Self-Assessment, findings from *Change the Course*, together with evidence from the National Student Safety Survey (2021) and La Trobe staff experiences from the Commission for Gender Equality in the Public Sector (CGEPS) gender equality survey (2021) established sexual harm prevention and response as a strategic institutional priority, resulting in significant investment in prevention initiatives, reporting pathways, support services, policy reform and capability development for staff and students.

Analysis of 2021 CGEPS gender equality survey experience data indicated that staff experienced sexual harassment behaviours, while formal complaints remained comparatively low. 2021 survey findings also showed that staff were more likely to respond through avoidance, minimisation or informal disclosure than through formal reporting pathways, suggesting barriers to reporting and support-seeking within the organisation.

Further survey evidence pointed to challenges relating to awareness, trust and confidence. Staff who chose not to report commonly cited concerns that the behaviour was not serious enough, that reporting would not make a difference, or that there could be negative consequences for their reputation or career. Survey data also showed that not all staff felt safe to call out inappropriate behaviour or were confident that the University was effectively addressing bullying, harassment and discrimination. Together, these findings highlighted a need to strengthen staff awareness of reporting pathways, build capability and confidence in help seeking and reporting across the workforce, and improve staff awareness and trust in prevention, reporting and response mechanisms.

The gap between experiences of sexual harassment behaviours and formal complaints suggested that many staff experiencing inappropriate behaviour were not engaging with formal reporting pathways.

Evidence for sub barrier 1: Low trust and limited use of reporting/support pathways

TABLE 1. STAFF FORMAL HARASSMENT COMPLAINTS 2021

Table 1 details the number of formal complaints related to sexual harm lodged by staff during the baseline year, 2021. Employment type (i.e. full-time, part-time, casual) data is unavailable and not reported to CGEPS.

Year	2021
Reporting period	1 April 2020 to 31 March 2021
Number of complaints	3
Number of complainants	3
Gender of complainant(s)	All women
Gender of respondent	All men

Source: Workforce gender audit reported to CGEPS 2021.

TABLE 2. TOTAL NUMBER OF STAFF BY GENDER AND EMPLOYMENT TYPE 2021

Table 2 shows the number of women, men and self-described staff employed at La Trobe University during the baseline year, 2021. Due to a change in survey collection systems resulting in loss of access to the raw data, the employment type breakdown is unavailable (i.e. full-time, part-time, casual).

Year	2021 total	Continuing	Fixed term	Casual
Women	2,798 65%	1466 34%	617 14%	715 17%
Men	1507 35%	817 19%	319 7%	371 9%
Self-described*	3 0.07%	1 0.02%	2 0.05%	0 0%
Total staff	4,308	2284 53%	938 22%	1086 25%

Source: Workforce gender audit reported to CGEPS 2021.

*Prior to 2025, staff were only able to specify their "sex" in HR systems. In 2025, as part of the University's Inclusive Systems project, this field was updated to "gender" and included the following options: "woman", "man", "non-binary", "I use a different term" and "prefer not to say". "Self-described" includes those who identified as "non-binary" or selected "I use a different term" or "prefer not to say".

While only three formal complaints from women were lodged in 2021, these complaints occurred within a workforce of 4,308 staff, of whom 65% were women. On its own, the complaints data could suggest that sexual harm was uncommon. However, when considered alongside the staff survey data presented in Table 3, a different picture emerges. The complaints data indicates that very few staff engaged with formal reporting pathways in

2021, raising questions about the factors influencing reporting behaviours such as awareness, accessibility and trust in reporting pathways.

The data does not demonstrate that sexual harm was absent from the workplace; rather, it suggests that experiences of sexual harassment were not translating into formal complaints. In 2021 this showed a significant issue for La Trobe because the University's ability to prevent harm, provide support and identify systemic issues relies on staff feeling able to, confident to and know how to report concerns.

The low complaint rate points to a potential barrier relating to staff engaging with reporting and support mechanisms and highlighted the need to better understand staff reporting behaviours and perceptions and to take steps to remove barriers for staff related to where to report, how to report, trust in the reporting.

TABLE 3. STAFF SURVEY EXPERIENCES OF SEXUAL HARASSMENT BEHAVIOURS AND FORMAL COMPLAINTS

Table 3 data is sourced from the La Trobe staff gender equality employee experience survey as reported to CGEPS. Due to a change in survey collection systems resulting in loss of access to the raw data, the employment type breakdown is unavailable (i.e. full-time, part-time, casual).

	2021
Total survey responses	273
Number and percentage of people who experienced sexual harassment behaviours	65 24%
Number and percentage of formal complaints	3 5%

Source: CGEPS Gender Equality Employee Experience Survey and Workforce Audit 2021.

Table 3 demonstrates a substantial gap between staff experiences of sexual harassment behaviours and formal complaints. While 65 survey respondents (24%) reported experiencing sexual harassment behaviours, only three formal complaints were recorded during the same period. Although these data sources are not directly comparable, the size of the gap suggests that many staff who experienced sexual harassment were not engaging with formal reporting pathways.

This finding indicates that formal complaints data alone could not provide a complete understanding of staff experiences and prevalence of sexual harm. The data suggests the existence of barriers between experiencing harmful behaviour and accessing formal reporting and support pathways. This reinforced the need for the University to strengthen awareness of complaints and reporting processes and support options, as well as improve accessibility of and trust in reporting pathways and processes.

TABLE 4. NUMBER AND PERCENTAGE OF STAFF WHO EXPERIENCED SEXUAL HARASSMENT BEHAVIOURS AT WORK BY TYPE.

Table 4 shows the number and percentage of staff who experienced each harassment behaviour type. Responses were collected through the CGEPS Gender Equality Survey and were multiple select.

	2021
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	7 3%
Intrusive questions about my private life or comments about my physical appearance	17 6%
Unwelcome touching, hugging, cornering or kissing	0 0%
Inappropriate physical contact (including momentary or brief physical contact)	1 0.3%
Repeated or inappropriate invitations to go out on dates	1 0.3%
Sexual gestures, indecent exposure or inappropriate display of the body	1 0.3%
Any other unwelcome conduct of a sexual nature	0 0%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1 0.3%
Sexually explicit email or SMS message	0 0%
Request or pressure for sex or other sexual act	0 0%
Sexually explicit pictures, posters or gifts that made me feel offended	0 0%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc.)	0 0%
Inappropriate staring or leering that made me feel intimidated	0 0%
Number of people who experienced sexual harassment behaviours at work	65
No, I have not experienced any of the above behaviours	208 76%

Source: CGEPS Gender Equality Employee Experience Survey 2021.

Table 4 demonstrates that staff were experiencing a range of unwanted behaviours of a sexual nature, with intrusive questions about private life or physical appearance and sexually suggestive comments or jokes being the most commonly reported behaviours. While prevalence varied across behaviour types, the findings indicate that inappropriate conduct of a sexual nature was occurring within the workplace. The data demonstrates that experiences of sexual harassment extended beyond the small number of formal complaints received. When considered alongside Tables 1 and 3, the data suggested that staff experiences were not consistently translating into formal reporting, reinforcing the need to better understand and address barriers to reporting and support-seeking.

FIGURE 1. TOP THREE REASONS FOR NOT SUBMITTING A FORMAL COMPLAINT DURING BASELINE YEAR

This data is sourced from the La Trobe staff gender equality employee experience survey as reported to CGEPS.

2021
• I didn't think it was serious enough • I believed there would be negative consequences for my reputation • I believed there would be negative consequences for my career

Source: CGEPS Gender Equality Employee Experience Survey 2021.

Figure 1 provides insight into why staff did not engage with formal reporting pathways. The most commonly identified reasons related to perceptions that the behaviour was not serious enough and concerns about potential personal consequences, including impacts on reputation and career.

The findings suggest that staff perceptions of the seriousness of behaviours and concerns about possible negative consequences influenced decisions about whether to make a formal complaint. This highlighted the importance of strengthening staff awareness, trust and confidence in reporting and support pathways.

TABLE 5. STAFF REASONS FOR NOT SUBMITTING A FORMAL COMPLAINT

Table 5 provides additional detail on the reasons staff who experienced sexual harassment behaviours chose not to submit a formal complaint. Data is sourced from the CGEPS Gender Equality Employee Experience Survey from La Trobe respondents who indicated they had experienced sexual harassment behaviours. Due to limitations with the 2021 reporting, only the top three reasons (by number of responses) were available for 2021 and percentages could not be calculated for that year because respondents could select multiple responses.

	2021
n=	65
I didn't think it was serious enough	12
I didn't think it would make a difference	
I believed there would be negative consequences for my reputation (e.g. that I would be blamed or not believed or thought to be overreacting)	9
I believed there would be negative consequences for my career (e.g. opportunities for promotion, risk of being fired)	9
I believed there would be negative consequences for the person I was going to complain about	
I didn't need to because I made the harassment stop	
I didn't need to because I no longer had contact with the person(s) who harassed me	
I thought the complaint process would be embarrassing or difficult	
I didn't know who to talk to	
I didn't know how to make a complaint	
I didn't feel safe to report the incident	
I was advised not to	
Other (please specify)	

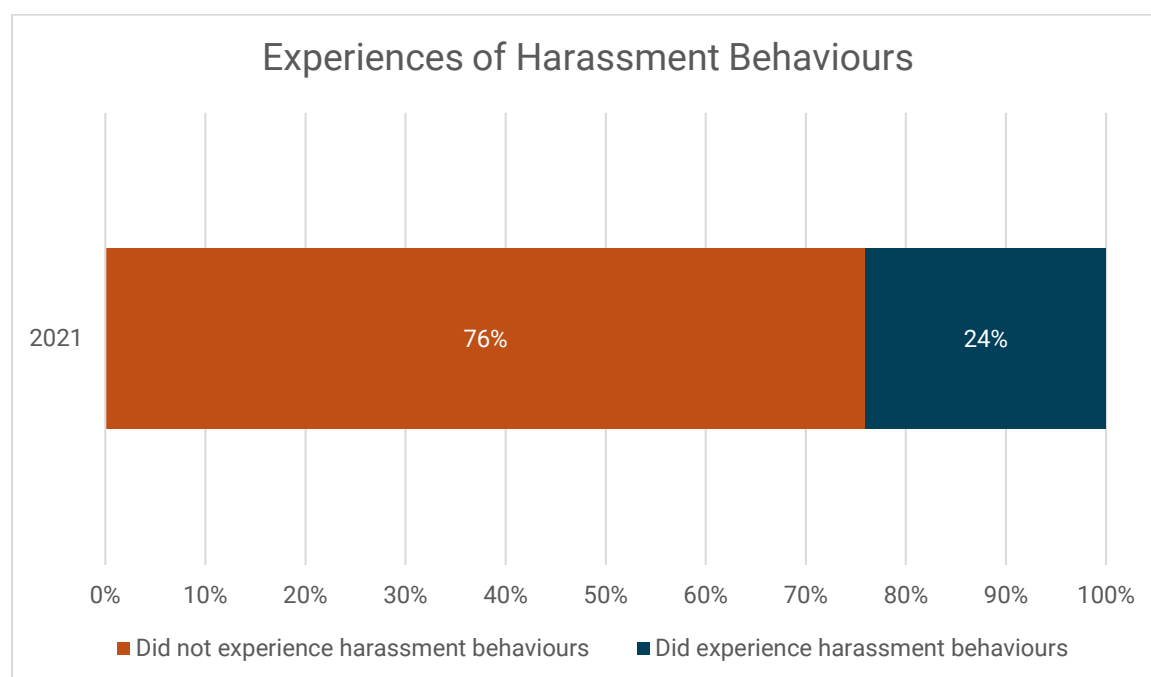
Source: CGEPS Gender Equality Employee Experience Survey 2021.

Overall, the evidence presented in sub barrier 1 indicates that staff were experiencing sexual harassment behaviours, yet relatively few engaged with formal reporting pathways. Staff cited concerns about consequences, perceptions that behaviours were not sufficiently serious and limited confidence that reporting would lead to a meaningful outcome as factors influencing reporting behaviour. Together, these findings suggest barriers between experiencing sexual harassment behaviours and accessing formal reporting and support pathways. The evidence points to a need to strengthen staff understanding of what constitutes sexual harassment, improve awareness and accessibility of reporting and support options and build confidence that concerns can be raised safely and appropriately and will be responded to.

Evidence for Sub-barrier 2: Uneven shared understanding, capability and confidence to prevent and respond

FIGURE 2. EXPERIENCES OF SEXUAL HARASSMENT BEHAVIOURS 2021

Figure 2 depicts the percentage of staff who experienced sexual harassment behaviours versus those that did not in 2021. Data was sourced from the biennial CGEPS Gender Equality Employee Experience Survey.



Source: CGEPS Gender Equality Employee Experience Survey 2021.

TABLE 6. SURVEY RESPONSES ON FEELING SAFE TO CALL OUT INAPPROPRIATE BEHAVIOUR AT WORK BY YEAR

Table 6 depicts responses to the CGEPS Gender Equality Employee Experience Survey statement: "I feel safe to call out inappropriate behaviour at work", based on a standard five-point Likert Scale

	2021
n=	273
Strongly agree	12%
Agree	42.4%
Neither agree nor disagree	19.5%
Disagree	17.9%
Strongly disagree	8.4%
Don't know	N/A

Source: CGEPS Gender Equality Employee Experience Survey 2021.

Table 6 shows that more than one quarter of respondents (26.3%) disagreed or strongly disagreed that they felt safe to call out inappropriate behaviour at work, while a further 19.5% neither agreed nor disagreed. These findings indicate that a substantial proportion of staff did not express a positive view about their ability to safely challenge inappropriate behaviour.

This data reinforces that creating a safe and respectful workplace relies not only on formal reporting pathways, but also on staff confidence to identify, challenge and respond to inappropriate behaviour when it occurs. The findings suggested that confidence to call out inappropriate behaviour was not consistent across the workforce and highlighted a need to strengthen staff capability, awareness and confidence through prevention, education and support initiatives.

TABLE 7. SURVEY PERCEPTION ON LA TROBE TAKING STEPS TO ELIMINATE BULLYING, HARASSMENT AND DISCRIMINATION

Table 7 depicts responses to the CGEPS Gender Equality Employee Experience Survey statement: "My organisation takes steps to eliminate bullying, harassment and discrimination", based on a standard five-point Likert Scale.

	2021
n=	273
Strongly agree	16.7%
Agree	35.9%
Neither agree nor disagree	17.5%
Disagree	19.9%
Strongly disagree	6.4%
Don't know	3.6%

Source: CGEPS Gender Equality Employee Experience Survey 2021.

Table 7 shows that just over half (52.6%) of respondents agreed or strongly agreed that La Trobe takes steps to eliminate bullying, harassment and discrimination, while more than one quarter (26.3%) disagreed or strongly disagreed. A further 17.5% neither agreed nor disagreed. These findings suggest that confidence in organisational prevention and response efforts was mixed.

While many staff recognised organisational efforts, a substantial proportion were either unconvinced or uncertain. Trust in organisational action is closely linked to reporting behaviour, willingness to seek support and confidence to intervene when inappropriate behaviour occurs. The data therefore pointed to a need to strengthen visibility of initiatives, improve staff awareness of actions being taken and build confidence that reports would be responded to effectively and appropriately.

Overall, the evidence presented in Sub-barrier 2 suggests that while many staff recognised organisational efforts to address bullying, harassment and discrimination, this confidence in the organisational response was not consistent across the workforce. A substantial proportion of respondents either disagreed with these statements or remained neutral, indicating variability in staff confidence, perceptions and organisation capability to respond to inappropriate behaviour.

Together, these findings support the identification of a barrier relating to uneven shared understanding, capability and confidence across staff to prevent and respond to sexual harm. The evidence highlighted a need for organisation wide education, awareness raising, capability development and visible organisational action to strengthen prevention and response across the University.

PROGRESS (ACTIONS AND OUTPUTS)

Between 2021 and 2025, La Trobe's approach to preventing and responding to sexual harm evolved from a collection of largely policy-based and decentralised activities to a more integrated, institution-wide framework incorporating governance, specialist support services, reporting pathways, capability development, prevention initiatives, psychosocial risk management and accountability mechanisms. While it's important to acknowledge this work requires ongoing resourcing and effort, the University over 2021 to 2025 through targeted actions established a stronger foundation for preventing, identifying, responding to and learning from sexual harm and has strengthened organisational capability through the implementation of more coordinated systems, processes, support services and targeted training.

TABLE 8. SUMMARY OF KEY LA TROBE INITIATIVES

Table 8 provides a summary of key initiatives implemented at La Trobe to reduce the barriers:

TIMELINE (year)	OUTPUT/ACTIVITY	DESCRIPTION	ADRESSING SUB-BARRIER
2021 - 2025	Launch Gender Equality Action Plan (GEAP) 2021–2025**	Launched in 2021, a whole-of-university multiyear action plan comprising 43 actions across seven Gender Equality Act indicators. This included a dedicated <i>Sexual Harassment in the Workplace</i> indicator, with five actions focused on strengthening prevention and response through enhanced staff support services, case management, training, governance and reporting. Implementation delivered improvements to workplace sexual harassment prevention and response, including: • Expansion of staff support, reporting and referral pathways through Safer Community • Introduction of Respect Week awareness activities and strengthened communication of prevention, reporting and support resources. • Introduction of and enhancement of mandatory training and staff induction content, including sexual harassment prevention, respectful workplace behaviours and responding to disclosures. • Development of staff resources, guidance and training content to support managers, supervisors and staff responding to inappropriate behaviour and disclosures. • Strengthening of organisational monitoring, evaluation and reporting through updated employee experience and exit surveys, annual reporting to EDI Committee and senior executive and improved governance mechanism. Plan implementation was overseen by People & Culture, Office of the Chief Operating Officer, with input from key stakeholders across the university who delivered actions. All five actions under the <i>Sexual Harassment in the Workplace</i> indicator were completed.	1 & 2

		A new Gender Equality Action Plan (GEAP) 2026–2030 was subsequently developed, incorporating further actions to strengthen the prevention of and response to workplace sexual harassment.	
2021 - 2025	Launch of the SAGE Silver Action Plan 2021 – 2025**	Launched in 2021, a whole-of-university multiyear action plan comprising 31 actions across five priority areas to address barriers relating to academic promotion, recruitment, support for staff with caring responsibilities, gender diversity in STEMM, and the creation of a safe, equitable and inclusive culture for LGBTQIA+ and gender-diverse staff. Key actions enabling a safe, equitable and inclusive culture for LGBTQIA+ and gender diverse staff which directly supported sexual harm prevention and response included: • Updating HR systems to enable preferred names and expanded gender identity options. • Increasing the number of all-gender bathrooms across campuses. • Introducing paid gender affirmation leave and strengthening the Gender Affirmation Policy through the introduction of a Gender Affirmation Support Plan. • Delivering LGBTQIA+ inclusion training and launching the Pride Staff Network. • Developing inclusive language, meeting and recruitment practice guides. • Strengthening Positive Workplace Behaviours training and introducing mandatory training requirements. • Increasing consultation and engagement with LGBTQIA+ staff and communities. Plan implementation was overseen by People & Culture, Office of the Chief Operating Officer, with input from key stakeholders across the university who delivered actions. All ten SAGE actions relating to safe and inclusive culture were successfully delivered, establishing a foundation for continued work through the integration of SAGE actions into La Trobe University's GEAP 2026–2030.	1 & 2
2021	Bundoora Campus Safety Upgrades and lighting improvements	Significant Bundoora campus safety upgrades featuring new pedestrian pathways, LED lighting, CCTV coverage and emergency duress alarms along the main campus corridors. This included installing new lights and light poles across key teaching, residential and circulation areas to improve visibility and safety. Campus upgrades overseen by Operations & Infrastructure, Office of the Chief Operating Officer.	2

2022	Establishment of Staff Equity, Diversity and Inclusion (EDI) Function	Dedicated EDI team established in People & Culture to oversee EDI programs of work for staff, this included overseeing implementation of both the GEAP 2021-2025 and SAGE 2021-2025 plans, supporting delivering of other university diversity plans including staff actions in the Sexual Harm Prevention and Response Action Plan (launched in 2023), strengthening EDI governance and reporting and providing SME advice and input to staff policies and EDI special projects.	1 & 2
2022	Launch of Staff Wellbeing Connect Service	New dedicated internal staff wellbeing support service established in 2022 to provide confidential, trauma-informed early intervention, information, referral and short-term support for staff experiencing personal or work-related issues, including sexual harm, bullying and other inappropriate workplace behaviours. The service operates independently of employee relations functions and includes two dedicated specialist staff, supported by a clinical lead and a Director. The service provides frontline case management, support, coaching and referral services. The service is embedded within Wellbeing Services, which provides clinical supervision, administrative support, some triage and coordination to support frontline service delivery. This integrated model improves access to support pathways and strengthens the University's capacity to respond to staff wellbeing and safety concerns including sexual harm. Established in Wellbeing Services, Deputy Vice Chancellor Academic (DVCA) portfolio.	1 & 2
2022	Safer Community – Expansion to Staff (resourcing and setup of the service)	Planning and foundations established for expanding the Safer Community student service to include a dedicated staff reporting and case management stream to enable staff to report concerning, threatening and inappropriate behaviour including sexual harm. This service is located in and coordinated by the DVCA portfolio, and refers staff matters for investigation to People & Culture.	1 & 2
2022	Relaunch of the Reducing Gender-based Violence Network (ReGEN Network)	The former La Trobe Violence Against Women Network (LAVAWN) was relaunched as the Reducing Gender-based Violence Network (ReGEN Network), a multidisciplinary research and practice network that strengthens collaboration, research translation and sector engagement to support evidence-informed gender-based violence prevention and response.	2

		The network continues to operate through the Violet Vines Marshman Centre for Rural Health Research within the La Trobe Rural Health School.	
2023	Launch of La Trobe Sexual Harm Prevention and Response Action Plan 2023-2026** (now superseded by the 2026 – 2029 Prevention and Response to GBV Action Plan and Outcomes Framework 2026-2029)	Whole-of-university action plan comprising 33 actions across five domains: training and professional development, university life, safe learning environment, safe campus environment, and evaluation and reporting. The plan was aligned to the Respect@Work and Educating for Equality frameworks and implemented alongside the GEAP and SAGE Action Plan with the three plans implemented to mutually support work in sexual harm prevention and response. This plan focused on both students and staff. Implementation of the plan supported institutional reform, building a foundation in sexual harm prevention and response including: • Introduction and expansion of dedicated reporting, referral and support pathways through Safer Community and Staff Wellbeing Connect. • Development of mandatory and targeted staff training on gender-based violence, sexual harm prevention, bystander intervention, responding to disclosures and respectful workplace behaviours. • Delivery of the <i>Safe and Respected at La Trobe</i> annual awareness campaign and broader prevention and education initiatives. • Strengthening of policies, governance, monitoring and reporting frameworks, including positive duty and psychosocial risk management activities. • Expansion of campus safety initiatives including all-gender facilities, campus safety improvements, CCTV and lighting upgrades, and development of the UniSafe app. • Integration of prevention and response principles into workforce systems, research supervision, curriculum resources and learning environments. Plan implementation was overseen by Prevention and Inclusion, DVCA portfolio with input from key stakeholders across the university who delivered actions. The plan concluded at the end of 2025, replaced in 2026 by the Higher Education Code Prevention and Response to Gender-Based Violence (GBV) Action Plan and Outcomes Framework 2026–2029. By the end of 2025, 21 actions had been completed and a further eight actions were progressing and to be incorporated in the Prevention and Response to Gender-based Violence Action Plan and Outcomes Framework 2026–2029.	1 & 2

2023	Responding to Disclosures of Sexual Harm (RDSH) – Staff Training	Introduced facilitated workshops to build staff capability to respond to disclosures of sexual harm and related behaviours. Annual training coordinated and delivered by Prevention & Inclusion, DVCA portfolio.	2
2023	Launch Safer Community Staff Intake, Triage and Referral Service	Dedicated reporting pathway for staff, including case management, triage, and coordinated referral across HR and wellbeing service. Five people providing a centralised reporting point and case management and referral services for sexual harm and other problematic behaviours for staff and students. Located in and overseen by the DVCA portfolio.	1 & 2
2023	Staff Safer Community intranet hub launched	Development of staff-facing resources (e.g. bystander action, responding to behaviour, stalking) to support prevention and response capability. Managed by the Safer Community team, DVCA portfolio.	1 & 2
2023	Introduced Gender Equality & Bystander Intervention Training	Structured facilitated training program to build staff capability to identify and intervene in harmful behaviours and drivers of gender-based violence. Annual training delivered and coordinated by Prevention & Inclusion, DVCA portfolio.	2
2023	LGBTQIA+ Ally Program (staff participation expanded)	Facilitated training to support inclusive, safe environments for LGBTQIA+ staff and improve response capability. Annual training delivered and coordinated by Prevention & Inclusion, DVCA portfolio.	2
2023	Academic Respect Community of Practice	Community of practice supporting academic staff to prevent and respond to harmful behaviours (including sexual harm) in teaching environments.	2

2023	Annual Respect Week / Respect Day Introduced	Institution-wide awareness and education activities focused on respectful behaviours and sexual harm prevention, targeted at both students and staff. Annual 4-week campaign coordinated and delivered by Prevention & Inclusion, DVCA portfolio.	1 & 2
2023	Launch of the revised staff Transgender and gender Diverse policy and new Gender Affirmation Support Plan and paid leave.	Comprehensive policy review strengthening workplace inclusion, safety and support, introduction of 4 weeks paid gender affirmation leave (per calendar year totalling a maximum 8 weeks paid) for continuing and fixed term staff, introduction of gender affirmation allowance (up to \$2000) for casual staff, new Gender Affirmation Support Plan and processes. Overseen by People & Culture, Office of the Chief Operating Officer.	1 & 2
2024	Policy Framework Uplift to Support Sexual Harm Prevention and Response	Updated key University policies (including Workplace Behaviours, Sexual Harm Prevention and Response Policy and Procedure, and associated conduct frameworks) to strengthen prevention of sexual harassment, formalise consistent reporting and response pathways, embed a victim/survivor-centred approach, and clarify roles and accountability. Overseen by policy owners across People & Culture, Office of the Chief Operating Officer and DVCA portfolio.	1
2024	Staff Disclosure and Reporting Pathway Review	Review and alignment of reporting mechanisms to improve accessibility, clarity, and integration with Safer Community systems. Joint review process between People & Culture in Office of the Chief Operating Officer, Safer Community and Staff Health and Wellbeing in DVCA portfolio. Reporting processes streamlined and option to provide anonymous feedback on reporting systems introduced.	1
2024	Enhanced organisational	Roll out of Vicarious Trauma training to equip staff and leaders with strategies to recognise, manage and mitigate the impacts of exposure to traumatic material and experiences.	2

	capability to manage vicarious trauma risks	Coordinated by Staff Health and Wellbeing, DVCA portfolio.	
2024	Roll out of online training module on Preventing and Responding to Gender Based Violence at Work	Scalable online training module integrated into staff Learning Management System (LMS) with tracking and reporting capability. Success was monitored through staff LMS completion data, with 91.74% of staff completing the Preventing and Responding to Gender Based Violence at Work module by June 2026. Coordinated by People & Culture, Office of the Chief Operating Officer with SME input from Prevention & Inclusion, DVCA portfolio.	2
2024	Staff exit survey updated	Survey updated to include sexual harassment questions to strengthen monitoring and reporting. Coordinated by People & Culture, Office of the Chief Operating Officer.	1
2024	GBV Risk Integration into OHS Framework and Psychosocial Framework	Embedding GBV risk identification and control measures within the Health and Safety Management System to strengthen prevention and ensure a safer workplace, supported by the development of psychosocial safety management procedures, psychosocial risk management guidance and safety management planning processes to strengthen prevention and ensure a safer workplace. GBV risk integration overseen by Health & Safety, Office of the Chief Operating Officer and psychosocial safety work overseen by Staff Wellbeing Connect, DVCA portfolio.	2
2024	Campus Security Staff training	35 security staff trained in Responding to Disclosures of Sexual Harm (RDSH) Training coordinated and delivered by Prevention & Inclusion, DVCA portfolio.	2
2024-2025	Multiyear codesign and development of the UniSafe App	Codesign project with staff and students to design the UniSafe after dark campus transport assistance APP. Launched January 2026.	1 & 2

		Developed by the La Trobe Centre for Data Analytics and Cognition with codesign involving students and staff. App is coordinated by Campus Security, Operations & Infrastructure in Office of the Chief Operating Officer.	
2024-2025	Multiyear inclusive systems discovery and implementation project	Multi-year initiative to improve workforce intersectional data collection and reporting, including enabling staff to affirm their gender identity, strengthening inclusive data capability to support evidence-based monitoring, reporting, and targeted action to address inequities and improve safety. HR system enhancements were implemented, with updates live from March 2026. This has strengthened La Trobe's ability to collect and monitor workforce diversity more accurately over time and supports future intersectional analysis, while recognising that privacy, trust and data governance remain important implementation considerations. Coordinated by People & Culture and Information Systems in Office of the Chief Operating Officer and co-designed with staff EDI Advisory Groups.	1 & 2
2024-2025	Multiyear Inclusive facilities infrastructure uplift	Expansion of all-gender bathroom facilities across campuses to support safety and inclusion for staff of all genders. Since 2021, the following additional all gender facilities¹ have been added to campuses: 2021 – 11 2022 – 46 2023 – 108 2024 – 13 2025 – 7 2026 (inc. planned) – 74	2

¹ This includes "All Gender", "Unisex" and "Gender Neutral" toilets. Prior to 2025, language has varied across campuses and facilities, with recent efforts to align with "All Gender" as best practice.

** While presented separately in Table 8, a number of SAGE, GEAP and SHPRAP actions were mutually reinforcing. Some initiatives, such as Safer Community, Staff Wellbeing Connect, training, inclusive systems improvements, all-gender facilities and policy reform contributed simultaneously to the objectives of more than one plan. The three plans were implemented as part of a coordinated institutional approach.

		Infrastructure-related success measures were also achieved, including significant expansion of all-gender facilities across campuses, exceeding original SAGE target of at least two all-gender facilities at Bundoora and one at other campuses.	
		Overseen by Asset Transformation in Office of the Chief Operating Officer.	
2025	Mandatory Preventing and Responding to Gender-Based Violence at Work training embedded for all staff, with enhanced training analytics and reporting.	Full integration of online training module into compulsory training requirements in La Trobe's staff LMS, allowing improved training participation tracking, reporting and automated training reminders. Overseen by People & Culture in Office of the Chief Operating Officer	2
2025	Graduate Research Supervision at La Trobe	Online training module for graduate research supervisors incorporating principles of respectful supervisory relationships, including power imbalances, professional boundaries, safeguards against unwanted advances, sexual harassment and sexual assault, and responsibilities for safety, wellbeing and respectful research environments. Developed by the Research Education and Development team within the Graduate Research School. Online training delivery overseen by People & Culture, Office of the Chief Operating Officer	2

Measuring Success and Implementation Challenges

Success was measured through a combination of action completion, implementation milestones, workforce capability indicators, service utilisation data, staff survey measures and governance reporting. Across the GEAP, SAGE Action Plan and Sexual Harm Prevention and Response Action Plan, progress was monitored through action plan reporting, training participation and completion rates, service utilisation, infrastructure improvements, policy implementation, experience survey results and governance reporting. However, a challenge encountered across the three plans was that success measures, data collection methods and evaluation approaches were not developed consistently. This partly reflected the different purposes,

scopes and external reporting requirements of the plans. For example, the Sexual Harm Prevention and Response Action Plan incorporated both staff and student initiatives, while the GEAP and SAGE Action Plan had workforce-focused objectives and distinct compliance reporting obligations.

The initiatives and outputs outlined in Table 8 demonstrate that some actions had clear quantitative measures, such as training completion rates, infrastructure delivery and system implementation milestones, while others relied on qualitative feedback, service utilisation, staff survey findings or governance reporting. As a result, not all data presented is directly comparable across reporting periods and it was not always possible to assess outcomes consistently across initiatives.

A key organisational learning from implementation of these plans is the importance of establishing clearer and more consistent outcome measures, evaluation approaches and monitoring frameworks from the outset. Since this reporting period, La Trobe has developed a whole-of-organisation assessment tool, outcomes framework and theory of change to strengthen monitoring, evaluation and learning for gender-based violence prevention and response. Future equity-related action plans and initiatives will also be incorporated into this approach to support more consistent measurement, evaluation and organisational learning over time. While these frameworks have now been established, a key next step is embedding them across future equity and gender-based violence initiatives to strengthen outcome evaluation, reporting and organisational learning (*Future Action 4*).

OUTCOMES

Outcomes are interpreted with caution, recognising that sexual harm prevention and response is a complex area where it is difficult to draw direct links between specific actions and observed changes. Interpretation is further limited by low staff survey participation in some reporting periods, particularly the 2021 CGEPS Gender Equality Employee Experience Survey, and by persistent barriers to reporting and disclosures as detailed previously, including staff uncertainty about what constitutes sexual harm, concerns about reputational or career consequences, doubts that reporting will lead to meaningful action, and variable confidence in reporting and institutional response processes. These factors may influence reporting and disclosure behaviours and therefore affect the interpretation of outcome trends over time.

Accordingly, outcomes are presented as indicative markers and are considered alongside other relevant sources of evidence and known limitations in reporting, survey response rates, and historical constraints in workforce data, which are being addressed through ongoing systems uplift.

Contextual note on interpreting trends

The 2021 CGEPS Gender Equality Employee Experience Survey was conducted during a period of significant COVID-19 restrictions across Victoria, when many staff were working remotely and campus attendance was substantially reduced. This context should be considered when interpreting changes over time, as opportunities for some forms of workplace sexual harassment involving face-to-face interaction and physical proximity may have differed from later survey periods. As staff progressively returned to campus and normal workplace activities resumed, opportunities for workplace interaction increased. Accordingly, changes in reported experiences of sexual harassment behaviours between 2021, 2023 and 2025 should be interpreted in the context of these different working environments. Notwithstanding this, sexual harassment behaviours continued to be reported across all survey periods, highlighting the ongoing importance of prevention, education, reporting and support initiatives.

Outcome 1 - Increased awareness of and engagement with reporting and support pathways

Linked to Sub-barrier 1

An intended outcome was increased awareness of, and engagement with, reporting and support pathways. Reporting and help-seeking data should be interpreted cautiously, as changes may reflect multiple factors including awareness, confidence, service visibility, reporting behaviour and willingness to disclose. Nevertheless, a number of indicators suggest increased engagement with available pathways over the reporting period.

In 2023, of those who experienced sexual harassment behaviours and did not make a formal complaint, 8% indicated that “[they] didn’t know how to make a complaint”. This decreased to 5% in 2025. Data for 2021 is unavailable due to limitations with the 2021 reporting (only the top three reasons for not submitting a formal complaint was recorded for 2021 (see Table 5)).

TABLE 9. STAFF FORMAL HARASSMENT COMPLAINTS

Table 9 shows the number of formal complaints related to sexual harm lodged by staff from 2021 to 2025.

Year	2021	2023	2025
Reporting period	1 April 2020 to 31 March 2021	1 April 2022 – 31 March 2023	1 April 2024 – 31 March 2025
Number of complaints	3	9	2
Number of complainants	3	8* (1 case does not specify # of complainants)	4
Gender of complainant(s)	All Women	8 x Women 1 group not specified	All Women
Gender of respondent	All Men	8 x Men 2 x not specified	All Men

Source: CGEPS Gender Equality Workforce Audit 2021, 2023 and 2025.

*In one case, the number of complainants was not recorded, other than it was a group of complainants on the same issue relating to two respondents.

Formal complaints remained low across all reporting periods, despite evidence that staff continued to experience sexual harassment behaviours.

TABLE 10. TOTAL NUMBER OF STAFF BY GENDER 2021, 2023 & 2025

Table 10 shows the number of women, men and self-described staff member employed at La Trobe University during the reporting years.

Year	2021	2023	2025
Women	2798 65%	2526 64%	2487 66%
Men	1507 35%	1401 36%	1281 34%
Self-described*	3 0.07%	9 0.23%	9 0.2%
Total staff	4308	3936	3777

Source: CGEPS Gender Equality Workforce Audit 2021, 2023 and 2025.

*Prior to 2025, staff were only able to specify their "sex" in HR systems. In 2025, as part of the University's Inclusive Systems project, this field was updated to "gender" and included the following options: "woman", "man", "non-binary", "I use a different term" and "prefer not to say". "Self-described" includes those who identified as "non-binary" or selected "I use a different term" or "prefer not to say".

TABLE 11. TOTAL NUMBER OF STAFF BY GENDER AND EMPLOYMENT TYPE 2021, 2023 & 2025

		Continuing	Fixed term	Casual	Total
2021	Women	1466 34%	617 14%	715 17%	2798 65%
	Men	817 19%	319 7%	371 9%	1507 35%
	Self-described	1 0.02%	2 0.05%	0 0%	3 0.07%
	2021 total	2284 53%	938 22%	1086 25%	4308
2023	Women	1331 34%	545 14%	650 17%	2526 64%
	Men	717 18%	319 8%	365 9%	1401 36%
	Self-described	2 0.05%	2 0.05%	5 0.13%	9 0.23%
	2023 total	2050 52%	866 22%	1020 26%	3936
2025	Women	1430 38%	488 13%	569 15%	2487 66%
	Men	752 20%	264 7%	265 7%	1281 34%
	Self-described	5 0.13%	1 0.03%	3 0.08%	9 0.24%
	2025 total	2187 58%	753 20%	837 22%	3777

Source: CGEPS Gender Equality Workforce Audit 2021, 2023 and 2025.

TABLE 12. STAFF SURVEY RESPONSES ON EXPERIENCES OF SEXUAL HARASSMENT BEHAVIOURS COMPARED TO FORMAL COMPLAINTS

This data is sourced from the La Trobe staff gender equality employee experience survey as reported to CGEPS.

Survey response numbers increased substantially across reporting periods (2021: n=273; 2023: n=445; 2025: n=946). Findings from 2021 should therefore be interpreted with caution due to the lower number of respondents relative to later survey periods.

The staff survey experience data and formal complaints recorded through the University administrative complaints process are separate data sources representing different populations. Survey data reflect the experiences reported anonymously by survey respondents, while formal complaints data records complaints lodged by staff through the University's administrative complaints process. The data cannot identify whether survey respondents made the recorded formal complaints and should not be interpreted as showing case-level correspondence.

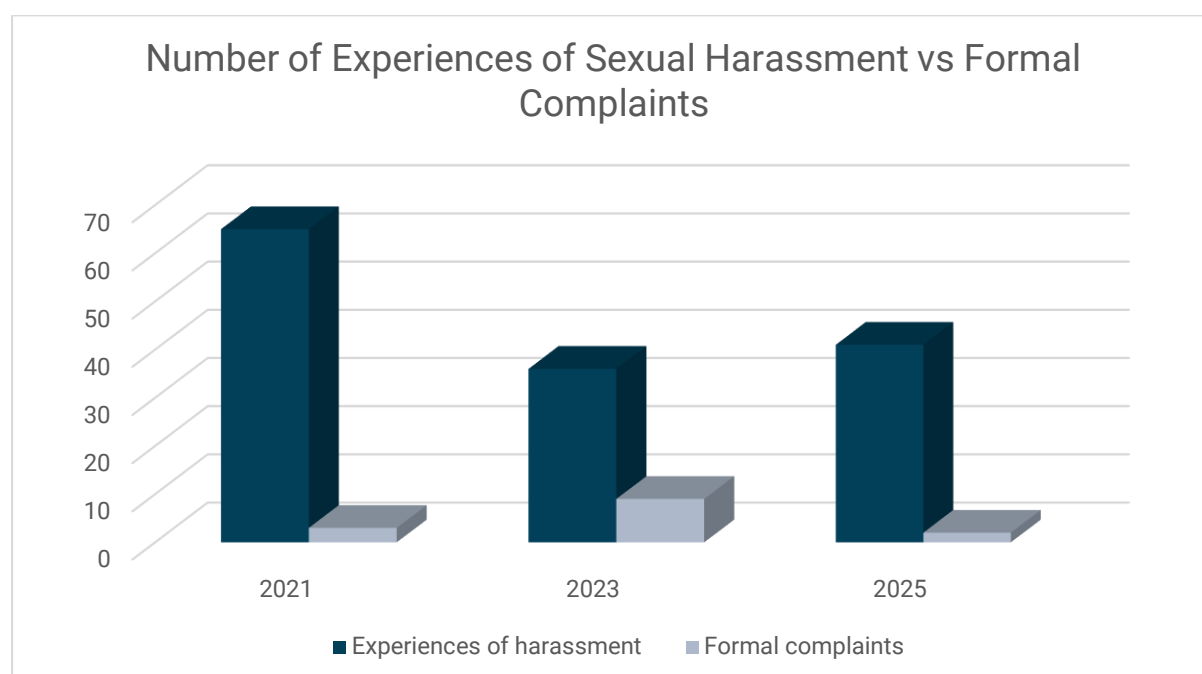
	2021	2023	2025
Total survey responses	273	445	946
Number and percentage of staff survey respondents who experienced sexual harassment behaviours	65 24%	36 8%	41 4%
Number of formal complaints recorded through University complaints process	3	9	2

Source: CGEPS Gender Equality Employee Experience Survey and Workforce Audit 2021, 2023 and 2025.

The gap between reported experiences of sexual harassment behaviours in the staff surveys and the number of formal complaints lodged by staff through the University administrative complaints process suggests that few staff engaged with formal complaints processes and that formal complaints provide only a partial picture of staff experiences.

FIGURE 3. THE GAP BETWEEN REPORTED STAFF EXPERIENCES OF SEXUAL HARASSMENT BEHAVIOURS AND FORMAL COMPLAINTS OVER TIME.

Figure 3 compares the number of staff who reported experiencing sexual harassment behaviours in the CGEPS Gender Equality Employee Experience Survey with the number of formal sexual harassment complaints lodged through the University's administrative complaints process during the corresponding reporting period. Sexual harassment behaviours include a range of unwanted behaviours of a sexual nature captured in the survey.



Source: CGEPS Gender Equality Employee Experience Survey and Workforce Audit 2021, 2023 and 2025.

While the number of survey respondents experiencing sexual harassment behaviours decreased between 2021 and 2025, formal complaints lodged through the University's administrative complaints process remained low across all reporting periods. The data therefore does not indicate that barriers to formal reporting have been removed. Rather it could suggest that despite ongoing experiences of sexual harassment behaviours, relatively few staff engaged with the University's formal complaints process, particularly later in the reporting period of 2025. Given the lower 2021 survey response rate and the impact of COVID-19 restrictions with on campus workplace attendance in Victoria over 2020 to 2022, trends should be interpreted cautiously. However, the continued gap between reported experiences and formal complaints suggests that barriers to formal reporting persisted from 2021 to 2025.

TABLE 13. NUMBER AND PERCENTAGE OF STAFF WHO EXPERIENCED SEXUAL HARASSMENT BEHAVIOURS AT WORK BY TYPE.

Table 13 shows the number and percentage of staff who experienced each harassment behaviour type.

	2021	2023	2025
Sexually suggestive comments or jokes that made me feel offended (in either a group or one on one situation)	7 3%	13 3%	12 1%
Intrusive questions about my private life or comments about my physical appearance	17 6%	18 4%	27 3%
Unwelcome touching, hugging, cornering or kissing	0 0%	4 1%	5 1%
Inappropriate physical contact (including momentary or brief physical contact)	1 0.3%	9 2%	1 0.1%
Repeated or inappropriate invitations to go out on dates	1 0.3%	0 0%	0 0%
Sexual gestures, indecent exposure or inappropriate display of the body	1 0.3%	0 0%	0 0%
Any other unwelcome conduct of a sexual nature	0 0%	4 1%	2 0.2%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	1 0.3%	4 1%	2 0.2%
Sexually explicit email or SMS message	0 0%	4 1%	0 0%
Request or pressure for sex or other sexual act	0 0%	0 0%	0 0%
Sexually explicit pictures, posters or gifts that made me feel offended	0 0%	0 0%	0 0%
Sexually explicit posts or messages on social media (including Facebook, Snapchat, Instagram etc.)	0 0%	0 0%	1 0.1%
Inappropriate staring or leering that made me feel intimidated	0 0%	4 1%	5 1%
Number of people who experienced sexual harassment behaviours at work	65	36	41
No, I have not experienced any of the above behaviours	208 76%	409 92%	907 96%

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

Staff reported a range of sexual harassment behaviours across all survey periods, demonstrating that inappropriate conduct continued to occur within the workplace.

FIGURE 4. TOP THREE REASONS FOR NOT SUBMITTING A FORMAL COMPLAINT BY YEAR

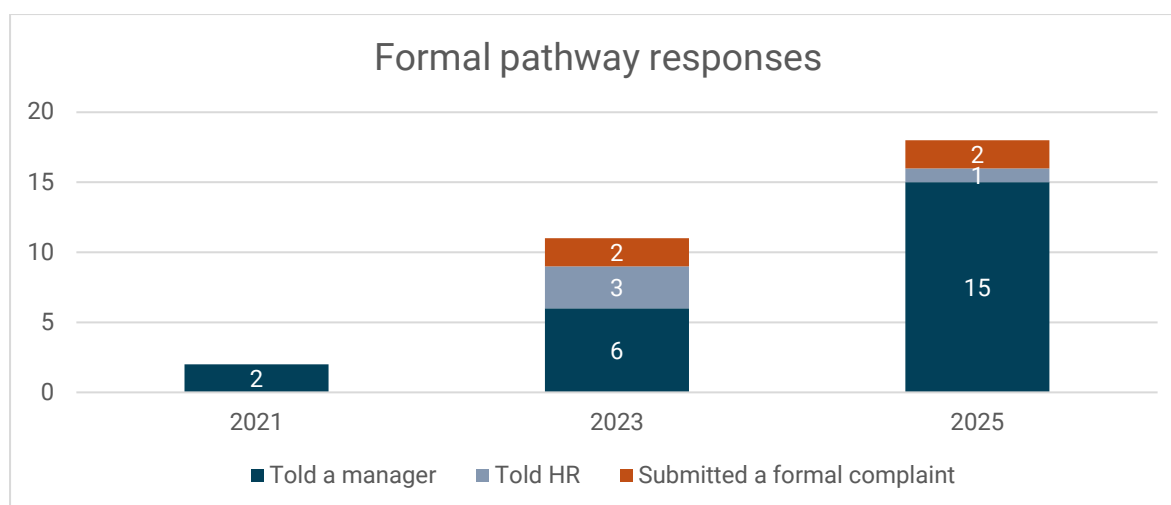
2021	2023	2025
• I didn't think it was serious enough • I believed there would be negative consequences for my reputation • I believed there would be negative consequences for my career	• I didn't think it was serious enough • I believed there would be negative consequences for my reputation • I didn't think it would make a difference	• I didn't think it was serious enough • I didn't think it would make a difference • I believed there would be negative consequences for my reputation

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

These findings suggest that perceptions of severity, anticipated negative consequences and concerns about the effectiveness of reporting act as barriers to formal reporting.

FIGURE 5. STAFF WHO RESPONDED TO SEXUAL HARASSMENT BEHAVIOURS BY PURSUING A FORMAL PATHWAY

Figure 5 shows the number of staff who responded to experiences of sexual harassment by accessing a formal reporting pathway between 2021 and 2025. Formal pathways include reporting concerns to a manager or Human Resources (People and Culture), Safer Community or through a formal complaints process. This data was sourced the CGEPS Gender Equality Employee Experience Survey in response to the question "How did you respond to the harassment?". Due to low response rates, data cannot be disaggregated by gender to protect confidentiality.



Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

Use of formal pathways by staff reporting sexual harassment behaviours increased between 2021 and 2025 although the overall number of respondents remains small and findings should be interpreted with caution. The increase in formal pathway responses was primarily driven by more respondents indicating they told their manager about unwanted sexual harassment behaviour. This increase occurred during a period in which additional reporting pathways and support services related to Safer Community and Staff Wellbeing were introduced and strengthened.

While the data demonstrates continued use of formal reporting pathways and support mechanisms, it does not allow conclusions to be drawn about changes in reporting confidence, trust in reporting processes, or the direct impact of specific initiatives. The small

numbers involved, varying survey response rates and the different operating environments across survey periods, including the impact of COVID-19 restrictions in 2021 and 2022 in Victoria, mean that trends should be interpreted cautiously.

Nevertheless, the findings suggest that staff were engaging with a broader range of reporting and support options over time. However, reporting levels remained low relative to reported experiences of sexual harassment behaviours, indicating that barriers to formal reporting may have reduced but have not been removed.

TABLE 14. HOW STAFF RESPONDED TO SEXUAL HARASSMENT BEHAVIOURS BY TYPE

Survey respondents could select multiple responses to this question. For reporting purposes, individual response options have been grouped into broader response categories to aid interpretation and presentation of the data. Consequently, the total number of responses exceeds the number of respondents who experienced sexual harassment behaviours, and percentages are not reported.

	2021	2023	2025
n=	65	36	41
Minimisation Responses included: tried to laugh it off, pretended it didn't bother me	14	26	20
Avoidance Responses included: avoided the person bothering them or location it might occur, took time off work or sought a transfer	11	18	34
Informal disclosure Responses included: told a colleague/EAP or peer support/friend or family member/someone else	15	21	28
Formal pathway Responses included: told a manager, told Human Resources or submitted a formal complaint	2	11	18
Direct confrontation Responses included: told the person the behaviour was not okay	2	9	4
Other	1	2	1

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

Table 14 provides mixed evidence regarding the desired outcome. Use of formal pathways increased between 2021 and 2025, suggesting that some staff who experienced sexual harassment behaviours were engaging with managers, Human Resources (People and Culture) or formal complaints processes more frequently than in 2021. However, avoidance and informal disclosure remained more common responses across all reporting periods.

While these findings may indicate increased engagement with formal reporting pathways, they also suggest that many staff continued to rely on informal or self-protective responses. Given the small number of respondents and the ability for respondents to select multiple responses, findings should be interpreted cautiously. Overall, the data suggests some progress in engagement with formal pathways, but that barriers to reporting continue to exist.

TABLE 15. STAFF REASONS FOR NOT SUBMITTING A FORMAL COMPLAINT

Table 15 provides additional detail on the reasons staff who experienced sexual harassment behaviours chose not to submit a formal complaint. Data is sourced from the CGEPS Gender Equality Employee Experience Survey from La Trobe respondents who indicated they had experienced sexual harassment behaviours. Due to limitations with the 2021 reporting, only the top three reasons (by number of responses) were available and percentages could not be calculated for that year because respondents could select multiple responses.

	2021	2023	2025
n=	65	36	41
I didn't think it was serious enough	12*	36%	51%
I didn't think it would make a difference		28%	41%
I believed there would be negative consequences for my reputation (e.g. that I would be blamed or not believed or thought to be overreacting)	9	31%	37%
I believed there would be negative consequences for my career (e.g. opportunities for promotion, risk of being fired)	9	17%	24%
I believed there would be negative consequences for the person I was going to complain about		14%	27%
I didn't need to because I made the harassment stop		6%	0%
I didn't need to because I no longer had contact with the person(s) who harassed me		6%	10%
I thought the complaint process would be embarrassing or difficult		19%	15%
I didn't know who to talk to		3%	7%
I didn't know how to make a complaint		8%	5%
I didn't feel safe to report the incident		14%	7%
I was advised not to		3%	5%
Other (please specify)		11%	15%

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

*Only top three data by number (not percentage) is available for 2021.

Table 15 shows while some indicators suggest improved awareness of, and confidence in accessing, reporting pathways, barriers to reporting remained evident in 2025. The proportion of respondents indicating they did not know how to make a complaint reduced from 8% in 2023 to 5% in 2025, while those indicating they did not feel safe to report decreased from 14% to 7%. However, concerns about the seriousness, effectiveness and potential consequences of reporting increased from 2023 to 2025. In 2025 more respondents indicated that they did not think the behaviour was serious enough to report (36% to 51%), did not think reporting would make a difference (28% to 41%), were concerned about reputational consequences (31% to 37%), or feared negative career impacts (17% to 24%). Collectively, these findings suggest that while awareness-related barriers may have reduced to a degree, trust and confidence barriers continued to influence reporting decisions.

The results reinforce the need not only to continue to promote reporting pathways, but also to strengthen confidence in staff that reports will be taken seriously and result in appropriate action.

Internal and External Services For Staff – Sexual harm and family violence presentations

Data notes: Recorded cases in Tables 15 and 16 reflect presentations to Staff Wellbeing Connect and the Employee Assistance Program, not the prevalence of sexual harm or family violence across the staff population. Numbers are small and year-on-year changes should be interpreted with caution. Higher or lower counts may reflect variation in awareness, willingness to seek support, referral pathways or service visibility rather than changes in underlying incidence. Staff Wellbeing Connect was established as a new service in 2022 and it took time to grow its presence, availability and profile across the University. Categories relating to family and domestic violence may include a range of experiences and do not necessarily indicate sexual harm in all cases. The two services have different purposes and classification approaches and should be considered complementary rather than directly comparable.

While presentation numbers are small and should be interpreted cautiously, the data demonstrates that staff accessed both internal and external support pathways following their establishment or enhancement during the reporting period. These findings provide evidence of utilisation of support services and suggest staff were engaging with available wellbeing, referral and support mechanisms when assistance was required.

TABLE 16. STAFF WELLBEING CONNECT (INTERNAL SERVICE) – SEXUAL HARM AND FAMILY VIOLENCE PRESENTATIONS

Following the introduction of Staff Wellbeing Connect and the expansion of staff support and referral pathways in Safer Community, staff began accessing dedicated support services for matters relating to sexual harm, family violence, assault and trauma. While presentation numbers are low, they provide evidence that staff engaged with available support services during the reporting period. Family and domestic violence related presentations have been included as they form part of the University's broader gender-based violence prevention and response framework and may intersect with workplace safety, wellbeing and support needs.

	2023	2024	2025
Sexual Harm	1	0	0
Family Violence - Intimate partner abuse*	2	4	4
Family Violence – Other*	1	1	3
Total	4	5	7

** Family violence presentations are included as family violence and sexual harm frequently co-occur, particularly within intimate partner relationships. Both are recognised as gendered forms of violence and are relevant indicators of the broader experiences of gender-based harm requiring support and intervention.*

Although the low number of presentations do not permit conclusions about changes in prevalence or help-seeking behaviour, the utilisation of Staff Wellbeing Connect demonstrates that staff accessed dedicated support services following their introduction. This provides evidence of engagement with support pathways and progress towards the desired outcome

TABLE 17. EMPLOYEE ASSISTANCE PROGRAM (EAP – EXTERNAL SERVICE) – RELEVANT PRESENTING ISSUES

	2023	2024	2025
Assault – Sexual, Physical or Emotional	1	0	4
Domestic Violence involving partner	2	2	1
Historical Abuse or Trauma	0	1	1
Total	3	3	6

EAP utilisation complements the Staff Wellbeing Connect findings and demonstrates that staff accessed both internal and external support options during the reporting period, supporting the intended outcome of improving staff access to, and engagement with, available support services.

Outcome 1 Summary and Reflection

Overall, the findings provide some evidence of increased awareness of and engagement with reporting and support pathways between 2021 and 2025. While staff were engaging with a broader range of reporting, referral and support options, formal reporting remained low and survey findings indicate that concerns about reporting effectiveness and potential consequences continued to influence reporting decisions.

Collectively, the evidence suggests the desired outcome was partially achieved. While there are indications that awareness of and engagement with reporting and support pathways improved over time, the persistence of concerns about reporting effectiveness and potential consequences suggests that trust in reporting processes remains an ongoing challenge to address.

These findings point to the need for continued action to strengthen pathway visibility, build staff trust in reporting processes, support managers and key contacts as first points of disclosure, and improve monitoring of whether reporting and support mechanisms are experienced as safe, accessible and effective. These priorities have been incorporated into future work under the Prevention and Response to Gender-Based Violence Action Plan 2026–2029, including actions to strengthen confidence in reporting pathways, improve transparency and support informed decision-making when staff are considering disclosure or reporting (*Future Actions 1 and 4*).

Outcome 2: Improved confidence and perceptions of institutional prevention and response

Linked to Sub-barrier 2

A second intended outcome was to strengthen staff confidence to identify, challenge and respond to inappropriate behaviour, while improving confidence in the University's prevention and response efforts.

TABLE 18. SURVEY RESPONSES ON FEELING SAFE TO CALL OUT INAPPROPRIATE BEHAVIOUR AT WORK BY YEAR

Table 18 depicts responses to the Gender Equality Employee Experience Survey statement: “I feel safe to call out inappropriate behaviour at work”, based on a standard five-point Likert Scale.

	2021	2023	2025
n=	273	445	946
Strongly agree	12%	20%	23%
Agree	42.2%	37%	42%
Neither agree nor disagree	19.5%	18%	14%
Disagree	17.9%	18%	14%
Strongly disagree	8.4%	7%	8%
Don't know	N/A	N/A	N/A

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

Positive responses increased from 54.2% in 2021 to 65% in 2025, indicating that a greater proportion of staff felt safe to challenge inappropriate behaviour in the workplace. Neutral responses also declined over the reporting period, suggesting some movement towards greater confidence. However, 22% of respondents in 2025 continued to disagree or strongly disagree that they felt safe to call out inappropriate behaviour. These findings suggest progress towards the intended outcome of improved confidence, while also highlighting that confidence to intervene was not experienced consistently across the workforce.

TABLE 19. SURVEY PERCEPTION ON LA TROBE TAKING STEPS TO ELIMINATE BULLYING, HARASSMENT AND DISCRIMINATION

Table 19 depicts responses to the Gender Equality Employee Experience Survey statement: “My organisation takes steps to eliminate bullying, harassment and discrimination”, based on a standard five-point Likert Scale.

	2021	2023	2025
n=	273	445	946
Strongly agree	16.7%	17%	18%
Agree	35.9%	45%	43%
Neither agree nor disagree	17.5%	16%	18%
Disagree	19.9%	15%	10%
Strongly disagree	6.4%	7%	6%
Don't know	3.6%	N/A	5%

Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

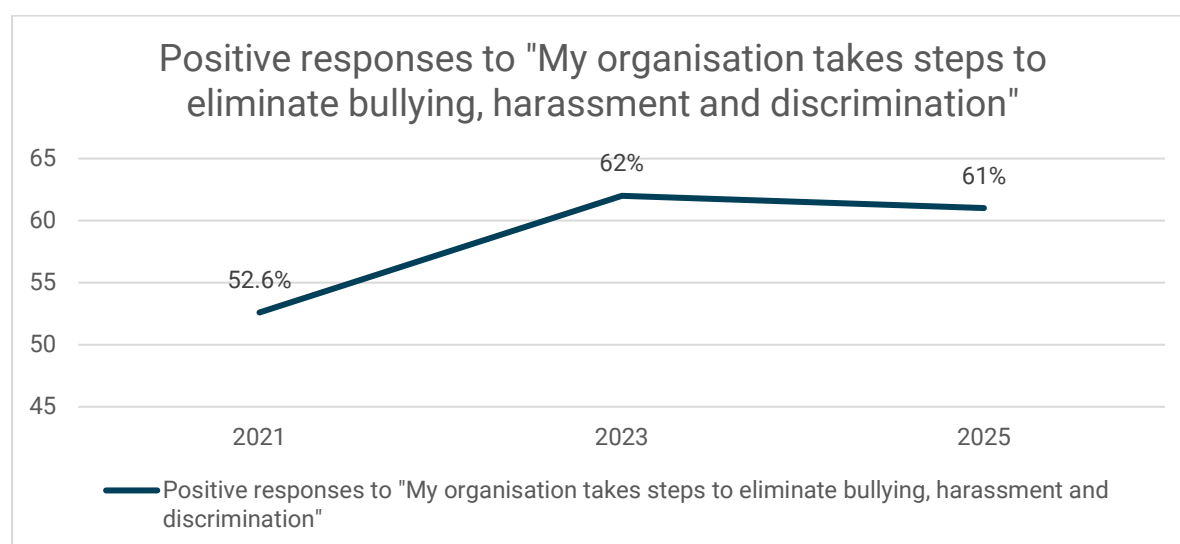
Perceptions of La Trobe's efforts to eliminate bullying, harassment and discrimination improved between 2021 and 2025, with positive responses increasing from 52.6% in 2021 to 61% in 2025. At the same time, the proportion of respondents expressing negative views decreased. These findings may indicate growing visibility of, and confidence in, the University's prevention and response efforts. However, almost one quarter of respondents in 2025 remained neutral, disagreed, strongly disagreed or indicated they did not know, suggesting opportunities remain to strengthen staff confidence in organisational action.

FIGURE 6. POSITIVE STAFF SURVEY RESPONSES TO "I FEEL SAFE TO CALL OUT INAPPROPRIATE BEHAVIOUR AT WORK" YEAR BY YEAR.



Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

FIGURE 7. POSITIVE STAFF SURVEY RESPONSES TO "MY ORGANISATION TAKES STEPS TO ELIMINATE BULLYING, HARASSMENT AND DISCRIMINATION" YEAR BY YEAR.



Source: CGEPS Gender Equality Employee Experience Survey 2021, 2023 and 2025.

Taken together figures 6 and 7 provide evidence of improvement in staff confidence and perceptions of the University's prevention and response efforts. The proportion of staff who agreed or strongly agreed that they felt safe to call out inappropriate behaviour increased from 54.2% in 2021 to 65% in 2025. Similarly, the proportion of staff who agreed or strongly agreed that the University takes steps to eliminate bullying, harassment and discrimination

increased from 52.6% in 2021 to 61% in 2025. These trends suggest progress towards the intended outcome. However, a substantial proportion of respondents remained neutral or expressed less positive views across both measures, indicating that confidence in prevention and response efforts was not experienced consistently across the workforce.

Collectively, the findings suggest the barrier has reduced somewhat but continued effort is required to strengthen workforce capability through education and training, increase the visibility of prevention and response initiatives and build staff confidence that inappropriate behaviour will be addressed consistently and appropriately.

TABLE 20. LA TROBE EMPLOYEE EXPERIENCE SURVEY RESULTS

Table 20 shows positive responses to questions about wellbeing, safety and respect at La Trobe University. Results are from the biennial La Trobe University internal employee experience survey, coordinated by the People & Culture team. Only 2025 results have been provided, as changes to the survey questions over time mean the results are not directly comparable across earlier reporting periods.

Question	2025
n=	2,264
La Trobe demonstrates a genuine and ongoing commitment to staff wellbeing	53%
La Trobe demonstrates a genuine and ongoing commitment to psychological safety	53%

Source: La Trobe Staff Experience Survey 2025.

While trend analysis is not possible, these findings suggest that although respectful behaviours were widely reported, perceptions of organisational commitment to wellbeing and psychological safety were less consistently positive, indicating ongoing opportunities to strengthen staff confidence in workplace wellbeing and safety initiatives.

TABLE 21. STAFF PERCEPTIONS ON RESPECT

Table 21 provides an additional indicator of workplace culture by showing staff perceptions of whether employees at La Trobe University treat each other with respect. Data is sourced from the La Trobe Employee Experience Survey and provides a broader measure of respectful workplace culture beyond sexual harm-specific measures. 2021 data is unavailable as the survey question was not run.

Question	2023	2025
Employees at La Trobe University treat each other with respect	77%	80%

Source: La Trobe Staff Experience Survey 2025.

Staff perceptions that employees at La Trobe University treat each other with respect increased from 77% in 2023 to 80% in 2025. While the change is modest, it suggests generally positive perceptions of respectful workplace behaviours and culture.

Outcome 2 Summary and Reflection

Overall, the findings provide some evidence of improved staff confidence to challenge inappropriate behaviour and more positive perceptions of the University's prevention and response efforts between 2021 and 2025. The increase in positive responses suggest that more staff felt safe to call out inappropriate behaviour and recognised organisational action in this area, while perceptions that employees treat each other with respect improved.

Collectively, the evidence suggests the desired outcome was partially achieved. While confidence and perceptions improved over the reporting period, a substantial proportion of staff remained neutral or expressed less positive views across both measures, indicating that confidence and trust were not experienced consistently across the workforce.

These findings suggest continued effort is required to strengthen workforce capability through education and training, increase leadership confidence and capability to respond appropriately to disclosures, and further increase the visibility of prevention and response initiatives. A key learning is that increasing awareness of organisational initiatives does not automatically translate into confidence across all staff groups, highlighting the importance of ongoing capability development, visible leadership commitment and local reinforcement of prevention and response messages (*Future Action 3*).

Outcome 3: Increased organisational capability and prevention infrastructure

Links to both barriers

A third intended outcome was to strengthen organisational capability and prevention infrastructure by embedding sexual harm prevention and response into University systems, policies, governance, reporting pathways, support services and workforce capability and training initiatives.

A key lesson from this work was that organisational capability is strengthened most effectively when prevention, reporting, support, governance and capability-building initiatives operate as part of an integrated system rather than as standalone activities. As a result, outcome measures have been considered collectively across infrastructure, services, workforce capability, reporting pathways and prevention initiatives

A significant outcome of the University's work was the establishment of a strengthened and more coordinated prevention and response framework. Between 2021 and 2025, La Trobe strengthened governance, policy, reporting pathways, specialist support services, staff training, communications and prevention initiatives. This included implementation of the Gender Equality Action Plan 2021-2025, Sexual Harm Prevention and Response Action Plan 2023-2025, dedicated staff support services within Safer Community reporting pathways, policy reforms, introducing mandatory staff training and expanding staff training related to responding to gender based violence and disclosures.

Between 2021 and 2025, La Trobe University implemented a multi-year program to strengthen its psychosocial safety culture, prioritising staff health, safety and wellbeing as both compliance and strategy. The university used governance, leadership development, risk management, and culture change to advance psychological safety. This ongoing work demonstrates La Trobe's commitment to continuous improvement and evidence-based practices, aiming to create a supportive environment for staff. Challenges remain regarding

perceived support, and the university acknowledges that embedding a mature psychosocial safety culture takes time and sustained effort.

TABLE 22. STAFF TRAINING TO BUILD CAPABILITY IN PREVENTING AND RESPONDING TO SEXUAL HARM

Table 22 summarises key staff training initiatives implemented to strengthen capability to prevent, identify and respond to sexual harm, gender-based violence and related workplace behaviours.

Module	Start Date	Delivery	Mandatory/Optional	Completion rate as at June 2026
Promoting Positive Workplace Behaviours	27/08/2018	Online Module	Mandatory	93.26%
Vicarious Trauma in the Workplace	14/06/2023	Online Module	Optional	5.9%*
Preventing and Responding to Gender Based Violence at Work	27/11/2024	Online Module	Mandatory	91.74%
Code of Conduct	03/01/2022	Online Module	Mandatory	97.56%
Workplace Psychological Health and Safety for Leaders - 2 hour (in person workshop)	01/02/2025	In-person Workshop	Optional	145 leaders
Creating a Psychologically Healthy and Safe Workplace – 3 hours (in person workshop)	01/02/2025	In-person Workshop	Optional	358 leaders
Workplace Psychological Health and Safety	01/02/2025	Video Recording of Instructor Led Session	Optional	1.5%**
Graduate Research Supervision at La Trobe	21/07/2025	Online Module	Optional	274 supervisors

* The completion rate for the 'Vicarious Trauma in the Workplace' eLearn module are low as the initial target audiences have been critical areas of the University where roles are at higher risk of exposure to Vicarious Trauma. Ongoing, expanded engagement remains a focus.

** The completion rate for the Workplace Psychological Health and Safety (Video Recording of Instructor Led Session) is low as this is positioned / intended to act as a video for leaders who were unable to attend the actual face to face sessions run.

FIGURE 8. STAFF TRAINING COMPLETION RATE OVER TIME

Figure 8 illustrates the completion rate of mandatory training over time. A notable increase is evident from late 2024 onwards. This improvement coincides with La Trobe's transition from Litmos to My Knowledge Nest as its Learning Management System, which introduced enhanced functionality, including automated reminder notifications for staff with incomplete mandatory training modules.

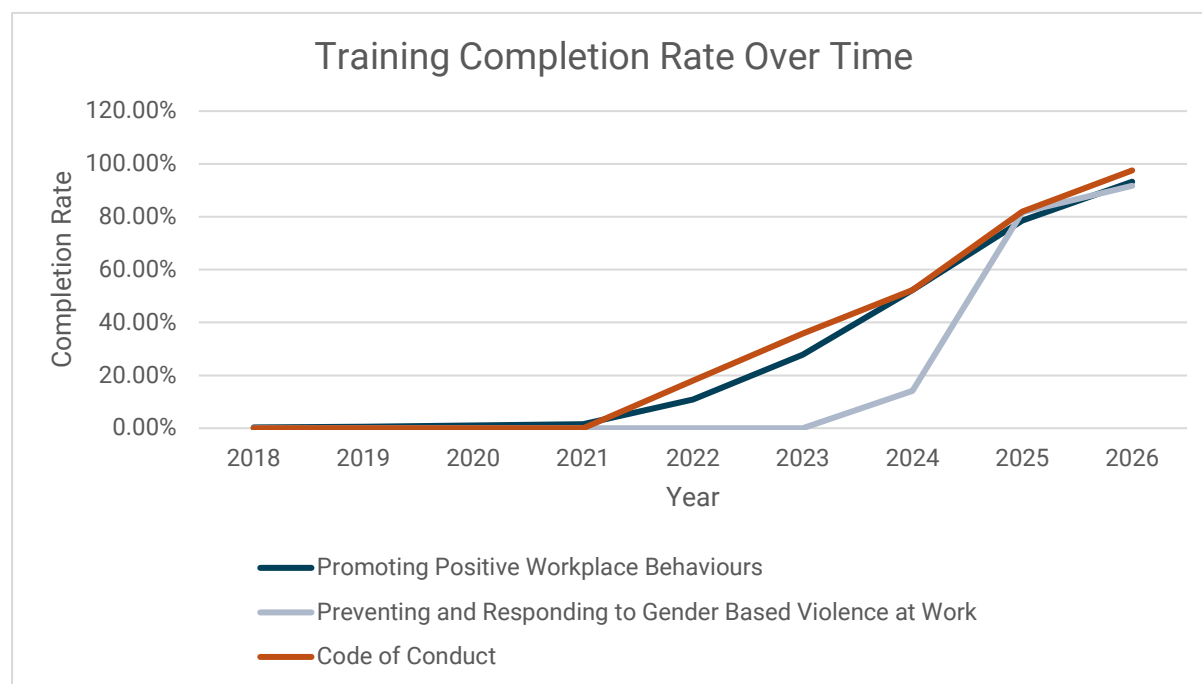


TABLE 23. STAFF TRAINING COMPLETION RATE OVER TIME

	2018	2019	2020	2021	2022	2023	2024	2025	2026
Promoting Positive Workplace Behaviours	0.31%	0.55%	1.04%	1.53%	10.82%	27.81%	52.32%	78.55%	93.28%
Preventing and Responding to Gender Based Violence at Work	N/A	N/A	N/A	N/A	N/A	N/A	14.07%	81.68%	91.74%
Code of Conduct	N/A	N/A	N/A	N/A	17.97%	35.76%	52.32%	81.97%	97.56%

TABLE 24. FACE-TO-FACE OR ONLINE FACILITATOR-LED STAFF TRAINING

Table 24 shows the number of staff who attended a facilitator-led training program on sexual harm prevention, either in person on campus or online. Responding to Disclosures of Sexual Harm, Bullying and Discrimination, and Gender Equality and Bystander Intervention training were both introduced in 2023.

Program	2023	2024	2025
Responding to Disclosures of Sexual Harm, Bullying and Discrimination	212	71	48
Gender Equality and Bystander Intervention	87	142	44
LGBTQIA+ Ally and Bystander training	84	22	13

In addition to mandatory online training, La Trobe invested in facilitator-led capability development to strengthen staff knowledge, confidence and skills in preventing and responding to sexual harm, gender-based violence, disclosures and bystander intervention. Participation in these programs continued throughout the reporting period, demonstrating an ongoing organisational commitment to building workforce capability beyond compliance-based training requirements.

These initiatives strengthened organisational capability to prevent and respond to sexual harm and established a foundation for ongoing improvement. While the direct impact of individual initiatives cannot be isolated, collectively they demonstrate an increase in institutional capability and improved organisational readiness to prevent and respond to sexual harm.

TABLE 25. SERVICE UTILISATIONS OF UniSAFE AFTER-DARK CAMPUS TRANSPORT ASSISTANCE 2021-2025

Table 25 presents utilisation data for the UniSafe After Dark campus transport service and provides an indication of staff and student engagement with this campus safety initiative.

UniSafe after-dark campus transport assistance data includes both staff and student users and cannot be disaggregated. Campus Security Services advise that the service is predominantly used by students, although staff also access the service. As a result, the data should be interpreted primarily as an indicator of utilisation of a campus safety initiative rather than a direct measure of staff awareness, confidence or perceptions of safety.

Year	UniSafe after-dark transport assistance service utilisations
2021	5,159 service utilisations
2022	8,892 service utilisations
2023	32,916 service utilisations
2024	45,950 service utilisations
2025	45,879 service utilisations

As part of broader efforts to improve campus safety, La Trobe continued to provide UniSafe after-dark transport assistance for staff and students. Changes to usage tracking and recording processes introduced from 2023 improved the capture of service utilisation data and may have contributed to the higher utilisation figures reported from this time. However, utilisation increased between 2021 and 2025 and remained high from 2023 onwards, with more than 32,000 service utilisations recorded annually.

While conclusions cannot be drawn about staff utilisation specifically, the continued use of the service demonstrates ongoing engagement with a campus safety initiative across the La Trobe community. Considered alongside campus lighting upgrades, CCTV improvements, the expansion of all-gender facilities, security patrols and implementation of the UniSafe app in 2026, these findings provide evidence of sustained investment in campus safety infrastructure and support services.

The *Safe and Respected at La Trobe* social marketing campaign was developed in 2023 and launched in 2024. The campaign aims to increase awareness with students and staff of sexual harm, reporting pathways and available support services and runs for five weeks at the commencement of each semester. One indicator of increased visibility of reporting and support pathways is engagement with Safer Community during campaign periods².

Table 26 presents the number of disclosures and reports received by Safer Community during campaign periods.

This data includes both staff and student reports as the campaign is targeted at both cohorts concurrently. Due to how the reporting data is collected the results cannot be disaggregated by staff and students.

While the campaign is delivered as a whole-of-university initiative, different communication and engagement approaches are used for staff and students. Student engagement occurs through multiple student-facing communication channels and activities, while staff engagement is supported through internal communication channels including La Trobe News, staff intranet resources and targeted staff communications.

TABLE 26. STAFF AND STUDENT DISCLOSURES AND REPORTS TO SAFER COMMUNITY DURING SAFE AND RESPECTED AT LA TROBE CAMPAIGN

Given the small number of disclosures and reports and the sensitive nature of the data, findings should be interpreted cautiously and are presented as an indicator of engagement with reporting and support pathways rather than prevalence.

	2024		2025		2026
Semester	S1	S2	S1	S2	S1
Disclosures and reports* to Safer Community during campaign	9	3	2	4	13
Campaign weekly average	0.9	0.6	0.4	0.8	2.6

**This includes all disclosures and reports of sexual harm to Safer Community.*

Disclosures and reports to Safer Community during campaign periods increased over time. While the data does not allow conclusions about causation, the findings may indicate increased visibility of reporting and support pathways during campaign delivery periods. Given the data includes both staff and students and cannot be disaggregated, it should be interpreted cautiously and primarily as an indicator of engagement with reporting and support pathways across the broader La Trobe community.

² <https://janzssa.scholasticahq.com/article/147889-from-pillar-to-post-the-safe-and-respected-at-la-trobe-social-marketing-campaign.pdf>

While Table 26 provides one indicator of engagement with reporting and support pathways during campaign periods, Table 27 provides staff-specific engagement data relating to campaign communications.

TABLE 27. STAFF ENGAGEMENT – SAFE AND RESPECTED AT LA TROBE CAMPAIGN

	2025 Semester 1	2025 Semester 2 Email campaign #1	2025 Semester 2 Email campaign #2	2026 Semester 1
Number of email newsletter recipients	10,350	10,025	10,259	10,837
Open rates	36.4%	40%	35%	39%
Click rate	6.7%	5%	4.5%	6.6%

Table 27 provides staff-specific engagement data for the *Safe and Respected at La Trobe* campaign. Staff communications are primarily delivered through the internal staff newsletter *La Trobe News* and other staff communication channels. Since 2025, email open rates have ranged between 35% and 40%, while click rates have ranged between 4.5% and 6.7%. While comparable baseline data is unavailable prior to 2025, these results indicate ongoing staff engagement with campaign communications and suggest prevention, reporting and support messages were reaching a substantial staff audience.

Outcome 3 Summary and Reflection

Overall, the evidence suggests that organisational capability and prevention infrastructure strengthened between 2021 and 2025. The University expanded specialist support and reporting services, increased staff participation in prevention and response training, strengthened governance and accountability mechanisms, improved reporting pathways, and invested in prevention and campus safety initiatives. Collectively, these developments indicate progress towards a more coordinated and institution-wide approach to preventing and responding to sexual harm.

Alongside strengthening sexual harm prevention and response capability, La Trobe also invested in broader psychosocial safety and workplace risk management initiatives. These initiatives complemented sexual harm prevention and response efforts by strengthening organisational approaches to psychological health, workplace safety, leadership capability and risk management.

Between 2021 and 2025, La Trobe University strengthened its psychosocial safety culture through a coordinated program of work focused on psychological health, safety and wellbeing. Key achievements included establishing the Psychosocial Safety Management Procedures to support a proactive and compliant approach to psychosocial risk management; embedding a Psychosocial Risk Management Guide and Framework to provide leaders and staff with a clear process for identifying, assessing and managing psychosocial hazards; delivering a significant capability uplift for leaders in Workplace Psychological Health and Safety; and launching Safety Management Plans (SMPs) to strengthen the proactive identification, management and review of operational and psychosocial risks across the University. Together, these initiatives demonstrate a structured, institution-wide approach to building psychosocial safety maturity through strengthened governance, leadership capability, risk management and continuous improvement, while laying the foundations for embedding psychological health and safety into La Trobe's culture over the long term.

A key learning from this work is that organisational capability is strengthened most effectively when prevention, reporting, support, governance and capability-building initiatives operate as part of an integrated system rather than as standalone activities. The outcome evidence suggests that these initiatives provided a stronger foundation for organisational change and are consistent with the broader themes emerging from the frontline staff roundtable (refer below section), including improved awareness, organisational coordination, support pathways and workforce capability.

Collectively, the evidence suggests the desired outcome was substantially achieved. However, the findings also demonstrate that implementation of services, policies and training does not automatically translate into confidence, trust or consistent experiences across all staff groups. Continued effort is therefore required to strengthen risk management, evaluation and monitoring, and support for cohorts who may experience additional barriers, including casual staff and staff who are also students. These findings have informed future priorities relating to risk assessment and safety planning, evaluation capability, and strengthening support for cohorts who may experience additional barriers to reporting and support seeking, including groups disproportionately impacted by sexual harm and gender-based violence. (*Future Actions 2, 4 and 5*)

IMPACT

To better understand the broader organisational impact of initiatives implemented between 2021 and 2025, La Trobe undertook a trauma-informed roundtable discussion with frontline staff involved in prevention, reporting, support and response activities in July, 2026. The discussion sought to identify perceived changes, organisational impacts, ongoing challenges and future priorities. Findings from the roundtable are presented below and considered alongside the quantitative outcomes presented earlier in this submission.

Given the sensitive nature of sexual harm and the decision not to seek direct qualitative evidence from victim-survivors, impact is assessed through a combination of frontline practitioner observations, staff survey data, service utilisation evidence and organisational learning. This approach provides insight into changes in staff awareness, service access, organisational response and remaining barriers, while recognising the limitations associated with not collecting direct victim-survivor accounts.

TABLE 28. ROUNDTABLE DESIGN WITH FRONTLINE STAFF.

A summary of the roundtable design, participants and methodology is provided in Table 28.

Participant recruitment	Participant invitations were targeted towards those on the frontline of sexual harm prevention and response at La Trobe. "Frontline staff" for the purpose of the roundtable included staff who worked directly with policy, investigating claims, researchers, counsellors, trainers, campaign managers and HR business partners.
Participant demographics	Of the eight participating staff members, seven identified as a woman and one identified as a man. Participants represented both leadership and non-leadership cohorts. Three staff held leadership positions (HEO10+, Academic Levels D&E, Executive and Senior Management), while four occupied lower-level positions. Six participants were Professional staff and one was Academic staff. One person preferred not to say about their demographics, level or whether they were Professional or Academic. Due to staff movement most participants had commenced work relating to sexual harm prevention and response at La Trobe in 2022 or later, with one participant commencing in 2017. As a result, the findings predominantly reflect the perspectives and experiences of staff who have been involved in this work relatively recently and may not fully capture historical developments, earlier initiatives or longer-term organisational changes. The sample was also weighted towards Professional staff perspectives, reflecting the operational nature of many sexual harm prevention and response functions and the fact that Professional staff are often responsible for frontline service delivery, case management, education and program coordination. Consequently, Academic staff experiences and perspectives may be underrepresented. While some participants held roles that involved supporting both staff and students, discussions were intentionally focused on staff-related initiatives and experiences.
Structure	One session was held over Microsoft Teams and was facilitated by Stephen Whittaker, Director of Wellbeing and Inclusion at La Trobe. Stephen is an experienced health, safety and wellbeing professional who has previously held positions in staff health and wellbeing at Royal Melbourne Hospital, RMIT University and Northern Health. Stephen has post-graduate qualifications in psychology (interpersonal and organisational) and social sciences as well as being a qualified mediator with extensive experience providing conflict resolution in organisations across Australia. Two representatives from the Equity, Diversity and Inclusion team were also attending as observers to support with administration. Participants were asked prompting questions including: • Since 2021, what changes have you observed in staff awareness, confidence and willingness to seek support,

	disclose concerns or make reports relating to sexual harm? • Since 2021, what improvements have you observed in how the University responds to disclosures and reports of sexual harm? • Have you observed changes in staff capability to recognise and appropriately respond to sexual harm since 2021? • Have you observed any shifts in organisational attitudes toward sexual harm prevention and response since 2021? • Looking back over the past 4 years, what has most improved your ability to support staff, respond to disclosures or contribute to this work? • What should La Trobe prioritise next to further strengthen prevention and response to sexual harm? Participants were provided the questions prior to the session and were also given the opportunity to provide further insights post the session.
Post-session	After the session, participants were invited to share any further insights, in response to the following prompts: • What is La Trobe doing well on sexual harm prevention and response? • What is La Trobe not doing so well on? • What should La Trobe prioritise over the next 2 years to strengthen sexual harm prevention and response Participants were also invited to provide demographic information which has been deidentified and provided in this table, highlighting any limitations and biases in the findings.

Findings

Across the discussion, four themes emerged repeatedly and appeared to have broad consensus among participants. These themes, together with supporting evidence and participant observations, are summarised in Table 30. The key themes were:

- Awareness and confidence have improved, but this has not fully translated into formal reporting
- Staff remain uncertain about process control, confidentiality and outcomes
- Response capability and coordination have strengthened, but risk assessment and case management need more formalised systems
- Capability and culture have improved, but progress is uneven across staff groups – especially casual staff and student-staff cohorts (meaning students who also work in a staff capacity).

These developments were viewed as progress, although participants noted that continued effort is needed to build trust and encourage more staff to seek support and report concerns.

TABLE 29: ROUNDTABLE DISCUSSION WITH FRONTLINE STAFF – SUMMARY OF FINDINGS

Strong theme	Evidence of impact	Service gap	Quotes
1.Awareness and confidence have improved, but this has not fully translated into formal reporting	Staff awareness of support services and reporting pathways has increased, supported by dedicated support services and training. Participants also described greater confidence in specialist services and in the University's ability to respond safely, appropriately and cross-functionally.	Awareness has not necessarily translated into formal reporting. Participants noted that improved visibility of pathways has not necessarily led to a comparable increase in formal disclosures or reports. Barriers include staff losing momentum whilst accessing referral pathways, power imbalances, fear of consequences, uncertainty about outcomes, and workload/capacity pressures that may affect when staff feel able to seek support or report.	"...having a consistent methodology for staff and students to access, I think has been helpful... And I think the handover between Safer Community and People & Culture, so when it does become a formal report, has continued to improve over time." "...when I'm delivering that training or my colleagues are, staff have a good awareness of both Safer Community for staff to report or approach about their own experience of sexual harm or students experience of sexual harm ... And staff in general also have a good strong awareness ... of the Staff Health Wellbeing team." "And it's really great to know that staff have this increased awareness around who to go to when they want to make a disclosure or talk about their experience. I haven't seen a significant or a notable, not significant, but even a notable increase in disclosures of sexual harm that have come through to us." "We probably had more in terms of students reporting and disclosing than we have had of staff reporting and disclosing"
2.Staff remain uncertain about process control, confidentiality and outcomes	Staff are more aware of where to seek help, but remain uncertain about process control, confidentiality and outcomes. Participants identified concerns about whether individuals can pause or stop a process, how widely	Staff may fear loss of control, unintended consequences or lack of transparency. Staff may hesitate because they do not understand the boundaries of confidentiality, the level of control they retain, or the likely steps and	"Some of the concerns I see is them wanting reassurance that once they start this process, they can stop this process ... I don't know if there's a historical experience, especially for academics I find, that something will get raised at a higher level, there's an expectation of it being managed in a really appropriate way, but then someone tells someone else and it ends up becoming like a department conversation and people have concerns that things get taken out of their control."

	information may be shared, what confidentiality means in practice, and what outcomes are possible after a formal report.	limitations of the process. Participants also noted that sexual harm may present indirectly through workplace conflict, wellbeing concerns or performance issues, meaning it may not always be identified early and may come out over time as staff seek support on other matters.	"With some of the staff that I've worked with, what has been confusing or maybe even a barrier is understanding or recognizing that their experience is sexual harm. So, it takes a bit of time to do ... work and psychoeducation around that experience."
3. Response capability and coordination have strengthened, but risk assessment and case management need more formalised systems	Participants described clear improvement in coordination, referral pathways, trauma-informed practice and collaboration between support services and workplace relations functions. They observed a shift from reliance on individual knowledge and relationships toward more consistent, team-based coordinated approaches, with better continuity of staff support throughout the disclosure and reporting process.	An opportunity exists to further strengthen and formalise the documentation of risk assessment, safety planning and case management practices. Participants recognised the University's strong commitment to safety and wellbeing, while noting that approaches can vary across cases and teams. Enhancing the consistency of documented frameworks and improving case-tracking capabilities would support more effective monitoring, trend analysis and evaluation of organisational response.	"...when I first started, it was very individual based. It was very relationship based on who you know from other teams ... that's become a lot more solidified in the team's responsibility." "...their experience through numerous people has continued to improve ... so we're not re-exposing some of those people to more trauma as we go ... the person-centred trauma-informed response has definitely improved in terms of that case management" "...might be helpful to review things around serious risk; how the university assesses serious risk and whether or not that needs to be in the policy." "...there might be a bit more collaboration we could do with Safer Community and Workplace Relations around that communicating piece with managers, supervisors, team leaders ... and how we keep this person safe in their workplace."
4. Capability and culture have improved, but	Participants reported increased staff capability to recognise and respond to sexual harm, supported by	Participants identified challenges created by workforce turnover, large casual staff cohorts, and	"...broadly from 2023 through 'til now is increased staff awareness, understanding, capability of what is sexual harm and how would I report it."

progress is uneven across staff groups – especially casual staff and student-staff cohorts	training, awareness campaigns, bystander intervention training, mandatory gender-based violence education and stronger leader engagement. They also observed stronger leadership commitment, greater leadership willingness and accountability to address concerns regardless of seniority, and a broader cultural shift toward seeing sexual harm prevention and response as a shared institutional responsibility.	variation between professional and academic settings. They also specifically identified casual staff as requiring greater support, training and engagement, noting that casual staff may face additional barriers due to power imbalances, reduced access to information and support, and the fact that some casual staff are also students and therefore experiencing greater power imbalances impacting confidence to disclose and seek support.	“... we’ve noticed there’s an increase of when staff are wanting to make a disclosure, they’re actually having a supervisor come as a support person ... which I know is a positive shift from the past few years ... in 2023, there wasn’t a single case of a staff member reaching out and having their supervisor come as a support person.” “We’re seeing an increase of supervisors also seek training.” “It speaks to more leadership being aware of what they need to be aware of and their role that they play in providing that safe environment for their staff.” “I’ve also seen leaders’ response to the disclosure be much more firm and much more supportive of the university fully investigating, taking it seriously, not looking to diminish the experience and let the process play out.” “When we deliver bystander intervention training to staff, we do hear a lot from staff wanting to support one another and wondering how to do that.” “We’ve got another 3000 odd (staff) who are casual ... we know casual staff would be experiencing greater power imbalances, I suspect, less inclined to report.”
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Ongoing Challenges Identified by Roundtable Participants

Participants identified several ongoing challenges that continue to influence reporting, support-seeking and organisational response. Roundtable participants whilst acknowledging progress also emphasised that some barriers remain and require ongoing attention.

Power imbalances continue to influence reporting

- Participants noted that power differentials between staff, particularly where there are reporting line, supervisory or other hierarchical relationships, may discourage disclosure and reporting.
- These dynamics were considered relevant across both academic and professional contexts and may be particularly significant for casual staff and staff who are also students.

Work pressures and timing may affect when staff seek support or report concerns

- Participants observed that staff may delay seeking support, making disclosures or engaging with reporting pathways during periods of high workload.
- Increased approaches for support were reported during quieter work periods such as “Recharge and Focus”^{*} periods and holiday periods, suggesting that time, capacity and competing work priorities may influence engagement with reporting and support pathways.

^{*}The University has scheduled “Recharge and Focus” periods over the calendar year where staff are encouraged reduce meetings, email and call volumes, take recreation leave and work from home to allow for deeper concentration work and catching up on a back log of work.

Presenting issue might not be identified as sexual harm immediately

- Participants noted that some staff may not initially recognise their experiences as sexual harm, particularly where behaviours emerge gradually or are experienced in conjunction with other workplace issues.
- Sexual harm may also present indirectly through performance, wellbeing, conflict or workplace relationship concerns, creating challenges for early identification and support.

Risk assessment, safety planning and case management capability require further strengthening

- Participants acknowledged improvements in coordination, trauma-informed practice and organisational response capability.
- However, they identified opportunities to strengthen consistency in how workplace risks are identified, assessed, documented and monitored following disclosures and reports.
- Participants suggested that continued development of risk assessment, safety planning, case management processes and associated capability would support more consistent organisational responses and improved monitoring and evaluation.

Confidentiality and transparency in organisational responses

- Participants noted that confidentiality requirements appropriately protect the privacy of individuals involved in disclosures and reports and this must be maintained, but this also limits broader staff visibility of organisational responses.

- As a result, this impacts visibility with the wider workforce that concerns and complaints are addressed. This may affect perceptions of organisational commitment and accountability, and influence confidence in reporting processes and institutional responses.
- This suggests a need to continue strengthening communication and education about reporting processes, available options, and institutional responses while maintaining confidentiality protections. (*Future Actions 1, 2, 4 and 5*).

Organisational Impact and Reflection

The impact of this work extends beyond the implementation of individual initiatives. Drawing on the roundtable findings and quantitative outcomes presented earlier, roundtable participants consistently described improvements in awareness, coordination, capability and leadership engagement. Collectively, these findings suggest that between 2021 and 2025 La Trobe's approach evolved from a series of largely standalone initiatives towards a more coordinated institution-wide framework for preventing and responding to sexual harm. Prevention and response efforts became more visible, more coordinated and more embedded across the University. At the same time, the findings highlight areas where further work is required to strengthen trust, reporting confidence and organisational capability.

One of the most significant organisational impacts has been increased awareness of support services, reporting pathways and prevention initiatives. Frontline staff consistently reported stronger staff awareness of available support services, improved understanding of where to seek help, and greater confidence in the University's ability to respond appropriately to sexual harm. These observations align with outcome findings that suggest improved awareness of reporting and support pathways over 2021 to 2025. However, roundtable participants also observed that increased awareness has not consistently translated into increased formal reporting, indicating that visibility alone is insufficient and must continue to be accompanied by efforts to strengthen trust, transparency and confidence in reporting processes.

A second important impact has been the strengthening of organisational response capability. Roundtable participants described a shift from informal and relationship-based approaches towards more coordinated, team-based responses involving Safer Community, Workplace Relations, Staff Wellbeing Connect, Prevention and Inclusion and other support functions. Improvements in referral pathways, cross-functional collaboration and trauma-informed case management were identified as important changes that have improved the consistency of support available to staff and strengthened organisational readiness to respond to disclosures and reports.

The work has also contributed to improvements in workforce capability and leadership engagement. Participants reported greater staff capability to recognise and respond to sexual harm, increased leadership accountability and willingness to address concerns, and stronger understanding of prevention and response responsibilities. Collectively, these findings suggest that sexual harm prevention and response is increasingly understood as a shared organisational responsibility rather than an issue managed solely by specialist support services. Greater staff engagement in training, support pathways and prevention initiatives further reinforces this shift towards a more coordinated institutional approach.

The findings also demonstrate that organisational maturity remains an ongoing area of development. While awareness, capability and coordination have strengthened, participants identified continuing concerns relating to confidentiality, transparency, process control, safety planning, risk assessment and case management. Challenges associated with power

imbalances experienced by staff, uncertainty about whether experiences constitute sexual harm, and the additional barriers faced by casual staff and staff-student cohorts highlight that improvements have not been experienced uniformly across all staff groups. These findings suggest that the focus of future work is increasingly shifting from establishing pathways and foundational capability towards strengthening trust, consistency, evaluation and support for staff experiencing harm. These findings inform Future Actions 1, 2, 4 and 5, which focus on strengthening trust and reporting confidence, formalising risk management processes, improving evaluation capability and ensuring support mechanisms reach all staff cohorts.

Overall, the evidence suggests La Trobe has made meaningful progress towards a more coordinated whole-of-university approach to preventing and responding to sexual harm. Improvements in awareness, capability, service coordination and institutional infrastructure were evident across both quantitative and qualitative data sources. However, the findings also demonstrate that sustained effort is required to strengthen reporting confidence, workforce trust, evaluation capability and the consistent experience of prevention and response mechanisms across the University.

FURTHER ACTION

The findings from this Cygnet indicate that La Trobe has strengthened its sexual harm prevention and response infrastructure, awareness, workforce capability and service coordination between 2021 and 2025. However, the evidence also shows that further action is required to address persistent barriers to reporting and disclosure, strengthen trust and transparency in response processes, formalise risk assessment and safety planning, improve data and evaluation capability, and ensure prevention and support mechanisms are experienced consistently across all staff groups, particularly cohorts who may experience additional barriers or be disproportionately impacted by sexual harm and gender-based violence, including casual staff and student-staff cohorts.

Rather than developing a separate stand-alone Cygnet action plan, La Trobe is integrating these future actions within the Prevention and Response to Gender-Based Violence Action Plan and Outcomes Framework 2026–2029 and the Gender Equality Action Plan 2026–2030. This approach supports sustainability, institutional accountability and alignment with broader governance and regulatory obligations, while maintaining a clear line of sight between the Cygnet findings and future action.

While this Cygnet focuses on staff prevention and response initiatives and workforce outcomes, La Trobe University's broader prevention and response work adopts a whole-of-university approach. The Prevention and Response to Gender-Based Violence Action Plan and Outcomes Framework 2026–2029 applies across the whole La Trobe community, including staff, students, visitors and affiliates. The future actions outlined in this submission have been informed by staff-focused findings, but will contribute to broader institutional efforts to prevent and respond to gender-based violence across the University.

At the time of submission, these future actions in Table 30 are being incorporated into the Prevention and Response to Gender-Based Violence Action Plan and Outcomes Framework 2026–2029 and the Gender Equality Action Plan 2026–2030. Final actions, implementation timeframes, governance arrangements and accountability responsibilities remain subject to institutional approval processes and external regulatory compliance requirements, including alignment with the National Higher Education Code to Prevent and Respond to Gender-based Violence and the Commission for Gender Equality in the Public Sector (CGEPS) compliance frameworks. Accordingly, implementation periods should be interpreted as indicative delivery windows and the responsible lead areas and accountable executives identified in Table 30 represent likely implementation owners, subject to final approval and governance endorsement.

TABLE 30. LA TROBE FUTURE ACTIONS

Future Action	Rationale/ Evidence	Actions & Outputs	Timeframe (start & end) – Indicative Implementation period	Person/Group responsible for implementing action – Likely lead area, subject to final governance endorsement	Senior Leader accountable for action delivery – Likely Executive Owner, subject to final governance endorsement	Desired Outcomes/ Targets/ Success Indicators
FA 1 Strengthen confidence, trust and transparency in reporting pathways	Evidence from the outcomes and impact sections indicates that formal reporting remained low relative to reported experiences of sexual harassment behaviours. While some indicators suggest increased awareness of reporting and support pathways, concerns about reporting effectiveness, confidentiality, reputational consequences, career impacts and process transparency continued to influence reporting decisions. Roundtable participants also identified uncertainty regarding confidentiality, process control and reporting outcomes	Enhance communication and guidance on reporting pathways. Improve transparency regarding confidentiality, process control and reporting outcomes. Strengthen manager and key contact capability as first points of disclosure. Review reporting pathway communications and resources.	2026 – 2029	People & Culture Safer Community Staff Wellbeing Connect	Chief People Officer DVCA	Increased staff awareness and understanding of reporting and support options. Improved staff confidence in reporting processes, confidentiality provisions and available supports. Reduction in the proportion of staff reporting uncertainty about reporting pathways in future staff surveys. Evidence of increased engagement with reporting, support and advice pathways.
FA 2 Continue to formalise risk assessment, safety planning and case management	Evidence from the impact section indicates that while coordination between support services and trauma-informed responses has strengthened, opportunities remain to further formalise and	Develop and implement a trauma-informed formal risk assessment, safety planning framework. Introduce documented safety planning processes.	2026-2029	People and Culture Health and Safety	Chief People Officer Chief Operating Officer DVCA	Consistent, transparent and trauma-informed management of risk and support needs. Improved safety planning and coordination across services.

	strengthen risk assessment, safety planning, case management and workplace risk management. Roundtable identified a need for greater consistency, clearer documentation, guidance and enhanced role clarity across services.	Establish case management guidance and templates. Clarify roles, responsibilities and escalation pathways across Safer Community, Workplace Relations and Staff Wellbeing Connect. Strengthen governance and oversight of workplace risk management for staff impacted by sexual harm.		Safer Community Staff Wellbeing Connect		Enhanced organisational capability to support staff experiencing harm.
FA 3 Continue to strengthen workforce and leadership capability	Evidence from Outcome 2 and the roundtable findings indicates improved staff confidence to challenge inappropriate behaviour and stronger perceptions of organisational action. However, confidence and capability were not experienced consistently across the workforce, with participants noting variability in capability and engagement across staff groups. Continued capability development remains important to sustain organisational improvement and strengthen confidence to respond appropriately to disclosures and inappropriate behaviour.	Continue mandatory learning. Expand leadership-focused capability development. Continue disclosure response, bystander and GBV training. Increase capability support for supervisors and managers.	2026-2029	People and Culture Prevention and Inclusion All Leaders	Chief People Officer DVCA	Sustained completion of mandatory prevention and response training. Increased participation in leadership, disclosure response, bystander intervention and gender-based violence capability programs. Improved staff confidence to identify, challenge and respond to inappropriate behaviour. Improved leadership confidence and capability to respond appropriately to disclosures and reports. Positive trends in future staff survey measures relating to workplace safety, respect and organisational response.

FA 4 Strengthen evaluation, monitoring and success measures	Evidence from the Progress, Outcomes and Impact sections identified limitations in the consistency of success measures, availability of outcome data and evaluation approaches. While many initiatives reported implementation outputs, it was not always possible to assess outcomes or impact consistently across activities. Since this reporting period, La Trobe has developed a whole-of-organisation assessment tool, outcomes framework and theory of change for gender-based violence prevention and response. Future work will focus on embedding these frameworks across relevant plans and initiatives to strengthen monitoring, evaluation, learning and accountability.	Embed the whole-of-organisation assessment tool, outcomes framework and theory of change across gender-based violence prevention and response initiatives. Align monitoring, evaluation and learning approaches across the Prevention and Response to Gender-Based Violence Action Plan, GEAP and other relevant equity plans, where relevant. Standardise outcome measures and success indicators. Improve collection of outcome, experience and impact data. Strengthen evaluation of campaigns, services and training initiatives.	2026-2029	Prevention and Inclusion People and Culture Information Services/Data and Analytics (for enablement of data)	DVCA Chief Operating Officer Chief People Officer	Whole-of-organisation assessment tool, outcomes framework and theory of change embedded across relevant plans and initiatives. Consistent outcome measures and evaluation approaches applied across gender-based violence prevention and response initiatives. Improved availability of outcome, experience and impact data. Improved organisational ability to assess effectiveness, impact and organisational learning over time.
FA5 Strengthen intersectional data capability and support for cohorts experiencing additional barriers	Evidence from the Data Considerations, Outcomes and Impact sections identified limitations in the University's historical workforce data, including the availability of intersectional demographic information. Roundtable participants also highlighted that casual staff and staff-student cohorts may experience additional barriers	Continue implementation of Inclusive Systems Project. Improve intersectional workforce and university data capability and reporting. Strengthen understanding of how different cohorts experience prevention, reporting and support pathways.	2026-2029	People and Culture Safer Community Staff Wellbeing Connect Prevention and Inclusion	Chief People Officer DVCA Chief Operating Officer	Improved workforce demographic and intersectional data capability. Increased availability of intersectional reporting and analysis to inform prevention and response initiatives. Improved understanding of the experiences and barriers faced by priority cohorts.

	to reporting, support seeking and engagement with prevention initiatives. Strengthening workforce data capability and understanding the experiences of specific staff cohorts will support more targeted and evidence-informed action in the future.	Strengthen targeted engagement, communications and support approaches for cohorts who may experience additional barriers or be disproportionately impacted by sexual harm and gender-based violence, including casual staff and student-staff cohorts and other priority cohorts across the La Trobe community. Use monitoring, evaluation and learning findings to inform continuous improvement of prevention and response initiatives.		Information Services/Data and Analytics (for enablement of data)		
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