

# RECONCILIATION ACTION PLAN

June 2017 - June 2019



RECONCILIATION  
ACTION PLAN

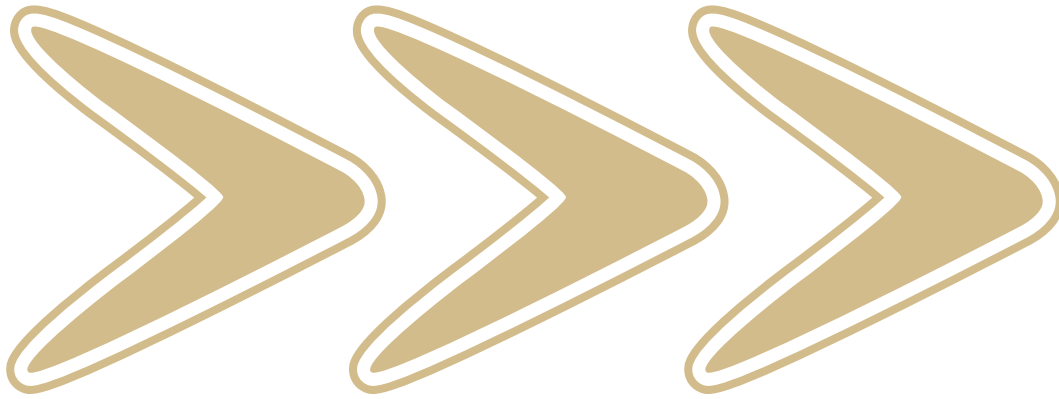
INNOVATE





## **OUR VISION FOR RECONCILIATION**

Veolia commits to walking alongside Aboriginal & Torres Strait Islander peoples to connect, learn, and create sustainable opportunities in the communities in which we live and operate.



Veolia believes in the importance of respecting and engaging Aboriginal and Torres Strait Islander peoples and communities, and providing a work environment that is culturally safe, sensitive and supportive to all employees. We recognise the contributions that Aboriginal and Torres Strait Islander peoples have made and continue to make within our organisation and local communities. Aligning with our Diversity Policy, this policy outlines our commitment to Aboriginal and Torres Strait Islander people's inclusion in our current operations and partnerships into the future. Specifically, Veolia will endeavour to:

- » Respect and build trust in our relationships with Aboriginal and Torres Strait Islander peoples and other local stakeholders where we operate and serve the local community
- » Communicate openly with Aboriginal and Torres Strait Islander peoples and communities
- » Assist Aboriginal and Torres Strait Islander people in identifying positive economic development opportunities
- » Promote employment, education and training opportunities for Aboriginal and Torres Strait Islander peoples
- » Increase Aboriginal and Torres Strait Islander cultural awareness and cultural safety education throughout our business
- » Provide a working environment that is culturally sensitive and supportive of all employees
- » Encourage the participation of Aboriginal and Torres Strait Islander owned business enterprises

## OUR BUSINESS

Veolia is a global leader in sustainable development and is the only global company to provide a full range of environmental services in the fields of water, waste & recycling and energy solutions.

Veolia works closely with all aspects of local government and some of Australia's largest companies; providing them with large-scale innovative water, energy and waste solutions. In Australia Veolia works with heavy industry, retail and commercial businesses, governments and communities to deliver innovation and sustainable solutions that are needed today, with the vision required for tomorrow. Veolia also helps organisations to reach their sustainability goals by focusing on the core elements of water, waste and energy.

Veolia has over 3000 highly trained employees with approximately 60 Aboriginal & Torres Strait Islander staff, which operate from more than 120 sites across Australia.

VEOLIA



## OUR RAP

**Veolia acknowledges that Aboriginal Australians are the world's oldest living civilisation, sustainably developing the Australian environment for over 50,000 years.**

Today, Aboriginal people continue to care for their country and sacred places, contributing significantly to maintaining Australia's biodiversity and unique cultural heritage. Veolia understands that supporting Aboriginal people to care for country and develop the local economy in their traditional areas is vital in creating long term sustainable development in Australia.

Veolia Australia has been actively walking alongside Aboriginal and Torres Strait Islander people for many years in our operations across Australia, by providing support to Aboriginal and Torres Strait communities and by working collectively with Aboriginal and Torres Strait Islander organisations. We acknowledged this importance by formalising this commitment through our first Reconciliation Action Plan (RAP), developed in 2014.

Our RAP is endorsed by the Executive Committee who has delegated responsibility for its execution to an Executive General Manager. The Executive General Manager is supported by the State Group General Managers who are responsible for overseeing the implementation of the RAP within their regions. The Executive General Manager & State Group General Managers are supported by a RAP working group ('State Rappers') which is comprised of nominated Veolia employees from both national and state operations (HR Project Manager, HR Business Partner, Credit Supervisor, Group General Manager (SA/NT), Director North West Alliance, General Manager – Commercial Services, Strategic Sourcing Manager, Employee Relations Advisor, Senior Marketing & Communications Manager, Senior Manager Business Advisory, SHEQ & Sustainability General Manager).

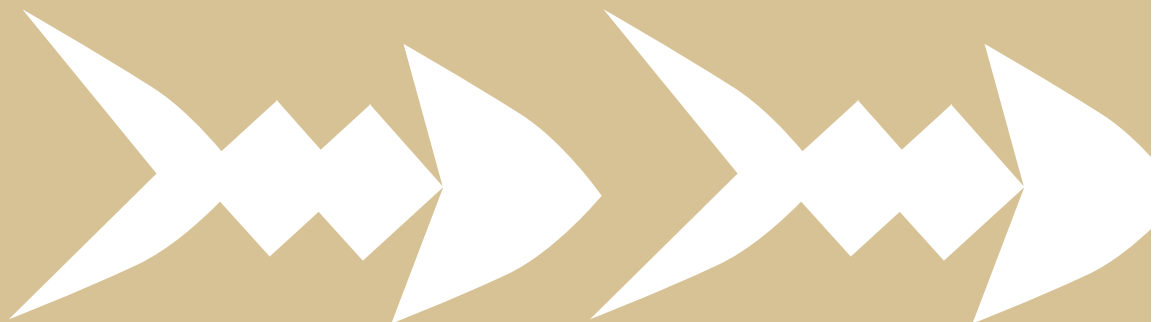
The implementation of our first RAP has led to:

- » An increased understanding of Aboriginal & Torres Strait Islander culture in Veolia

Veolia understands that supporting Aboriginal people to care for country and develop the local economy in their traditional areas is vital in creating long term sustainable development in Australia.

- » The delivery of Indigenous Engagement Awareness training across the company
- » Improved stakeholder relations with Aboriginal & Torres Strait Islander groups
- » An Aboriginal Joint Venture in regional Western Australia
- » A heightened awareness of Aboriginal & Torres Strait Islander synergies in our supply chain
- » Diversity in our work culture – eg in our celebration of different cultures, in our recruitment & our people
- » One Aboriginal Representative on our RAP Working Group and our Advisory Board

The first Veolia RAP laid the foundations for a more formalised approach to Veolia's Aboriginal and Torres Strait Islander engagement. The Veolia vision for our second RAP is to build upon this foundation by executing targeted programs aimed at increasing Aboriginal and Torres Strait Islander participation in our workforce and supply chain and to continue the journey of raising the cultural awareness and competency of Veolia as an organisation.



# CASE STUDIES



## Relationship with Engineering Aid

Veolia recognises the importance of engaging with Indigenous youths and extending opportunities to them which will help them enter the workforce more confidently. To this end, Veolia partnered with Engineering Aid Australia to encourage Indigenous secondary school students to continue on to tertiary level education. Engineering Aid Australia (EAA), a not-for profit organisation, aims to encourage Indigenous secondary school students going into years 11 and 12, to consider a career as a professional engineer. Engineering Aid strives to demonstrate real life examples of engineering in practice; everything from water treatment plants, to Boeing planes, to building bridges and office towers. Providing opportunities to Indigenous students to realise the myriad career pathways available to them is important to the overall interest of furthering education; and also forms a major focus of the Federal Government's strategy to 'close the gap' between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

"The support from companies, like Veolia, is vital to help these students to strive ahead in their education," said Ms. Vans-Colina, Engineering Aid Director. Richard Mueller, Veolia's Executive General Manager Technical and Innovation, said "Veolia was excited to again partner with Engineering Aid to support Australia's Indigenous youth. Through Engineering Aid we are able to actively engage with Indigenous students at a crucial point in their study pathway."

### 'Respect' through online Cultural Awareness Training

A key focus of Veolia's first RAP was to increase the level of cultural awareness throughout the organisation. In order to achieve this goal Veolia partnered with Corporate Culcha, a local Aboriginal business that specialises in e-learning and Indigenous cultural awareness training. Through this partnership a tailored online program was developed that suited the needs of our business. This online program is now mandatory for all Veolia employees and is a standard part of our induction process.

The online program does not replace face to face cultural awareness training as Veolia continues to utilise a number of Aboriginal and Torres Strait Islander providers at a local level. This is important in developing local relationships as well as recognising the diversity of language and culture within Aboriginal and Torres Strait Islander communities.



### North West Alliance

In 2013 Veolia Australia formed its first Aboriginal Joint Venture, the 'North West Alliance' by partnering with 'Our Country', a local Pilbara Aboriginal business in Western Australia that focuses on sustainable development. The vision of this joint venture was to combine the best of Veolia globally with the best of Our Country locally in order to improve sustainability outcomes in the Pilbara region and build local capability. The North West Alliance has become one of the largest Aboriginal owned waste management companies in Australia over the last three years and provides a significant return to local communities through employment and training, local contracting and community sponsorships.

Marc Churchin, Veolia Group General Manager (WA) said, "The partnership between Veolia and Our Country, based on mutual respect & trust is recognised as the benchmark for Indigenous Joint Venture models. The combination of global expertise and technical excellence with local content and Community inclusion is a powerful offering".

Blaze Kwaymullina, Director North West Alliance said "I partnered with Veolia as they are a business that wants to create better outcomes not only in the environmental area, but also socially and culturally. Through the North West Alliance we have been able to employ and upskill a lot of local Traditional Owners as well support other local Aboriginal businesses in our supply chain. Our partnership is a good example of how a global business can partner locally to great success".





## RELATIONSHIPS

Building strong, open relationships with local communities is a fundamental requirement to the success of our business. Only through understanding and connecting with Aboriginal & Torres Strait Islander peoples and other Australians can we unlock and discover shared opportunities for active collaboration to tackle the future challenges of Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group (RWG) actively monitor RAP development and implementation of actions, tracking progress and reporting	Oversee the development, endorsement and launch of the RAP	June 2017	Chair of RAP Committee
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	June 2017, 2018, 2019	Executive GM
	Meet 4 times a year to monitor and report on RAP implementation	Feb, May, Aug, Nov June 2017, 2018, 2019	Chair of RAP Committee
	Launch our 2nd RAP at our National Conference.	June 2017	Executive GM
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise at least one internal event per region for NRW each year	27 May–3 June 2018, 2019	State Rappers
	Register all NRW events via Reconciliation Australia's NRW website	27 May–3 June 2018, 2019	State Rappers
	Support an external NRW event per region	27 May–3 June 2018, 2019	State Rappers
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW	27 May–3 June 2018, 2019	State Rappers
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories	27 May–3 June 2018, 2019	State Rappers
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Strengthen our existing relationships with Aboriginal and Torres Strait Islander stakeholders by engaging in capacity building activities to ensure their long-term success	Dec 2017	Director North West Alliance
	Develop and implement a regional engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders (this would include developing a list of Traditional Owners in each region we operate in, and contacting each Traditional Owner group to discuss opportunities for engagement)	Dec 2018	State Rappers
	Meet with local Aboriginal and Torres Strait Islander organisations in our regions to develop guiding principles for future engagement	Dec 2017	State Rappers
	Identify opportunities to develop strategic partnerships with local Aboriginal and Torres Strait Islander community groups in each region we operate in to build mutual capacity	Dec 2017	State Rappers





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	Sept 2017	Communications Manager
	Promote reconciliation through ongoing active engagement with key regional stakeholders	Dec 2017	State Rappers
	Develop a hub on our intranet for the RAP to promote awareness and participation in RAP activities, including: <ul style="list-style-type: none"> <li>– Share RAP outcomes with all staff through the RAP intranet hub to promote staff engagement with and understanding of the RAP</li> <li>– Develop videos for placement on our RAP intranet hub to engage staff members in RAP activities and outcomes</li> <li>– Publicise our response to the RAP Impact Measurement Questionnaire on the RAP intranet hub to increase staff awareness of RAP outcomes</li> </ul>	Jan 2018	Communications Manager
	Incorporate the RAP Commitments into the Onboarding Program & target 100% of all new employees to have completed the Program relevant to their job level, within the first 3 months	June 2018	HR Manager
	Undertake a survey of RAP awareness amongst staff to assess the need for increased engagement and sharing of outcomes	Dec 2017	HR Manager Chair of RAP Committee
	Establish Terms of Reference for the RWG who will: <ul style="list-style-type: none"> <li>– Provide updates on RAP progress and activities quarterly to the ExCO</li> <li>– Create and promote an annual video to staff and stakeholders with our senior leaders explaining our RAP commitment, goals and achievements</li> <li>– Encourage our stakeholders and partners to develop their own RAPs through sharing our RAP progress and commitments</li> <li>– Work towards ensuring all key stakeholders and Veolia partners either have developed a RAP or have clearly demonstrated a commitment to reconciliation and closing the gap</li> </ul>	June 2017	Communications Manager  Director North West Alliance  Director North West Alliance
5. Promote and celebrate Aboriginal and Torres Strait Islander events and dates of significance	Develop a calendar of Aboriginal and Torres Strait Islander events and distribute to regional leaders	Sept 2017	State Rappers
	Identify opportunities for Veolia to provide regional & national support to key Aboriginal and Torres Strait Islander events in the regions we operate in	Sept 2017	State Rappers
	Encourage staff members to attend local Aboriginal and Torres Strait Islander community events and invite staff members' families to attend	June 2018	State Rappers
	Use Toolbox as a platform to discuss opportunities for participation in local Aboriginal and Torres Strait Islander events	June 2018	State Rappers



## RESPECT

As a business operating in diverse Australia, it is important for Veolia to understand and respect all cultures including Aboriginal and Torres Strait Islander peoples, their histories, land, and traditions. Through understanding and respecting different cultures, backgrounds and points of view, Veolia will be a more innovative and resilient organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff (including ongoing refresher training) which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, induction trainings, face to face workshops or cultural immersion)	Sept 2017	HR Manager
	Ensure cultural awareness training is relevant to each region by incorporating information about local Traditional Owners of each region we operate in, including key protocols, local stories and histories	Dec 2018	Regional HR Managers
	Investigate opportunities to work with local Traditional Owners &/or Aboriginal & Torres Strait Islander consultants to develop local cultural awareness training	July 2018	State Rappers
	Provide opportunities for RWG members, State Rappers, and other key leadership staff to participate in local cultural awareness training	July 2018	State Rappers
	Promote Reconciliation Australia's Share Our Pride online tool to all staff	Sept 2017	State Rappers
	Develop metrics to measure the effectiveness of cultural awareness training, and use these metrics to inform modifications to our cultural awareness training strategy and programs	Dec 2017	HR Manager
	Provide opportunities for senior staff to engage with Aboriginal and Torres Strait Islander communities through cultural immersion activities	Dec 2018	Director North West Alliance
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Review and update cultural protocol document to ensure it is current and relevant to our relationships with Aboriginal and Torres Strait Islander stakeholders, and reflective of the diversity of our stakeholders	Sept 2017	Chair of RAP Committee
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	Sept 2017	State Rappers
	Invite a Traditional Owner to provide a Welcome to Country at significant regional & national events, eg National Conference	Dec 2018	State Rappers
	Encourage staff to include an Acknowledgement of Country at the commencement of meetings where appropriate	Aug 2018	State Rappers
	Display an Acknowledgement of Country plaque in all Veolia offices	Dec 2018	State Rappers



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Review &/change HR policies, procedures & practices to identify if there are barriers to staff participating in NAIDOC Week	June 2017	HR Manager
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week	First week in July 2017, 2018	State Rappers
	Hold an internal NAIDOC event in each Region	First week in July 2017, 2018	State Rappers
	Contact our local NAIDOC Week Committee to discover events in our community	First week in July 2017, 2018	State Rappers
9. Visibly demonstrate respect for Aboriginal and Torres Strait Islander cultures in our workplace	Display our reconciliation symbol at each office location	Dec 2017	State Rappers
	Investigate opportunities to visually display the story of local Traditional Owners at each of our office sites (eg through a dedicated plaque)	Dec 2017	State Rappers
	Where appropriate display the Aboriginal flag and the Torres Strait Islander flag in our office locations	Dec 2018	State Rappers
	Increase the display of our reconciliation symbol on company vehicles and Veolia trucks and utes	May 2018	State Rappers
	Ensure the intranet hub that is developed contains resources and links to local Aboriginal and Torres Strait Islander histories and cultures	Dec 2017	Communications Manager



## OPPORTUNITIES

We believe that we cannot have a strong economy without strong local communities. As a business in the community, Veolia has a responsibility to create positive actions with local Aboriginal and Torres Strait Islander peoples to generate shared and sustainable economic and social opportunities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Collect & record information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	Sept 2017	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	Dec 2017	HR Manager
	Identify media channels in order to advertise vacancies in Aboriginal and Torres Strait Islander media	Sept 2017	HR Manager
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	Dec 2017	HR Manager
	Engage with Aboriginal and Torres Strait Islander recruitment agencies within each region to support our recruitment of Aboriginal and Torres Strait Islander staff through the Labour Hire Panel	Dec 2017	HR Manager
	Develop national and state metrics for recruitment and retention of Aboriginal and Torres Strait Islander employees	Dec 2017	HR Manager
	Work towards a national target of 3% by setting regional targets of our employees being Aboriginal and/or Torres Strait Islander peoples	Dec 2018	HR Manager
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply' or similar	Sept 2017	HR Manager
	Engage with existing Aboriginal & Torres Strait Islander staff to consult on their experience with their recruitment & professional development	Jan 2018	HR Manager
11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Procure \$1 million worth of goods or services from Aboriginal and Torres Strait Islander enterprises over the next two years	Dec 2018	Procurement/ Director North West Alliance
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	Dec 2017	Procurement Manager
	Communicate to procurement staff the resources available which list Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	July 2017	Procurement Manager
	Develop at least one regional partnership with an Aboriginal and/or Torres Strait Islander owned business	Dec 2018	Director North West Alliance
	Maintain Supply Nation membership	June 2017	Procurement Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop an Indigenous business support program	Nov 2018	Procurement Manager/State Rappers
	Strengthen relationships with local Aboriginal and Torres Strait Islander suppliers by inviting them to share their stories about their cultures and communities with Veolia staff	Nov 2018	Procurement Manager/State Rappers
	Identify opportunities for commercial partnerships with Aboriginal and Torres Strait Islander organisations	Dec 2017	Director North West Alliance
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Dec 2017	Procurement Manager
	Develop supplier spend metrics for our use of Aboriginal and Torres Strait Islander businesses, on both a state and national level, & report to RWG	Sept 2017	Procurement Manager
12. Support alternative pathways for employment of Aboriginal and Torres Strait Islander peoples	Establish a strategy for the recruitment of Aboriginal and Torres Strait Islander graduates, apprentices and trainees	Dec 2017	HR Manager
	Set targets for the recruitment of Aboriginal and Torres Strait Islander interns, apprentices and trainees	Dec 2017	HR Manager
13. Support Aboriginal and Torres Strait Islander organisations and programs	Continue supporting Engineering Aid Australia by providing scholarships and financial assistance for aspiring Aboriginal and Torres Strait Islander engineers	July 2017	Engineering Manager
	Provide opportunities for staff to participate in volunteering activities with Aboriginal and Torres Strait Islander organisations and enterprises	Dec 2018	State Rappers
14. Share and learn from Aboriginal and Torres Strait Islander knowledge and perspectives to guide our current and future initiatives	Host a knowledge exchange on environmental solutions with Traditional Owners and other Aboriginal and Torres Strait Islander community members	Dec 2018	Director North West Alliance/ Chair RAP Committee
	Provide opportunities for our researchers to engage with Aboriginal and Torres Strait Islander researchers in environmental research and development	Dec 2018	Director North West Alliance/ Engineering Executive/Chair Rap Committee
15. Support waste management education in Aboriginal and Torres Strait Islander communities	Identify opportunities to work directly with Aboriginal and Torres Strait Islander communities and organisations to strengthen waste management, eg support WasteAid	Nov 2018	State Rappers



## GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16. Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	30 September 2017, 2018	Chair RAP Committee
	Investigate participating in the RAP Barometer	May 2018	Chair RAP Committee
17. Report RAP achievements, challenges and learnings internally and externally	Publically report our RAP achievements, challenges and learnings	Dec 2017 & Dec 2018	Communications Manager
	Annually report to Paris Headquarters through the provision of case studies related to RAP outcomes	Dec 2017 & Dec 2018	Chair RAP Committee
18. Determine internal reporting mechanisms for measuring RAP outcomes	Determine mechanisms for collecting data on our RAP outcomes, and tracking trends in this data	Sept 2017	Chair RAP Committee
	Ensure records related to RAP outcomes are maintained and consolidated to ensure efficiency	Dec 2018	State Rappers & Functional Heads
	Identify budget needs for RAP deliverability	Dec 2018	Chair RAP Committee
19. Provide strong governance and staffing support for the RAP	Determine mechanisms for escalating RAP commitments and outcomes throughout the organisation to ensure deliverability – quarterly reporting	Quarterly	Chair of RAP Committee
	Communicate responsibilities of delivering RAP outcomes	June 2017	Executive GM
	Align the performance appraisal objectives of state GGMs with RAP KPIs, and provide annual reports on scorecard – business plans	Dec 2017	Executive GM
	Include RAP commitments in staff metrics	Dec 2017	Executive GM
20. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Dec 2018	Chair RAP Committee
	Send draft RAP to Reconciliation Australia for review and feedback	Jan 2019	Chair RAP Committee
	Submit draft RAP to Reconciliation Australia for formal endorsement	June 2019	Chair RAP Committee

# The story and explanation of the Veolia Reconciliation Symbol

At the heart of the symbol sits the Aboriginal & Torres Strait Islander community with Veolia's focus on reconciliation, represented by the three concentric circles surrounded by a dotted circle.

Radiating outwards are eight stylised boomerangs. These boomerangs represent Veolia's core business in providing innovative environmental solutions in water, waste and energy. The four patterned boomerangs represent Veolia's sustainability within the community, the marketplace, the workplace and the environment. These business aspects are linked with the heart of the symbol, representing the interconnectedness between Veolia as a responsible business and its local communities.

The eight 'U' shaped motifs represent each Australian state and territory where Veolia operates and has a presence.

The circles coupled with the 'U' shaped motifs represent yarnning circles. These yarnning circles are a place for national dialogue for both Indigenous and non-Indigenous Australians, towards understanding and reconciliation. Together, the two motifs represent the opportunity for both Veolia & local communities to walk alongside each other to connect, learn & develop lasting relationships through a journey of open dialogue and discovery.



*Veolia's Reconciliation Symbol was created by  
Gilimbaa Indigenous Creative Agency.  
For more information please visit  
[www.gilimbaa.com.au](http://www.gilimbaa.com.au)*

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