



Cooperation between stakeholders for ecological transformation



A method launched by  VEOLIA

in partnership with Usbek & Rica, bluenove and la REcyclerie
supported by Comité 21

In light of the ecological emergency, cooperation between stakeholders is now crucial

Ecological challenges are multiplying and intensifying: everyone agrees that action is urgently needed. But changes in behavior, models and visions are sometimes slow in coming.

Because there are obstacles, often economic, regulatory or cultural... How do we overcome them?

Through our ability to cooperate and the collective intelligence that comes with it. This is why Veolia has devised “+1, an ecology turned into actions”, an innovative method for dialog between stakeholders on the challenges of ecological transformation.

The aim? **To open discussions and reflections between stakeholders from different backgrounds** with sometimes diverging interests (including employees, investors, experts, elected officials, companies, researchers, scientists and participants in civil society) to work together freely, **to deploy solutions useful to the greatest number.**

By reaching beyond divisions, we commit ourselves together to a shared dynamic that will boost ecological transformation.



Ecological transformation requires deep-seated change in companies, which must reinvent their place in society through new interfaces, new ways of listening, exchanging and contributing.



Estelle Brachlianoff,
CEO, Veolia



This method contributes to Sustainable Development Goal 17 (the only transverse SDG) which promotes effective partnerships in support of the other 16 SDGs of the UN 2030 Agenda.

A method designed and supported by an ecosystem of experts

“+1, an ecology turned into actions” is a method launched by Veolia in 2021, conceived and designed with the forward-looking publication Usbek & Rica, an expert in collective intelligence methods, bluenove, and the eco-responsible alternative space, la REcyclerie. The method is supported by Comité 21, a think-tank and do-tank bringing together more than 400 French sustainable development players.



So what is +1?

Creating and facilitating dialog between stakeholders in a company or organization to accelerate ecological transformation is the objective of the “+1, an ecology turned into actions” method.

+1 is a series of **3 meetings** bringing together a group of 15 to 50 stakeholders (Employees, Clients, Shareholders, Society, Planet).

These meetings are designed as **a process** combining **3 phases**, to experience the benefits of cooperating within a broader ecosystem of players:

- **#1 Listening** : to overcome ideological and hierarchical divisions in order to go beyond one’s own interests.
- **#2 Prioritizing** : to establish useful and impactful actions and solutions to be implemented as a priority for the benefit of all stakeholders.
- **#3 Committing** : to drive ecological transformation within organizations.



Why “+1”?



+ to widen the circle of stakeholders involved



to signify the search for union and cooperation

This method can be used for any type of organization (local authority, company, association, etc.) or project (solution, contract, strategic issue). Discover the 4 steps to organize a +1 cycle!





Step 1

Identify your work issue

Wastewater reuse, what are the drivers and obstacles to its deployment? How do we reconcile ecological transformation with employment? How do we foster innovation through cooperation?

There are multiple issues related to ecological transformation. It's up to you to identify and formulate the one you want to get your stakeholders involved in **to find courses of action together**.

Step 2

Put together a collective of stakeholders

Who are the stakeholders involved in and impacted by this issue? Whose views, solutions and commitments do you need to collect?

Employees, local authorities, clients, subcontractors... Along with your various departments (Human Resources, Purchase, Strategy, Sustainable Development, etc.), identify the relevant stakeholders and invite them to join your +1 collective.

In order to **commit themselves individually and collectively**, participants and organizers of a +1 sign a charter of commitments specifying the rights and duties of each.



Step 3

Organize your series of meetings in a pleasant place and facilitate discussions

Each of the 3 meetings includes:

- An **opening keynote speech**, a time for inspiration and exploration of the challenges of the topic addressed.
- A **collective intelligence** workshop divided into sub-groups to propose practical actions with a significant positive impact to be implemented, in the interest of the greatest number.

The collective intelligence workshop is divided into 3 parts:

- A time for individual **introspection** to identify the issues related to the work issue.
- A time **for collaboration** to identify the specific stakes of the stakeholder category.
- A time for **alignment** to identify the points of divergence between categories of stakeholders and seek a path of alignment, to achieve joint actions.

Step 4

Summarize the discussions and maintain momentum

After each of the three meetings, summarize the discussions with the main findings and share this summary with participants.

At the end of a cycle, a concise document shared to the members of the +1 collective allows each participant to appropriate the ideas and proposed courses of action, and could possibly enlighten other players involved in ecological transformation!

Curious to know more?

Find out how to organize these 4 steps in the **+1 user guide**, available at veolia.com/plus1

The +1 method: examples of practical applications

12
“+1” initiatives
since 2021

250+
stakeholders
have experienced
the “+1” method



The +1 method, available in open source to all those wishing to use it, can be applied to an organization, a project, a contract or a strategic issue. Overview of current applications.

8

**geographical
areas involved:**
Australia/New
Zealand, Colombia,
Czech Republic,
France, Italy, Japan,
United Kingdom,
United States

**ARIANEO**

**A contract that renews modes of
governance**

In 2021, Veolia was awarded the contract to modernize the city of Nice’s waste-to-energy plant and its state-of-the-art sorting center. Veolia and the Nice Côte d’Azur metropolitan area designed a high-profile industrial site that is also open to the city, with participatory governance: “the High Environmental and Societal Committee”. Designed according to the +1 method, it is a consultative and decision-making body comprising 12 members, including representatives of civil society and the contract stakeholders.



**Application of the +1 method in
developing Veolia’s next strategic
plan**

During the 18 months it took to draw up the 24-27 strategic plan, nearly 150 representatives of the Group’s five categories of stakeholders in eight of its geographical areas were

invited on three occasions to discuss Veolia’s strategic policies, in person. The purpose of these meetings is to listen to the participants and discuss the definition of ecological transformation, their expectations of Veolia in this area and the most important areas for transformation.

“+1 employee representatives” consultation to include them in development of the Group’s next strategic plan

As part of the definition of its next strategic plan for 24-27, Veolia wanted to broaden and share its thoughts with employee representatives from the France and Europe offices, meeting according to the +1 method. Two meetings were held to gather their expectations, their concerns and their priorities for the next strategic plan, particularly concerning social and human resources policies.



“+1 Lab”, a collective committed to the challenges of cooperation between stakeholders for ecological transformation

50 stakeholders are involved in the “+1 Lab”: a series of meetings initiated by Veolia in 2021, which enabled the +1 method to be tested, enhanced and approved!

In 2022, Veolia once again brought this group together to apply this method to subjects such as regional resilience, innovation, employment and inclusion. New programming is proposed for 2023.

The “+1, an ecology turned into actions” method is currently being deployed in the Group’s geographic zones in Portugal and Ireland, as well as in the service of a partner, the *Cercle Français de l’Eau*, to mobilize local players on water issues (water management, educating elected officials and users).

And other initiatives are ongoing

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They have experienced +1

Creating consensus and commitment, meeting, taking a step back and confronting different viewpoints. There are multiple benefits to deploying a +1 mechanism within an organization.

Testimonials

Raising awareness on the urgency of the transformation



We're all kind of ambassadors for ecological transition. If everyone could walk away with solutions and disseminate them, that would already be a first victory for the +1 collective.



Abdelkhaliq Zenati - EMPLOYEE
Operations Manager, SARP

Creating links between stakeholders



This initiative brings us closer to a strategic ally as important as Veolia and helps us better understand our shared vision and goals.



Juan Filipe Molina - CLIENT
CEO, Ecosoluciones

Imagining new collaborations



Veolia is at the crossroads of industrial players, citizens, and public authorities; it can help pull together the players gathered during the +1 sessions, and create a real impact!



Laurène Chenevat - SHAREHOLDER
Sustainable Finance Policy and Regulation
leader, Natixis

Creating the conditions for innovation



To pull off this ecological transformation, we will have to break with our behavior and our models. And we have to create these breaks together.



Pascal Berteaud - SOCIETY
CEO, Cerema

Fostering inspiration



We always leave with lots of ideas, it's a great model!



Véronique Vezin - PLANET
Director of Development, Tara Ocean Foundation



Open source tools to experiment with +1 at your scale and according to your needs

The methodology and tools of the +1 method are shared in open source within a user guide. The aim? To accompany and support companies and organizations that wish to apply it to their issues and contexts.



Instructions for use

You will find:

- the **fundamentals** for the method;
- **practical tips and tools** for implementing a +1.



Where can I download it ?

Visit the [veolia.com](https://www.veolia.com) website for instructions and other resources.

Keywords for +1

Ecological transformation

It expresses a voluntary and in-depth change in our modes of production and consumption in order to provide the solutions that our societies need. It's ecology "at a human level", requiring an active role from everyone (companies, associations, institutions, citizens, communities) to implement it.

Purpose

The way a company defines its contribution to society beyond its economic activity.

Multifaceted performance

A shared progress approach initiated by Veolia to roll out its purpose for the benefit of all its stakeholders. Multifaceted performance puts the economic, financial, commercial, human

resources, social and environmental performance of the company on the same level of attention and requirement.

Stakeholder

An individual or organization that has one or more interests in an organization's decision or activity.

OUR AMBITION IS HUGE, BUT SO IS OUR DETERMINATION

WE ARE ACTING

FOR ECOLOGICAL BIG CHALLENGES

We are working to combat climate warming; promote the circular economy; decontaminate the air, water and soil; protect biodiversity and facilitate access to resources; for a **better and more sustainable future for all.**

FOR TRANSFORMATION

Given the urgency we face, "transition" is no longer enough. We are embarking on a genuine "transformation" to implement the solutions our societies need – solutions to **turn the tide!**

FOR MAXIMUM IMPACT

With **Impact 2023**, we are making decisive, impactful choices to accelerate, reinvent and promote the activities that have the greatest impact on both today and tomorrow.

FOR A MULTIFACETED PERFORMANCE

We are looking for the best **balance** between economic and financial, environmental, human resources, social and commercial performances, which for us form an indivisible whole.

FOR AND WITH OUR STAKEHOLDERS

We are moving forward in a process of continuous improvement, acting collectively for and with our stakeholders, because we will achieve success through being **useful** to them, not the other way around.

WITH OUR FULL COMMITMENT

Every day, wherever we operate, we, the **Resourcers**, mobilize our talents and expertises to move forward together, never give up, be optimistic. Because that is how we play our part in **Resourcing the world.**

Ecological transformation, that is our purpose.

About partners of “+1, an ecology turned into actions”



Veolia aims to become the benchmark company for ecological transformation. Present on five continents, the Group designs and deploys useful, practical solutions for the management of water, waste and energy that are contributing to a radical turnaround of the current situation.



Usbek & Rica is a media that explores the future and chronicles the upheavals of our time. Its forward-looking approach highlights everything that is being created and thought to bring about the emergence of a more socially, technologically and ecologically habitable world for present and future generations.



bluenove, founded in 2008, is a leader in massive collective intelligence methods and technologies for companies and the public sector.



A former railway station in Paris renovated in 2014 as an alternative space for eco-responsible experimentation, **la REcyclerie** raises awareness and mobilizes a wide public concerning the issues and alternatives of a more responsible and sustainable society, playfully and without guilt. Veolia has been the main partner since its opening.



Both a think-tank and a do-tank, with over 400 members, **Comité 21**, a French association for sustainable development, contributes to transforming society towards a sustainable model based on the Agenda 2030 and the 17 global sustainable development goals (SDGs).

Contact

lecollectifplusun@gmail.com
