

# Public report

2018-19

Submitted by

Legal Name:  
**Veolia Environmental Services (Australia) Pty Ltd**



## Organisation and contact details

<b>Submitting organisation details</b>	<b>Legal name</b>	Veolia Environmental Services (Australia) Pty Ltd
	<b>ABN</b>	20051316584
	<b>ANZSIC</b>	D Electricity, Gas, Water and Waste Services 2922 Waste Remediation and Materials Recovery Services
	<b>Business/trading name/s</b>	
	<b>ASX code (if applicable)</b>	
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	<b>Organisation phone number</b>	(02) 8571 0000
	<b>Reporting structure</b>	<b>Ultimate parent</b>
<b>Number of employees covered by this report</b>		3,705

## All organisations covered by this report

<b>Legal name</b>	<b>Business/trading name/s</b>
Veolia Environmental Services (Australia) Pty Ltd	
Veolia Water Services (ANZ) Pty Ltd	
Veolia Water Australia Pty Ltd	
Veolia Water Operations Pty Ltd	
Veolia Water Utilities (Aust.) Pty Ltd	

# Workplace profile

## Manager

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
CEO/Head of Business in Australia	0	Full-time permanent	0	1	1
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Key management personnel	-1	Full-time permanent	2	12	14
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
	-2	Full-time permanent	0	3	3
		Full-time contract	0	0	0
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0
Senior Managers	-2	Full-time permanent	8	32	40
		Full-time contract	0	1	1
		Part-time permanent	1	1	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	1	5	6
		Full-time contract	0	1	1
		Part-time permanent	1	0	1
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	0	4	4
		Full-time contract	0	1	1
		Part-time permanent	0	0	0
		Part-time contract	0	0	0
		Casual	0	0	0

Manager occupational categories	Reporting level to CEO	Employment status	No. of employees		
			F	M	Total employees
Other managers	-2	Full-time permanent	7	14	21
		Full-time contract	0	0	0
		Part-time permanent	2	0	2
		Part-time contract	0	0	0
		Casual	0	0	0
	-3	Full-time permanent	18	75	93
		Full-time contract	1	1	2
		Part-time permanent	1	3	4
		Part-time contract	0	0	0
		Casual	0	0	0
	-4	Full-time permanent	14	76	90
		Full-time contract	0	4	4
		Part-time permanent	3	0	3
		Part-time contract	0	0	0
		Casual	0	0	0
	-5	Full-time permanent	5	24	29
		Full-time contract	0	2	2
		Part-time permanent	0	1	1
		Part-time contract	0	0	0
		Casual	0	0	0
Grand total: all managers			64	261	325

# Workplace profile

## Non-manager

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Professionals	Full-time permanent	98	188	1	5	0	0	292
	Full-time contract	10	25	0	0	0	0	35
	Part-time permanent	16	4	0	0	0	0	20
	Part-time contract	1	0	0	0	0	0	1
	Casual	6	5	0	0	0	0	11
Technicians and trade	Full-time permanent	4	209	0	0	1	15	229
	Full-time contract	33	458	0	0	0	0	491
	Part-time permanent	0	2	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Community and personal service	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	0	0	0	0	0	0	0
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Clerical and administrative	Full-time permanent	245	76	0	0	0	0	321
	Full-time contract	21	9	0	0	0	0	30
	Part-time permanent	44	0	0	0	0	0	44
	Part-time contract	8	0	0	0	0	0	8
	Casual	5	2	0	0	0	0	7
Sales	Full-time permanent	47	86	0	0	0	0	133
	Full-time contract	1	3	0	0	0	0	4
	Part-time permanent	4	0	0	0	0	0	4
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Machinery operators and drivers	Full-time permanent	32	1,190	0	0	0	2	1,224
	Full-time contract	3	34	0	0	0	0	37
	Part-time permanent	15	21	0	0	0	0	36
	Part-time contract	0	0	0	0	0	0	0
	Casual	22	368	0	0	0	0	390

Non-manager occupational categories	Employment status	No. of employees (excluding graduates and apprentices)		No. of graduates (if applicable)		No. of apprentices (if applicable)		Total employees
		F	M	F	M	F	M	
Labourers	Full-time permanent	5	26	0	0	0	0	31
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	2	4	0	0	0	0	6
	Part-time contract	0	0	0	0	0	0	0
	Casual	4	18	0	0	0	0	22
Others	Full-time permanent	0	0	0	0	0	0	0
	Full-time contract	0	0	0	0	0	0	0
	Part-time permanent	1	1	0	0	0	0	2
	Part-time contract	0	0	0	0	0	0	0
	Casual	0	0	0	0	0	0	0
Grand total: all non-managers		627	2,729	1	5	1	17	3,380

# Reporting questionnaire

## Gender equality indicator 1: Gender composition of workforce

This indicator seeks information about the gender composition of relevant employers in a standardised format, to enable the aggregation of data across and within industries. The aggregated data in your workplace profile assists relevant employers in understanding the characteristics of their workforce, including in relation to occupational segregation, the position of women and men in management within their industry or sector, and patterns of potentially insecure employment.

**NB. IMPORTANT:**

- References to the Act mean the Workplace Gender Equality Act 2012.
- A formal 'policy' and/or 'formal strategy' in this questionnaire refers to formal policies and/or strategies that are either standalone or contained within another formal policy/formal strategy.
- Data provided in this reporting questionnaire covers the TOTAL reporting period from 1 April 2018 to 31 March 2019. (This differs from the workplace profile data which is taken at a point-in-time during the reporting period).
- Answers need to reflect ALL organisations covered in this report.
- If you select "NO, Insufficient resources/expertise" to any option, this may cover human or financial resources.

**1. Do you have formal policies and/or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY relating to the following?**

**1.1 Recruitment**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.2 Retention**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.3 Performance management processes**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority



#### 1.4 Promotions

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.5 Talent identification/identification of high potentials

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.6 Succession planning

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.7 Training and development

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

#### 1.8 Key performance indicators for managers relating to gender equality

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed  
Veolia will be looking to replicate the global target set into relevant Australia based targets.
  - Insufficient resources/expertise
  - Not a priority

#### 1.9 Gender equality overall

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority

**1.10 How many employees were promoted during the reporting period against each category below?**

**IMPORTANT: Because promotions are included in the number of appointments in Q1.11, the number of promotions should never exceed appointments.**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	3	18	8	25
Permanent/ongoing part-time employees	1	0	0	0
Fixed-term contract full-time employees	0	0	0	0
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	0	4

**1.11 How many appointments in total (including the number of promotions above in Q1.10), were made to manager and non-manager roles during the reporting period (based on WGEA-defined managers/non-managers)?**

**IMPORTANT: promotions need to be added to these totals because they are considered internal appointments.**

	Female	Male
Number of appointments made to MANAGER roles (including promotions)	12	46
Number of appointments made to NON-MANAGER roles (including promotions)	163	630

**1.12 How many employees resigned during the reporting period against each category below?**

	Managers		Non-managers	
	Female	Male	Female	Male
Permanent/ongoing full-time employees	8	27	68	259
Permanent/ongoing part-time employees	0	0	21	5
Fixed-term contract full-time employees	0	0	10	15
Fixed-term contract part-time employees	0	0	0	0
Casual employees	0	0	12	34

**1.13 If your organisation would like to provide additional information relating to gender equality indicator 1, please do so below.**

Veolia's harmonised Diversity Policy provides overarching coverage on all of the above elements relating to an individuals' employment at all Veolia entities. The policy promotes a workplace culture of equality where all staff are treated with dignity and respect. It highlights the importance of equal employment opportunity and recognises that decisions regarding the employment relationship have a direct impact on Veolia's business strategy and future performance.

Diversity and Inclusion was a key priority for Veolia in 2018 and continues to be for 2019. The following areas are under review during 2019 with associated action plans being established:

- Ensuring that our culture is supportive, inclusive and free from harassment, discrimination and bullying;
- Recognising the needs of employees with caring responsibilities.
- Attraction, recruitment, retention and development of females, specifically female in leadership roles and non-traditional roles;

As Veolia continues to grow, we have a greater focus on championing inclusion and diversity both from a national and international perspective. As such we have a range of different development programs targeted at all Veolia employees, but all aimed at developing and retaining our key talent. These include:

- The Women in Leadership programme, which supports the development of talented women leaders across Veolia internationally by strengthening leadership skills and promoting innovation by focusing on three pillars of effective leadership: Performance, Business and Visibility. This programme aims to develop

commitment, confidence and visibility of women leaders within the company. Participants receive collective work sessions and individual coaching over a nine-month period. In 2019, two of our ANZ emerging female leaders attended the workshop in Boston, USA.

- Jive is our global induction program targeted at new or recently promoted managers. Jive runs for 3-days consisting of workshops, site visits and meetings with members of Veolia's global management team to provide business and strategy knowledge, network opportunities and to share experiences with our emerging leaders. Participants go through a nomination and approval process to attend Jive. In 2018, 25% of participants from ANZ who attended Jive were female. In 2019, 75% of participants from ANZ who will attend Jive are female making it the highest rate of female participation that we've had in ANZ to date.
- The Essential Leadership Program (ELP) is a course designed for supervisors and/or new managers, centred around our business framework and the first level of our leadership pathway. ELP provides participants with the skills and tools to effectively lead their teams to greater outcomes. In 2018, 42% of participants were female.
- The Accord Program is a 7 module program designed to develop and retain female talent at all levels. It brings women together to focus on constructive dialogue and action to enable women to work together, to explore their ongoing development and connect staff at various levels to increase mentoring and role modelling, two of the key enablers of female success. In 2019, we have 45 females enrolled to complete the program.
- The Veolia Summer School is a global program designed to provide candidates with the opportunity to learn about Veolia's activities, to hone their knowledge in their field of study and to meet students from all over the world to work in a team to produce and solve real case studies. In 2019, one of our female engineers in our internal talent pipeline was selected to attend the summer school program in Paris.
- The Strategic Management Program (MGSM) is a 13-day residential program focused on developing our emerging leaders' capability to think and act for the present and future strategic health of Veolia. In 2018, 43% of attendees were female.
- Smart Seeds is a program designed for professionals with 2-10 years of industry experience. It provides a collaborative environment for participants to make diverse connections, influence changes and find solutions to challenges. In 2018, the 100% of participants were male. In 2019 we have a 50:50 gender split attendance rate.
- The Rethink Innovation Forum is designed to increase commitment, an innovative corporate culture, accelerate empowerment and collaboration for employees. In 2018, a diverse number of Veolia employees were selected from across ANZ and brought together for a 2 day workshop to discuss business challenges in Veolia and used the design ideation methodology to produce solutions for the business. 34% of participants were female.

In addition, to ensure that we have a diverse range of candidates for our vacancies and equal gender representation of applicants, we engage in proactive recruitment activities. This includes a focus on reducing unconscious bias by reviewing the language we use in our recruitment adverts to make them more gender neutral and talent mapping to specifically target female candidates; using a range of recruitment methods from traditional to social media platforms to gain access to a wider range of candidates from diverse backgrounds and recruitment methods to attract passive as well as active candidates in the market. This in turn has allowed us to present a gender balanced short-list to our hiring managers throughout the recruitment process.

Lastly, we are also developing a Traineeship/Apprenticeship, Internship, Cadetship and Graduates Foundational roles program to be launched in 2020. The aim of the:

- Traineeship/Apprenticeship is to double the number of our current apprentices by 2023. Veolia aims to have an annual intake of apprentices from diverse backgrounds including females, those from an indigenous background as well as young and mature age apprentices with the intention of retaining 80% of its annual cohort.
- The Internship and Cadetship program is to provide students who are completing their tertiary education with on the job experience. The aim is to have a 50:50 male to female ratio with at least a 10% indigenous cohort. It is intended that high performing interns will also be offered a place in the future Graduate Program.
- The Graduate Program will also aim to have a 50:50 male to female ratio. 50% of the graduate intake will be focused on those with an engineering discipline (Chemical, Mechanical, Civil and Electrical) and the remaining 50% will be from other business and or science disciplines, with at least one indigenous graduate hired.

## Gender equality indicator 2: Gender composition of governing bodies

Gender composition of governing bodies is an indicator of gender equality at the highest level of organisational leadership and decision-making. This gender equality indicator seeks information on the representation of women and men on governing bodies. The term "governing body" in relation to a relevant employer is broad and depends on the nature of your organisation. It can mean the board of directors, trustees, committee of management, council or other governing authority of the employer.

2. The organisation(s) you are reporting on will have a governing body. In the Act, governing body is defined as “the board of directors, trustees, committee of management, council or other governing authority of the employer”. This question relates to the highest governing body for your Australian entity, even if it is located overseas.

2.1 Please answer the following questions relating to each governing body covered in this report.

Note: If this report covers more than one organisation, the questions below will be repeated for each organisation before proceeding to question 2.2.

If your organisation’s governing body is the same as your parent entity’s, you will need to add your organisation’s name BUT the numerical details of your parent entity’s governing body.

2.1a.1 Organisation name?

Veolia Environnement

2.1b.1 How many Chairs on this governing body?

	Female	Male
Number	0	2

2.1c.1 How many other members are on this governing body (excluding the Chair/s)?

	Female	Male
Number	6	9

2.1d.1 Has a target been set to increase the representation of women on this governing body?

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

2.1e.1 What is the percentage (%) target?

40

2.1f.1 What year is the target to be reached?

2017

2.1g.1 Are you reporting on any other organisations in this report?

- Yes  
 No

2.1a.2 Organisation name?

Veolia Water Operations

**2.1b.2 How many Chairs on this governing body?**

	Female	Male
Number	0	2

**2.1c.2 How many other members are on this governing body (excluding the Chair/s)?**

	Female	Male
Number	6	9

**2.1d.2 Has a target been set to increase the representation of women on this governing body?**

- Yes  
 No (you may specify why a target has not been set)
- Governing body/board has gender balance (e.g. 40% women/40% men/20% either)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body/board appointments (provide details why):
  - Not a priority
  - Other (provide details):

**2.1e.2 What is the percentage (%) target?**

40

**2.1f.2 What year is the target to be reached?**

2017

**2.1g.2 Are you reporting on any other organisations in this report?**

- Yes  
 No

**2.2 Do you have a formal selection policy and/or formal selection strategy for governing body members for ALL organisations covered in this report?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal selection policy or formal selection strategy is in place)
- In place for some governing bodies
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Do not have control over governing body appointments (provide details why)
  - Not a priority
  - Other (provide details):

**2.3 Does your organisation operate as a partnership structure (i.e. select NO if your organisation is an “incorporated” entity - Pty Ltd, Ltd or Inc; or an “unincorporated” entity)?**

- Yes  
 No

**2.5 If your organisation would like to provide additional information relating to gender equality indicator 2, please do so below.**

Developing diversity is a priority for Veolia Environnement in combating all forms of discrimination. Equal treatment, opportunities, promotion, and access to positions of responsibility for its employees globally is a challenge for the Group's performance. By mobilizing all talents, in particular that of women, real balanced diversity becomes a source of creativity serving clients and a factor in social cohesion.

Globally Veolia Environnement has the desire to guarantee full respect for women's rights, ensure gender equality, and foster gender balance in its activities.

Globally Veolia has set the following gender balance objectives

Objective 2020: 25% women in the Top 300

Objective 2020: 30% women managers (in relation to 25.3% at the end of 2015 and 23.1% in 2011)

Objective 2017: 40% women on the board of directors (33.3% at the end of 2015 and 11% in 2011). This was achieved in 2017.

In Australia our Leadership team further pledged their commitment to ensuring that our organisation continues to ensure equal opportunities for promotion, recognition and fair treatment for every employee.

On International Women's Day 2019, a survey was conducted targeting female employees in non-traditional and leadership roles. From the results, a communication campaign was designed and used internally and externally through social media regarding the importance of women in leadership and the skills needed as a woman to succeed in Veolia. That data will now be used for future action planning. In addition, some of state teams attended our engineering partners' seminars that focused on diversity and other states invited guest speakers to share their experiences regarding gender diversity.

## Gender equality indicator 3: Equal remuneration between women and men

Equal remuneration between women and men is a key component of improving women's economic security and progressing gender equality.

### 3. Do you have a formal policy and/or formal strategy on remuneration generally?

Yes (select all applicable answers)

Policy

Strategy

No (you may specify why no formal policy or formal strategy is in place)

Currently under development, please enter date this is due to be completed

Insufficient resources/expertise

Salaries set by awards/industrial or workplace agreements

Non-award employees paid market rate

Not a priority

Other (provide details):

#### 3.1 Are specific gender pay equity objectives included in your formal policy and/or formal strategy?

Yes (provide details in question 3.2 below)

No (you may specify why pay equity objectives are not included in your formal policy or formal strategy)

Currently under development, please enter date this is due to be completed

Salaries set by awards/industrial or workplace agreements

Insufficient resources/expertise

Non-award employees paid market rate

Not a priority

Other (provide details):

#### 3.2 Does your formal policy and/or formal strategy include any of the following gender pay equity objectives (select all applicable answers)?

To achieve gender pay equity

To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance pay reviews)

To be transparent about pay scales and/or salary bands

- To ensure managers are held accountable for pay equity outcomes
- To implement and/or maintain a transparent and rigorous performance assessment process
- Other (provide details):

**4. Have you analysed your payroll to determine if there are any remuneration gaps between women and men (i.e. conducted a gender pay gap analysis)?**

- Yes - the most recent gender remuneration gap analysis was undertaken:
  - Within last 12 months
  - Within last 1-2 years
  - More than 2 years ago but less than 4 years ago
  - Other (provide details):
- No (you may specify why you have not analysed your payroll for gender remuneration gaps)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Salaries for ALL employees (including managers) are set by awards or industrial agreements AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
    - Salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
      - Non-award employees paid market rate
      - Not a priority
      - Other (provide details):

**4.01 You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide).**

As part of the 2018/2019 Remuneration review, a gender pay gap analysis was conducted. This analysis provided information on organisation wide gaps and between like for like roles. The analysis included a review of base salary increase, bonus awarded and Total Remuneration Package. It was incorporated into a final review of executives' decision making process.

A new job grading framework is currently being implemented in allowing for greater accuracy in the gender gap analysis process for like-for-like roles. It is envisioned that post the job grading implementation there will be another gender gap analysis completed with recommendations for key areas of improvement that will be put forward to the Executives for review.

As part of the job grading framework, we are currently reviewing how this framework can be used to provide greater accuracy in workplace gender equality and reporting across the whole of the employee life cycle from recruitment, annual remunerations reviews and promotions, as well as learning development opportunities to ensure that any gender biases are identified and minimised.

**4.1 Did you take any actions as a result of your gender remuneration gap analysis?**

- Yes – indicate what actions were taken (select all applicable answers)
  - Created a pay equity strategy or action plan
  - Identified cause/s of the gaps
  - Reviewed remuneration decision-making processes
  - Analysed commencement salaries by gender to ensure there are no pay gaps
  - Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
  - Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics (including gender pay gaps) to the governing body
  - Reported pay equity metrics (including gender pay gaps) to the executive
  - Reported pay equity metrics (including gender pay gaps) to all employees
  - Reported pay equity metrics (including gender pay gaps) externally
  - Corrected like-for-like gaps
  - Conducted a gender-based job evaluation process
  - Implemented other changes (provide details):
- No (you may specify why no actions were taken resulting from your remuneration gap analysis)



- No unexplainable or unjustifiable gaps identified
- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Salaries set by awards/industrial or workplace agreements
- Non-award employees are paid market rate
- Unable to address cause/s of gaps (provide details why):
- Not a priority
- Other (provide details):

**4.2 If your organisation would like to provide additional information relating to gender equality indicator 3, please do so below:**

Veolia remunerates each of its employees fairly with regard to market relativity, the complexity of the role and relevant industrial instruments. Veolia is committed to pay equality. Remuneration reviews, including a gender payroll analysis, are conducted on an annual basis to monitor our adherence to equitable remuneration practices.

## Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

This indicator will enable the collection and use of information from relevant employers about the availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities. One aim of this indicator is to improve the capacity of women and men to combine paid work and family or caring responsibilities through such arrangements. The achievement of this goal is fundamental to gender equality and to maximising Australia's skilled workforce.

**5. A "PRIMARY CARER" is the member of a couple or a single carer, REGARDLESS OF GENDER, identified as having greater responsibility for the day-to-day care of a child.**

**Do you provide EMPLOYER FUNDED paid parental leave for PRIMARY CARERS that is available for women AND men, in addition to any government funded parental leave scheme for primary carers?**

- Yes. (Please indicate how employer funded paid parental leave is provided to the primary carer):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to women ONLY (e.g. maternity leave). (Please indicate how employer funded paid parental leave is provided to women ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, we offer paid parental leave for primary carers that is available to men ONLY. (Please indicate how employer funded paid parental leave is provided to men ONLY):
  - By paying the gap between the employee's salary and the government's paid parental leave scheme
  - By paying the employee's full salary (in addition to the government's paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
    - As a lump sum payment (paid pre- or post- parental leave, or a combination)
- No, not available (you may specify why this leave is not provided)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

**5.1 How many weeks of EMPLOYER FUNDED paid parental leave for primary carers is provided? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of weeks provided to eligible employees:**

12



5a. If your organisation would like to provide additional information on your paid parental leave for primary carers e.g. eligibility period, where applicable the maximum number of weeks provided, and other arrangements you may have in place, please do so below.

5.2 What proportion of your total workforce has access to employer funded paid parental leave for PRIMARY CARERS?

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

5.3 Please indicate whether your employer funded paid parental leave for primary carers covers:

- Adoption
- Surrogacy
- Stillbirth

6. A "SECONDARY CARER" is a member of a couple or a single carer, REGARDLESS OF GENDER, who is not the primary carer.

Do you provide EMPLOYER FUNDED paid parental leave for SECONDARY CARERS that is available for men and women, in addition to any government funded parental leave scheme for secondary carers?

- Yes
- No, we offer paid parental leave for SECONDARY CARERS that is available to men ONLY (e.g. paternity leave)
- No, we offer paid parental leave for SECONDARY CARERS that is available to women ONLY
- No (you may specify why employer funded paid parental leave for secondary carers is not paid)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Government scheme is sufficient
  - Not a priority
  - Other (provide details):

6.1 How many days of EMPLOYER FUNDED parental leave is provided for SECONDARY CARERS? If different amounts of leave are provided (e.g. based on length of service) enter the MINIMUM number of days provided to eligible employees:

10

6a. If your organisation would like to provide additional information on your paid parental leave for SECONDARY CARERS e.g. eligibility period, other arrangements you may have in place etc, please do so below.

6.2 What proportion of your total workforce has access to employer funded paid parental leave for SECONDARY CARERS?

- In your calculation, you MUST INCLUDE CASUALS when working out the proportion.

- <10%
- 10-20%

- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%
- 81-90%
- 91-99%
- 100%

**6.3 Please indicate whether your employer funded paid parental leave for secondary carers covers:**

- Adoption
- Surrogacy
- Stillbirth

**7. How many MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Managers	7	4	0	6

**7.1 How many NON-MANAGERS have taken parental leave during the reporting period (paid and/or unpaid)? Include employees still on parental leave, regardless of when it commenced.**

	Primary carer's leave		Secondary carer's leave	
	Female	Male	Female	Male
Non-managers	37	16	0	45

**8. How many MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Managers	0	0

**8.1 How many NON-MANAGERS, during the reporting period, ceased employment before returning to work from parental leave, regardless of when the leave commenced?**

- Include those where parental leave was taken continuously with any other leave type. For example, where annual leave or any other paid or unpaid leave is also taken at that time.
- 'Ceased employment' means anyone who has exited the organisation for whatever reason, including resignations, redundancies and dismissals.

	Female	Male
Non-managers	2	0

**9. Do you have a formal policy and/or formal strategy on flexible working arrangements?**

- Yes (select all applicable answers)
  - Policy
  - Strategy

- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Don't offer flexible arrangements
  - Not a priority
  - Other (provide details):

**9.1 You may indicate which of the following are included in your flexible working arrangements strategy:**

- A business case for flexibility has been established and endorsed at the leadership level
- Leaders are visible role models of flexible working
- Flexible working is promoted throughout the organisation
- Targets have been set for engagement in flexible work
- Targets have been set for men's engagement in flexible work
- Leaders are held accountable for improving workplace flexibility
- Manager training on flexible working is provided throughout the organisation
- Employee training is provided throughout the organisation
- Team-based training is provided throughout the organisation
- Employees are surveyed on whether they have sufficient flexibility
- The organisation's approach to flexibility is integrated into client conversations
- The impact of flexibility is evaluated (eg reduced absenteeism, increased employee engagement)
- Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel
- Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body

**10. Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?**

- Yes (select all applicable answers)
- Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**11. Do you offer any other support mechanisms, other than leave, for employees with family or caring responsibilities (eg, employer-subsidised childcare, breastfeeding facilities)?**

- Yes
- No (you may specify why non-leave based measures are not in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**11.1 Please select what support mechanisms are in place and if they are available at all worksites.**

- **Where only one worksite exists, for example a head-office, select "Available at all worksites".**
- Employer subsidised childcare
  - Available at some worksites only
  - Available at all worksites
- On-site childcare
  - Available at some worksites only
  - Available at all worksites
- Breastfeeding facilities
  - Available at some worksites only
  - Available at all worksites
- Childcare referral services
  - Available at some worksites only
  - Available at all worksites
- Internal support networks for parents

- Available at some worksites only
- Available at all worksites
- Return to work bonus (only select this option if the return to work bonus is NOT the balance of paid parental leave when an employee returns from leave)
  - Available at some worksites only
  - Available at all worksites
- Information packs to support new parents and/or those with elder care responsibilities
  - Available at some worksites only
  - Available at all worksites
- Referral services to support employees with family and/or caring responsibilities
  - Available at some worksites only
  - Available at all worksites
- Targeted communication mechanisms, for example intranet/ forums
  - Available at some worksites only
  - Available at all worksites
- Support in securing school holiday care
  - Available at some worksites only
  - Available at all worksites
- Coaching for employees on returning to work from parental leave
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting mothers
  - Available at some worksites only
  - Available at all worksites
- Parenting workshops targeting fathers
  - Available at some worksites only
  - Available at all worksites
- None of the above, please complete question 11.2 below

**12. Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreements
  - Not aware of the need
  - Not a priority
  - Other (please provide details):

**13. Other than a formal policy and/or formal strategy, do you have any support mechanisms in place to support employees who are experiencing family or domestic violence?**

- Yes (select all applicable answers)
  - Employee assistance program (including access to a psychologist, chaplain or counsellor)
  - Training of key personnel
  - A domestic violence clause is in an enterprise agreement or workplace agreement
  - Workplace safety planning
  - Access to paid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)
  - Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)
  - Access to unpaid leave
  - Confidentiality of matters disclosed
  - Referral of employees to appropriate domestic violence support services for expert advice
  - Protection from any adverse action or discrimination based on the disclosure of domestic violence
  - Flexible working arrangements
  - Provision of financial support (e.g. advance bonus payment or advanced pay)
  - Offer change of office location
  - Emergency accommodation assistance
  - Access to medical services (e.g. doctor or nurse)
  - Other (provide details):

- No (you may specify why no other support mechanisms are in place)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not aware of the need
  - Not a priority
  - Other (provide details):

**14. Where any of the following options are available in your workplace, are those option/s available to both women AND men?**

- flexible hours of work
- compressed working weeks
- time-in-lieu
- telecommuting
- part-time work
- job sharing
- carer's leave
- purchased leave
- unpaid leave.

Options may be offered both formally and/or informally.

For example, if time-in-lieu is available to women formally but to men informally, you would select NO.

- Yes, the option/s in place are available to both women and men.  
 No, some/all options are not available to both women AND men.

**14.1 Which options from the list below are available? Please tick the related checkboxes.**

- Unticked checkboxes mean this option is NOT available to your employees.

	Managers		Non-managers	
	Formal	Informal	Formal	Informal
Flexible hours of work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Compressed working weeks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-in-lieu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Telecommuting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Part-time work	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Job sharing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Carer's leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Purchased leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Unpaid leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**14.3 You may specify why any of the above options are NOT available to your employees.**

- Currently under development, please enter date this is due to be completed
- Insufficient resources/expertise
- Not a priority
- Other (provide details):

**14.4 If your organisation would like to provide additional information relating to gender equality indicator 4, please do so below:**

Under our commitment to families at Veolia, we have undertaken a comprehensive review of our parental leave framework in both Australia and New Zealand. This has resulted in increased benefits and support for all mums and dads within our workforce, as well as a revised Parental Leave Procedure and Leave Standard. Previously, primary carers are eligible for 12 weeks of paid parental leave.

Partnering with an external organisation, Transitioning Well, we also have an online parental leave program that supports new parents and their managers during the three stages of parental leave:

1. Planning for leave
2. Staying engaged while on leave, and

### 3. Returning from leave.

Veolia understands that transition to parenthood requires planning and preparation and that bringing a new child home leads to a change of priorities, so whether our employees are expecting a baby, adopting or fostering, or if they are the birth mother, partner or spouse, our family-friendly policies offer a range of ways to support family responsibilities.

We have also launched the Safe to Work Dad webinar to provide support and resources for fathers designed to alert new dads to the safety risks associated with combining the early days of fatherhood with employment.

We are also proposing to review the language and access criteria we use in our internal policy and procedures relating to parental leave and pay. Currently our leave and enhanced pay provisions are available to parents irrespective of gender, relationship status or whether a child is biological or adopted to ensure inclusivity. To encourage equal and shared parenting responsibilities we are investigating the removal of the terms 'primary' and 'secondary' carer and the removal of the current barrier of one parent being unable to take parental leave at the same time as their partner. This is in reflection of current thinking in this area that such language and barriers are not supportive of both parents feeling able to access parental provisions and that caring responsibilities fall disproportionately to women.

Veolia is also committed to building a capable and flexible workforce. The company supports flexible work and leave practices which encourage the well-being of our employees and creates a sustainable future for our organisation.

Veolia also provides an Employee Assistance Program which is a confidential counselling service for employees and their eligible family members, paid for by Veolia. In addition to over the phone services, the EAP also provides access to online support services including over 850 wellbeing articles, self-assessment tools and online counselling.

## Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

This gender equality indicator seeks information on what consultation occurs between employers and employees on issues concerning gender equality in the workplace.

### 15. Have you consulted with employees on issues concerning gender equality in your workplace?

- Yes
- No (you may specify why you have not consulted with employees on gender equality)
- Not needed (provide details why):
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

#### 15.1 How did you consult with employees on issues concerning gender equality in your workplace?

- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details):

#### 15.2 Who did you consult?

- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)

- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

**15.3 If your organisation would like to provide additional information relating to gender equality indicator 5, please do so below.**

In 2017, we conducted an engagement survey which allowed employees to provide their feedback in areas including remuneration, workplace flexibility, access to learning and development opportunities and many other areas. As part of our analysis, we analysed gender demographics to determine if there were any gender-related issues for the organisation and our employees. In 2018 employees were further consulted through focus groups to develop a strategic action plan to improve engagement across Australia. In 2019, we will continue to seek employee feedback to better understand their highlights and also their challenges.

Veolia's performance management framework encourages managers and employees to have regular face to face discussions where they can consult on issues impacting their ability to do their job, including work/life balance, resourcing, as well as access to support networks.

New Starter and Exit Surveys are conducted at all levels of the business and employees are encouraged to provide feedback on a wide number of topics in relation to their employment at Veolia.

The organisation is always looking at ways we can develop and improve our diversity and inclusion approach and practices. This focus on continual improvement considers best practice from other industries as well as our own, global thought leadership and a world view of what public policy and private sector practices are effecting change that we can learn from in Australia and spreading awareness of issues amongst our employees and client base domestically.

Our Exit and New Starter Surveys also include questions specifically covering equality in the workplace and throughout the steps of our employment cycle. New systems were utilised during the reporting period to provide HR teams in Australia with real time meaningful analysis of the results of these survey's.

We have also established a dedicated diversity and inclusion page on our intranet which shares actions we are taking to improve in this area, as well as allowing employees to submit ideas for further improvement. We also launched Diversity and inclusion training which is incorporated into onboarding training

## Gender equality indicator 6: Sex-based harassment and discrimination

The prevention of sex-based harassment and discrimination (SBH) has been identified as important in improving workplace participation. Set by the Minister, this gender equality indicator seeks information on the existence of a SBH policy and/or strategy and whether training of managers on SBH is in place.

**16. Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?**

- Yes (select all applicable answers)
  - Policy
  - Strategy
- No (you may specify why no formal policy or formal strategy is in place)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Included in award/industrial or workplace agreement
  - Not a priority
  - Other (provide details):

**16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?**

- Yes
- No (you may specify why a grievance process is not included)
  - Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise

- Not a priority  
 Other (provide details):

**17. Do you provide training for all managers on sex-based harassment and discrimination prevention?**

- Yes - please indicate how often this training is provided:
- At induction
  - At least annually
  - Every one-to-two years
  - Every three years or more
  - Varies across business units
  - Other (provide details):
- No (you may specify why this training is not provided)
- Currently under development, please enter date this is due to be completed
  - Insufficient resources/expertise
  - Not a priority
  - Other (provide details):

**17.1 If your organisation would like to provide additional information relating to gender equality indicator 6, please do so below:**

Veolia Australia and New Zealand (VANZ) will not tolerate inappropriate workplace behaviour. All employees are required to have read the code of conduct. All new employees receive the code of conduct and are required to sign that they have read the document.

The VANZ Workplace Behaviour Procedure make clear the accountabilities all workplace participants have in regard to the prevention of bullying, harassment, discrimination, vilification and victimization in the workplace. It also clearly defines the grievance procedure employees.

Online training programs which cover sex-based harassment and discrimination prevention are in place and form part of our compulsory online induction for all new employees. Ensuring that our culture is supportive, inclusive and free from harassment, discrimination and bullying will be given particular focus in 2018 with an associated action plan being established

## Other

**18. If your organisation has introduced any outstanding initiatives that have resulted in improved gender equality in your workplace, please tell us about them.**

**(As with all questions in this questionnaire, information you provide here will appear in your public report.)**

Veolia has engaged in high visibility projects dedicated solely to ensuring that diversity is a key indicator of success for the organisation and will ensure that this has a real and measurable impact on the gender equality within the Veolia workplace. This can be seen in the launch of the online parental leave program that supports new parents and their managers have facilitated an increase in the awareness and importance of flexible working arrangements and our return to work program. In line with this, there has been significant benchmarking exercises completed which will help define the path forward in Veolia's progress towards greater gender equality.

While we have made concerted efforts with focus on reducing the gender pay gap and ensuring opportunities are provided to female employees through our Excellence Programs, International Training programs, and opportunities within senior leadership positions, it is envisioned that the current project will lead to initiatives and targets which will enable the organisation to make strides towards gender equality



## Gender composition proportions in your workplace

### Important notes:

1. Proportions are based on the data contained in your workplace profile and reporting questionnaire.
2. Some proportion calculations will not display until you press **Submit** at step 6 on the reporting page in the portal. When your CEO signs off the report prior to it being submitted, it is on the basis that the proportions will only reflect the data contained in the report.
3. If any changes are made to your report after it has been submitted, the proportions calculations will be refreshed and reflect the changes after you have pressed **Re-submit** at step 6 on the reporting page.

### Based upon your workplace profile and reporting questionnaire responses:

#### Gender composition of workforce

1. the gender composition of your workforce overall is 18.7% females and 81.3% males.

#### Promotions

2. 20.3% of employees awarded promotions were women and 79.7% were men
  - i. 18.2% of all manager promotions were awarded to women
  - ii. 21.6% of all non-manager promotions were awarded to women.
3. 3.7% of your workforce was part-time and 1.7% of promotions were awarded to part-time employees.

#### Resignations

4. 25.9% of employees who resigned were women and 74.1% were men
  - i. 22.9% of all managers who resigned were women
  - ii. 26.2% of all non-managers who resigned were women.
5. 3.7% of your workforce was part-time and 5.7% of resignations were part-time employees.

#### Employees who ceased employment before returning to work from parental leave

- i. 4.5% of all women who utilised parental leave ceased employment before returning to work
- ii. 0.0% of all men who utilised parental leave ceased employment before returning to work
- iii. N/A - managers who utilised parental leave and ceased employment before returning to work were women
- iv. 100.0% of all non-managers who utilised parental leave and ceased employment before returning to work were women.

## Notification and access

### List of employee organisations:

Veolia Environmental Services (Australia) Pty Ltd  
Veolia Water Services (ANZ) Pty Ltd  
Veolia Water Australia Pty Ltd  
Veolia Water Operations Pty Ltd  
Veolia Water Utilities (Aust) Pty Ltd

## CEO sign off confirmation

Name of CEO or equivalent:

Danny Conlon

CEO signature:



Confirmation CEO has signed the report:

Date:

3 June 2019

