

# LOGBOOK

CYCLE 2021



THE ECOLOGY TURNED  
INTO ACTIONS



An initiative launched by Veolia

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



# “A company is successful because it is useful, not the other way around.”

Climate change, scarcity of resources, health crises, social change, disruptive technologies, geopolitical and demographic upheaval, etc. Human societies are currently raising major questions about their ways of functioning, their interactions, and their values. In the midst of this turmoil, companies and organizations, while often exacerbating the situation, must respond to these rapid ecological, economic, and technological developments.

This is a watershed moment for companies, which could serve as a driving force, capable of profoundly transforming our modes of production and consumption. We firmly believe that businesses must reinvent their place in society and, to achieve this, communicate the nature of their contribution to a broader ecosystem of stakeholders.

This transformation requires that companies build new interfaces with society: new ways of monitoring and listening, new ways of relating, and new ways of contributing to the world around them. This is because companies must work with and for their stakeholders in order to find and implement the solutions our societies need.

Adopting this more open, integrated and inclusive business model will facilitate the emergence of a more useful and fairer form of capitalism.

According to Antoine Frérot, Chairman and CEO of Veolia, “a company is successful because it is useful, not the other way around.”

It is against this backdrop that the “+1, *the ecology turned into actions*” initiative was conceived, and launched by Veolia in partnership with Usbek & Rica and the REcyclerie, and supported by Comité 21. In 2021, a group of fifty Veolia stakeholders (Employees, Clients, Shareholders, Society and Planet) were mobilized for this innovative consultation prototype over three working sessions based on the following themes: #1 Listening, #2 Deciding, #3 Training. These three steps are essential for building sustainable relationships between stakeholders to advance the ecological transformation. The objective of this initiative is to “get to know each other better in order to work better together” in a decompartmentalized way. It involves adopting an ecosystemic approach to relationships between companies and their stakeholders, whose opinions and interests are sometimes at odds. It is about overcoming divisions and breaking out of our separate lanes, to strive together in a shared dynamic with a view toward making real progress in ecology.

“+1, *the ecology turned into actions*” is a call for renewed imagination in order to develop and experiment with new ways of thinking and acting, as well as to design solutions through collective intelligence, inspired by the opinions of experts and pioneers in these fields.

Putting this broader business vision into practice requires the active involvement and mobilization of all stakeholders (companies, associations, investors, institutions, citizens, local authorities, etc.) and will determine our collective ability to provide solutions to the world’s most urgent problems. It will also help to restore hope.

A movement has been launched and it has only just begun.

## The +1 collective team

# CONTENTS

<b>The aim</b>	p. 5
<b>Focus on the methodology</b>	p. 6
<b>#1 Listening</b>	p. 9
<b>#2 Deciding</b>	p. 12
<b>#3 Training</b>	p. 15
<b>Members of the collective</b>	p. 18
<b>The outcome</b>	p. 20
<b>What's next?</b>	p. 22



# THE AIM

“+1, the ecology turned into actions” is a **consultation prototype mobilizing fifty Veolia stakeholders from different backgrounds** (Employees, Clients, Shareholders, Society, Planet), with the aim of establishing a **common roadmap for ecological transformation**.

The aim of this initiative is to bring together different stakeholders who may not generally interact with each other, to **work in a more decompartmentalized manner** in order to **make the transition to ecological action**. It promotes an **ecosystemic approach** to dialogue between stakeholders, in order to gain a better overall view of the interdependencies between the actors involved.

Between September and December 2021, the +1 collective met for **three half-day working sessions** held at the REcyclerie in Paris, based on the themes of **#1 Listening, #2 Deciding and #3 Training**. At each of these sessions, the +1 members attended an opening keynote speech, a time for inspiration and reflection on the challenges related to the theme being addressed. They then took part in collective intelligence workshops in sub-groups, with representatives from each of the five stakeholder categories. During these workshops, the participants devised practical, high-impact actions for advancing the ecological transformation.

This logbook provides a record of **the approach proposed by the +1 prototype** and a summary of the **solutions\*** developed by the various sub-groups during the workshops. These are complemented by **existing initiatives**, which offer potential avenues to take the implementation of these solutions a step further.

The purpose of this consultation prototype, shared in **open source**, is to provide **useful solutions that can be appropriated by as many people as possible**, using a methodology that can be applied to different situations, geographical areas, territories, and subjects. It is an **amplifier of cooperation and ideas**, but also an **operational tool**, to be disseminated within Veolia and beyond, by anyone wishing to make use of it.

## THE ECOLOGICAL TRANSFORMATION

The **ecological transformation** represents a proactive and profound change in our modes of production and consumption in order to provide the solutions our societies need.

It suggests an **ecology “on a human scale,”** requiring the active participation of all stakeholders (companies, associations, institutions, citizens, local authorities, etc.) to implement the necessary changes.

## WHY “+1”?

**The number 1:** stands for the union, the links, and the interactions that must be established between one another, but also between us and the living world, to be united as one to overcome the challenges we are all facing.

**The + sign:** stands for the aim of inclusion in the process of the most varied profiles possible, as well as for the broad sharing of what will be produced, outside of the collective. It is through the inclusion and pooling of all talents, energies, and points of view that the ecological transformation can be achieved and done so fairly.

\*Details of all the solutions proposed by the +1 collective are provided in the session reports on the [veolia.com](https://www.veolia.com) website.

# FOCUS ON THE METHODOLOGY

**+1 was conceived and designed as a program structured around several working sessions.**

Each session includes:

- a **specific working theme**
- a **keynote speech**, offering a time for inspiration, reflection, and exploration of the issues relating to the theme
- a **collective intelligence workshop** (in sub-groups with representatives from each of the five stakeholder categories) to propose practical actions that can be implemented with a significant and positive impact

The 2021 cycle of +1 offered by Veolia was organized as follows:

- **3 sessions** of 3 hours in September, October and December
- **The same collective** of 50 Group stakeholders involved in the 3 sessions
- **1 major theme** per session
- **1 lunch** to close each session

## +1 IN 5 KEY POINTS

- A **collective** comprised of representatives from all the stakeholder categories of an organization.
- A clearly defined issue related to the implementation of the **ecological transformation**.
- A **course** comprising 3 phases:
  - active listening to overcome ideological and hierarchical divisions, and thus to go beyond individual interests;
  - prioritizing useful and high-impact actions and solution to implement, in the interest of all stakeholders;
  - training to support skills development and to drive ecological transformation within organizations.
- A **social meeting framework** that is conducive to sincerity and commitment from the collective's members, in order to build trusted relationships (shared aim, location, atmosphere, conditions for dialogue, etc.).
- A **commitment to apply and share** this method within its organization and with its stakeholders.



## COLLECTIVE INTELLIGENCE

This means intelligence which is developed, valued and coordinated in real time, resulting in the effective mobilization of skills. It is the set of **processes and tools** needed to **overcome divisions** and to **debate** with a view toward finding **common solutions**, with **key deliverables**, over a **defined time period**. Collective intelligence involves the **sharing of information**, the **respect of common rules**, **numerous social relationships**, and an **advantage in cooperation** for all involved. Within companies and organizations, where individuals with diverse profiles and sometimes different interests work together towards a common goal, the ability to implement collective intelligence tools has a **direct impact on the success of projects and the company's overall performance**.

## THE KEYNOTE SPEECH

Intended to give the participants' food for thought, this inspirational time in the first part of each session aims to:

- explain the issue
- broaden perspectives around the specific theme
- launch an approach based on listening and interaction

This is a plenary session composed of two distinct but complementary parts: an icebreaker to stimulate dialogue between participants, followed by a time for inspiration and discussion called, for the +1 cycle in 2021, the "unexpected parenthesis."

## COLLECTIVE INTELLIGENCE WORKSHOPS

The challenge of the workshops is to establish **integrated discussions between the five categories of stakeholders** in order to compare their points of view and approach the issues from all possible financial, commercial, societal, social, and environmental angles. The objective is to propose **practical actions** to be implemented to **advance ecology**.

The workshops are broken down into **three phases**, in order to guide the participants' line of thinking:

- **Identify the obstacles and challenges** connected to the workshop's theme and to the participants' concrete lived experience, which will guide and govern the work throughout the workshop.
- **Explore possible solutions** to these constraints using the imagination and knowledge of each participant.
- **Define a realistic solution** to be implemented in a specific context.

## THE DEPLOYMENT KIT

The entire methodology for the process is provided in the deployment kit. The purpose of this kit is to **share in open source the methodology and tools** used to implement the +1 process, in line with the version proposed in 2021.

It is designed to support companies and organizations wishing to deploy this approach, which can be applied to a very wide array of projects (contract, project, process, organization, etc.). It is thus aimed at **any operator looking for a framework and methodology** to strengthen their trusted relationships with their stakeholders.

The deployment kit includes:

- practical advice for implementing a +1 process
- details of the methodology

**The deployment kit can be found on the [veolia.com](https://www.veolia.com) website.**



## A message from Comité 21

### THE IMPORTANCE OF DIALOGUE WITH STAKEHOLDERS

**Comité 21** was established nearly 30 years ago to promote dialogue between various stakeholders on societal issues, and particularly on the environment. Our 450 members, including companies, local authorities, associations, higher education institutions and citizens, share the conviction that, through multi-stakeholder dialogue, solutions can be found to the challenges we are currently facing. The desire for such dialogue is also becoming increasingly evident in our societies, as are the demands being made on companies. Ecological citizenship is evoked everywhere, including within companies, which are being called upon to open up their governance to stakeholders. Regulatory changes are also pushing them in this direction.

However, establishing dialogue requires a change in culture and an openness that cannot be improvised. It requires adapted methodologies and time. Through the think tank “Companies and Stakeholders: New Paths to Resilience and Governance” led by Comité 21 with Des Enjeux et des Hommes in 2020 and 2021, in partnership with Veolia, we have developed solutions to help us move forward in this direction.\* A new economy to serve the common good will be comprised of companies whose decisions are made in collaboration with the stakeholders concerned. The cultural and operational path is ambitious, which is why we have formulated 18 proposals for better integrating stakeholders into corporate governance.

The strategy proposed by the “+1” initiative of getting to know each other better in order to work together better, is an essential prerequisite for success in this regard. This approach makes companies more open to their entire ecosystem of stakeholders than the initiatives more commonly seen in businesses. Not all participants are selected, but some have expressed an interest in establishing a dialogue with companies, which must step out of their comfort zone and offer a new form of dialogue aimed at co-construction. This bold approach by companies will result in new alliances and the transformation of the economy.

---

\* Comité 21 and Des Enjeux et des Hommes.

“International benchmark for stakeholder dialogue practices.” February 2021

“Promoting dialogue with stakeholders to improve resilience.” June 2021

“18 proposals for opening up corporate governance to a company’s stakeholders.” September 2021



# #1 LISTENING

**Listening** to each other, **going beyond ideological and hierarchical divides** and **rising above our own interests**, these are the primary challenges that companies and organizations must address in order to implement a **wide-reaching and useful ecological transformation for all**. An organization must ensure that **all of its stakeholders** are on board to achieve this mission.

It is thus important that **all voices are heard**, starting with those from the living world:

- Entrepreneur, author, expert at Grenelle Environnement, and founding partner of the firm Pikaia, **Emmanuel DELANNOY** suggested **taking inspiration from the fundamental principles of permaculture**: “observe before interacting,” “immerse yourself in the situation until you become a part of it, try to understand what is happening before trying to change anything,” and above all, “act with ecosystems and not against them.” Showing this kind of patience and humility will save a lot of time later on.
- Journalist, biologist and president of TEK4Life, **Dorothee BROWAEYS**, highlighted the importance of companies obtaining the **tools to measure the living world**. In her view, “it has become strategic to reduce exposure to risks, to make informed decisions, and to adapt business models to new opportunities.”
- Veolia emphasized that **the involvement of all stakeholders is key in the design of economic and technological solutions**, because these solutions can neither be developed nor deployed if society as a whole will not accept them. Recycling of plastic packaging is an example of this: solutions already exist, but they are still not being implemented on a wide enough scale because the different operators involved have not yet reached an optimal point of agreement (production of packaging that is easy to recycle, responsible consumption practices, better organization of waste collection, etc.).

It is still necessary to define the conditions that make **multi-stakeholder dialogue** possible. This work was given to the members during the collective intelligence workshop for the first “Listening” session, from which we have provided **three original proposals** selected by the +1 collective.



## ESTABLISH POSITIVE AND CONSTRUCTIVE DIALOGUE BASED ON A COMMON VISION

In some cases, dialogue may completely stall and it may seem impossible to reconcile each party's interests. This is often because negative emotions take over: fear, annoyance, anger, frustration, etc. This observation was made by one of the groups, prompting its members to develop a solution to reduce these tensions, as well as to establish, or reestablish, positive and constructive dialogue. This solution is based on mapping the feelings and emotions of each of the parties involved in the dialogue, as well as on the sharing of a common experience, through art for example. By imagining and identifying each person's feelings, the foundations of dialogue can be constructed together, thus ensuring that everyone's interests are taken into account.

### GOING A STEP FURTHER

#### **Using art to facilitate listening**

To convey the company's values, such as boldness, cooperation, letting go, integrity, listening, sharing and respect, Bénédicte Tilloy, HR Director at SNCF, opted for an original means of expression: watercolor painting. "Art puts us in touch with our emotions and reveals our vulnerability, which can be nerve-racking as a line manager who is supposed to embody authority. Showing vulnerability leads to greater authenticity and also enables the other party to be more real in complex human situations, which helps establish trust," she explained. On social networks, her artwork has encouraged other SNCF employees to share their own passions.

## THE PATH TO LISTENING AND COMING TOGETHER

In order to establish peaceful dialogue between the various stakeholders, one group suggested a four-step "listening pathway" to remove the barriers between points of view and take a common path together, to advance the ecological transformation. The first step involves venting your anger in a neutral space. In the second step, a mediator helps the stakeholders clarify their expectations and interests. The third step is a phase of exchange and dialogue in the presence of the mediator, whose role is to ensure that the participants gain confidence and that everyone's ideas are heard. This "listening pathway" ends with a social event attended by all the participants, for example, going for a meal.

### GOING A STEP FURTHER

#### **Emotional intelligence: a performance driver in business**

Upfeel is an emotional development platform offering interactive modules to develop employees' emotional intelligence. Companies such as Faurecia, Orange and ADP have already used this tool. As the start-up explains, emotions are a key aspect of business performance, insofar as they "guide our thoughts, judgments, and behaviors." This is an avenue that may be explored in order to establish a peaceful listening process, free of any negative emotions.

## LET THE GAMES BEGIN!

Sometimes, simply taking a step back can be enough to give a debate new impetus. Based on the case of a highly disputed urban project (the pedestrianization of a square previously reserved for motorists), a group devised a system to address the subject by using an entertaining animation of the debate. The aim is to open up the discussion to all possibilities and thus find innovative solutions.

### GOING A STEP FURTHER

#### Raising awareness through an immersive process: the escape game

Escape games offer useful ways of raising awareness of the challenges of listening and collaboration. In France, Collock, a company specializing in corporate escape games, already offers this type of course, for example “help E-Tri [inspired by ET] save his planet, which is buried under a mountain of waste.” This activity could be developed around the current, often controversial, debates on ecological transformation, and thus be used to create a new setting for the escape game.



“ It was a very interesting session. We found that, in any collective decision-making process, everything starts with listening: how we manage to talk to each other, how we manage to overcome prejudices and stereotypes, how we then manage to identify common issues regardless of our differences and varied backgrounds. This is what we tried to reflect on together. ”

—GRÉGOIRE CAZCARRA, AUTHOR AND COMMUNITY LEADER ● PLANET

“ For me, what has changed is the ability to listen. We are all aware of what is at stake for the planet. However, we have a problem understanding the diagnosis and listening. The challenge is to create multi-faceted visions in order to share a better interpretation and a better understanding of the issue that connects us today. ”

—PIERRE-EMMANUEL REYMUND, HEAD OF THE “PROSPECTIVE, PARTNERSHIPS, TERRITORIAL INNOVATION” MISSION, TOULOUSE MÉTROPOLE ● CLIENT

## #2 DECIDING

Once the conditions for listening and dialogue have been established, how can we ensure that the **decision-making process** facilitates the implementation of sustainable solutions? Above all, making better collective decisions is about developing **useful, high-impact solutions which will benefit all stakeholders**.

Some lines of thought were shared during the session by scientific journalist and Doctor of Neuroscience **Sébastien BOHLER**, winner of the 2019 Veolia Foundation Environment Book Prize, for his book *Le bug humain. Pourquoi notre cerveau nous pousse à détruire la planète et comment l'en empêcher* (The Human Bug: Why our brain pushes us to destroy the planet and what we can do about it):

- Our brains naturally push us toward actions that are a source of immediate gratification and, therefore, that favor consumerism: looking for “likes” on social media, constantly updating our wardrobes, buying the latest phone or car, etc. In our societies, these actions are associated with social recognition and self-esteem, but they also consume a lot of resources and are responsible for emitting pollution. **Becoming aware** of this pursuit of pleasure that can never be satisfied is the first step **to detaching ourselves from these mechanisms** and opting for a **consumption model that makes us happy in the long term**.
- According to Sébastien Bohler, we need to **focus on a different pursuit**, that of **finding meaning in our actions and relationships**. For example, altruistic behaviors can be a source of pleasure and meaning and, by the same token, of a **more sustainable happiness**.
- In companies, decision-making processes should be based on “new shared visions of the world,” while incorporating **the question of meaning and a long-term outlook**.

**Anne LE GUENNEC**, General Director of Veolia’s Recycling and Waste Management activities in France, emphasized the importance of **reconciling the interests of all stakeholders** with respect to an issue, in order to respond effectively. The circular economy is a perfect illustration of **the collective challenge involved in ecological transformation**. For a long time, the circular economy and ecology were mainly perceived as highly individual actions. Today, the urgency of this issue has forced us to **rethink the involvement of each operator** in this regard. The challenge is to **reconcile citizens’ actions with the strategic decisions of industries**, with the support of the government, in order to address recycling issues in a collective and effective way. “Veolia is part of this chain, namely because we help manufacturers to produce better (through eco-design, for example), and citizens to sort and recycle better,” explained Anne Le Guennec.

These are **three possible solutions** conceived by members of the +1 collective to rethink decision-making processes for **more co-constructed solutions**.



## IN THE WOLF'S SHOES

It is very common for people to hold divergent perspectives of a problem, which prevents a compromise from being reached and, consequently, the decision-making process from taking place under good conditions. The case of the wolf in France is a good example. To approach this issue, one of the groups designed an immersive device with an onboard camera that enabled the involved parties to live “in the wolf’s shoes” and thus to undergo a common experience, in order to better understand and share the perspectives of each party. Through this common simulation exercise, a shared assessment can be established to develop practical solutions. As a result, the stakeholders (farmers, environmental associations, elected officials, scientists, etc.) benefit from a shared diagnosis; the decisions regarding the wolf are made based on a knowledgeable experience of the situation. This type of experience can be applied to other situations.

### GOING A STEP FURTHER

#### **Turtle monitoring**

In Martinique, CNRS researchers have been tracking marine turtles equipped with GPS tags and cameras fixed to their shells in order to understand more about their way of life and the degradation of their habitats, as well as to better protect them. Data from this monitoring will be used to inform actions taken as part of a National Action Plan for marine turtles in the French West Indies, which will be implemented in Martinique until 2027.

## CONCLAVE OF CITIZENS AND STAKEHOLDERS

What if we left it (slightly) to chance to make decisions on difficult issues such as reducing car-related pollution in the city? One group came up with the idea of the random constitution of a conclave comprising a representative sample of citizens, companies and associations, ensuring the fair representation of stakeholders from throughout the region. This body would then be responsible for proposing a solution to the problem, in order to inform and support the thinking and final decision of the elected officials in charge of the issue. The meeting of the conclave members would not be allowed to end until a decision had been made.

### GOING A STEP FURTHER

#### **The citizen consultation model**

Assemblies of citizens drawn by lot ensure improved representation and date back to the time of Athenian democracy. More recently, this model was used to appoint the 150 members of the Citizens’ Convention on Climate in 2019 (by establishing a representative sample of the French population in terms of age, gender and socio-professional category). The same approach was adopted for the Citizens Assembly of the Council of Paris in 2021, whose stated objective is to “truly involve Parisians in the development of public policy implemented in the capital” and to address “society’s mistrust of institutions.” Should this type of mechanism be replicated to collectively advance the ecological transformation?

## THE LIVING WORLD, A NEW STAKEHOLDER IN DECISION-MAKING

How can we legitimize decisions made concerning the living world, which is absent from the debate, and ensure that it has a more central role when implementing measures that concern it directly? To overcome this challenge of fair representation, one of the groups proposed creating a “committee of representatives of the living world and future generations.” This committee would be made up of independent stakeholders and integrated into the decision-making bodies of organizations, with the mission of providing the leaders of organizations with a better understanding of environmental and societal issues. They could then take the specific logic of the living world into account, in the short, medium, and long term, based on a consultative approach.

### GOING A STEP FURTHER

#### Representatives of the living world and future generations working us toward a long-term vision

Major French groups, such as Accor and Engie, are increasingly taking the opinions of younger generations into account in their shadow executive committees and parallel management committees, which are responsible for informing the strategies adopted by the official management committees. Following the example of the informal All-Party Parliamentary Group for Future Generations set up in 2018 in the United Kingdom, why not also include representatives of the living world and future generations in the model to “reduce short-termism in politics and policy making”?



“ There was a genuine process of consultation between the different stakeholder representatives. [...] We started with a practical case study, which helped us to understand how the decision-making process could be implemented. ”

—MARIE MARCHAIS, HEAD OF THE ENGAGEMENT PLATFORM, SHAREHOLDER OF FORUM POUR L'INVESTISSEMENT RESPONSABLE ● SHAREHOLDER

## #3 TRAINING

After proposing solutions in order to make more informed decisions by listening to all stakeholders, the members of the +1 collective considered the **skills that would need to be developed to drive ecological transformation within organizations**, whether technical (hard skills) or transversal (soft skills). This change is inevitable: according to a study\* conducted by Dell and the Californian think tank Institute for the Future, up to 85% of the jobs that will exist in 2030 have not yet been invented!

**Matthieu DARDAILLON**, President of Ticket for Change, shared his vision for **training in light of the ecological transformation**:

- It is not simply about acquiring a few additional skills or more knowledge, but **“completely changing our vision of the world.”**
- Achieving transformation requires **having experiences**, “feeling the subject” and not just understanding it.
- A training program has been successful when it instills a **desire to act**, rather than eco-anxiety or cynicism.
- **Experience must be pooled and shared** between existing training courses, at the risk of an increase in small, isolated initiatives that may struggle to scale up.

The Director of Training and Social Development at Veolia, **Olivier CARLAT**, emphasized that:

- The “ecological transformation will impact employment, especially first-time entrants to the labor market and low-skilled jobs.” The challenge will therefore be to make it **“as inclusive as possible.”**
- The issue of **“attractiveness”** is key: certain new professions, such as those related to waste management for example, are not always very well known or are often considered unattractive.

This is the context in which the project for Veolia’s **Ecological Transformation School** was presented: a learning ecosystem offering training in the challenges and new professions of ecological transformation (see page 24).

Participants in this third session had all this information in mind when developing **innovative training schemes**, three of which are presented here.



---

\* Emerging technologies’ impact on society & work in 2030, Institute for the Future for Dell Technologies, 2017.

## LEARNER AND TRAINER, CO-OPERATORS IN TRAINING DESIGN

One of the groups made co-construction a central tenet of the design of its training scheme. The process can be broken down into three phases involving learners and trainers: an enjoyable phase of communication between learners and trainers to better understand the learner's specific needs in a neutral and stimulating geographical space; a customized training design phase based on the needs expressed; and, finally, the training itself, using interactive methods.

### GOING A STEP FURTHER

#### Collaborative learning

Alongside turnkey training programs, collaborative learning solutions are being developed that consist

of training with peers as part of a co-construction approach to training content. The 360Learning platform, aimed at companies, was developed based on this principle. Via this platform, employees can indicate their training needs and vote for those that seem most relevant to them, or even actively participate in the creation of learning modules. By adopting this solution, "we've been able to increase the number of training courses which are 100% tailored to business needs because they are developed by the users themselves," says Frédéric Bouche, an instructional designer at Michelin.

## THE "AGORA OF RECRUITMENT" LED BY EMPLOYEES

The recruitment, induction and training of new employees are intrinsically linked. So why not include the candidates' future colleagues in the hiring process? This was the idea proposed by a group who took inspiration for the concept from the Greek "Agora," a place for citizens to come together and debate. According to the group, by creating an "Agora of recruitment," companies would be able to approach recruitment in a more collective and less hierarchical way, facilitating the integration of future employees into the team, while evaluating soft skills through games.

### GOING A STEP FURTHER

#### When the team is responsible for hiring new employees

The recruitment process of the American company Menlo Innovations applies a similar approach, with a trial period during which new hires work in pairs with a different colleague each week. The employees from each of the pairs then participate in the final hiring decision.



## GROUPS OF SPECIALIST AMBASSADORS

How should a sustainable development policy be communicated while promoting its operational integration at all levels of the company? Inspired by Peter Weir's film *The Dead Poets Society* (1990), one of the groups chose to create a network of "specialists" responsible for promoting the dissemination and implementation of its environmental and societal commitments through dialogue, and the exchange of points of view within the organization. Regardless of their position in the hierarchy, anyone who is passionate about the challenges of ecological transformation can apply for this role, after approval by management.

### GOING A STEP FURTHER

#### Employee commitment to the company

Coined by sociologists Gaëtan Brisepierre and Anne Desrues, the concept of "transferers" describes individuals who try to encourage greener habits among their office colleagues: waste reduction, energy saving, etc. Positive Workplace founded the Positiviers movement in order to promote and

build momentum for this type of dynamic, bringing together employees who would like to move us on toward a sustainable work environment. These employees have been provided with practical tools, including a charter of ten commitments to be signed and a banner to be added to their professional and/or personal email.

#### Tomorrow, will we all be ambassadors for the environment?

Launched by the start-up Nexenture in 2019, the TousAmbassadeurs app aims to simplify and encourage employee involvement in brand outreach in exchange for rewards. Already adopted by companies such as the Eram Group and the tourism operator Belambra, this app enables employees, regardless of their hierarchical level, to share campaigns on social networks, support applications with HR and, more broadly, influence the decision-making of their organization. Should this tool be made available to everyone in order to disseminate best practices for the ecological transformation?



*Ultimately, I see the +1 initiative as a training course. Experimenting with a new process, meeting diverse and varied talents and coming up with innovative and radical ideas is a form of training.*



—EMMANUELLE Aoustin, MEMBER OF THE REGENERATIVE ALLIANCE NETWORK ● SOCIETY

# MEMBERS OF THE COLLECTIVE



**• EMPLOYEES** • **1. Jean-François BULTEAU** Director of Operations and Works, OTV Grand Paris, Veolia Water Technologies • **2. Guillaume DARMOUNI** Project Manager – Strategy, Strategy & Innovation Department, Veolia • **3. Marion DE BARBEYRAC** Expert Lawyer, Legal & Contractual Department, Water Activity in France, Veolia • **4. Hervé DEROUBAIX** Trade Unionist, former Secretary of the European Works Council, Veolia • **Charlotte ESMIEU** Project Director Sales & Marketing, Environment Industry & Construction Maintenance, Veolia • **5. Alexandre ESPINOZA** Financial Structuring Director, Finance Department, Veolia • **6. Arno HUSSON** Policy Officer, MIB’Innov Department, Environmental Maintenance Industry & Construction, Veolia • **7. Philippe IMBERT** CSR Director - Grand Lyon Water, Veolia • **8. Catherine LASSERRE** Director of HR Development and Social Innovation, Water Activity in France, Veolia • **9. Amélie LEMAITRE** PMO, Transformation Department, Recycling and Waste Management, Veolia • **10. Benoît REZEAU** Deputy Director, Markets and Offers Division, Water Activity in France, Veolia • **11. Charleyne TERRY** Sales Manager, Marne et Oise Territory Development, Water Activity in France, Veolia • **12. Claudia THEVENET** Business Manager, Materials Recovery Division, Ile-de-France Industrial Waste Center, Veolia • **13. Thierry WITKOWICZ** Business Partner, Business Support & Performance Division, Veolia • **14. Abdelkhalik ZENATI** Operations Manager, SARP, Veolia

**• CLIENTS** • **Sandrine BOUTTIER-STREF** Vice-president, Global Head of Corporate Social Responsibility and Societal Impact, Sanofi • **15. Frédérique COLAS** First Deputy Mayor, Joigny, Bourgogne-Franche-Comté Region • **16. Gérard EUDE** Vice-president for Economic Development, Higher education and Research, Communauté d’Agglomération Paris-Vallée de la Marne • **Emmanuelle FOURNIER** Operational Launch Manager, Les Jardins d’Arcadie • **Jean-Marie GUÉRIN** Director of Industrial Coordination, Naval Group • **David KIMELFELD** Director of Kimelfeld Conseil, former President of the Lyon Metropolitan Area • **Marion PEDEUTOUR-GADRAS** CSR Manager for Professional Products Division & Leader of “Salons pour le Futur,” L’Oréal • **17. Johan PIVRON** Director of Corporate Real Estate, Major Projects and Innovation, Bouygues Immobilier • **Pauline PLEWA-DELPLANQUE** QSE Coordinator, Razel-Bec – FAYAT Group • **18. Pierre-Emmanuel REYMUND** Head of the “Prospective, Partnerships, Territorial Innovation” mission, Toulouse Métropole • **19. Caroline SIGURET** Zero Waste Project Manager, Leroy Merlin • **20. Pierre TEBALDINI** Cabinet Director, Communauté d’Agglomération Marne et Gondoire • **21. Zinou ZEGILIL** Industry and Crafts Officer, Water Agency Seine-Normandie

**• SHAREHOLDERS** • **22. Clémence BÉGUIER** Venture Capital Analyst in Cleantech and Smart Cities, BPI • **23. Antonin COBOLET** Corporate Relations Developer, BPI • **24. Zoé CONSTANTIN** Investment Director, IMPACT Partners • **25. Stéphane DUBUIS** Former Managing Director of MACIF & Managing Director of Collecticity • **26. Jean-Baptiste DUCHATEAU** Employee Shareholder, Veolia • **27. Hadrien GAUDIN-HAMAMA** ESG Analyst, Mirova



• **28. Philippe HERMANN** Senior Sustainable Finance VP, Veolia • **29. Anne-Claire IMPERIALE** Co-Head of Socially Responsible Investment, Sycomore AM • **30. Bénédicte KATLAMA** Member of Shareholder Consultative Committee, Veolia • **31. Marie MARCHAIS** Head of Engagement Platform, Forum pour l'Investissement Responsable • **32. Stéphane MARCHAND** General Delegate, Institut du Capitalisme Responsable • **Hugues MITTON** Member of Shareholder Consultative Committee, Veolia • **SOCIETY** • **34. Kevin ANDRE** Founder, Kawa • **35. Emmanuelle Aoustin** Member of Regenerative Alliance network • **36. Matthieu AUZANNEAU** Director, The Shift Project • **37. Jacques BERGER** Managing Director, Action Tank Entreprise & Pauvreté • **Célia BLAUDEL** Deputy Mayor of Paris in charge of Paris 2030 and Resilience, Paris City Hall • **Irène COLONNA D'ISTRIA** Programs and Partnerships Developer, Makesense • **38. Marie DE PENANROS** Director of Transformation, Quality & CSR, ALD • **39. Claire DUFOUR** Head of Development, Ecological Transition, Groupe SOS • **40. William ELLAND-GOLDSMITH** Managing Director, Mouvement UP • **Agathe EUZEN** Research Director & Deputy Scientific Director at the Ecology and Environment Institute, CNRS • **41. Laetitia G.** Member of the Les Amis Recycleurs association • **42. Nathalie JAOUÏ** President & CEO, Crit • **Benoît BOURRAT** Managing Director, National Network of Pimms Médiation • **43. Alexandre JOST** Founder & CEO, La Fabrique Spinoza • **44. Marine KERDAFFREC** Junior Designer, Humaniteam • **45. Amandine LEPOUTRE** Co-founder & President, Thinkers and Doers • **46. Jean-Christophe LEVASSOR** Director, La Condition Publique • **47. David MENASCE** Director, Archipel&Co • **Caroline NEYRON** Managing Director, Impact France • **48. Matthieu PAILLOT** President and Founder, Kisaco • **49. Nils PEDERSEN** General Delegate, Global Compact • **PLANET** • **50. Stéphanie BARRAULT** Head of CSR and Communication Department, CITEPA • **51. Grégoire CAZCARRA** Author and Association President • **52. Benoît GALAUP** Head of Biodiversity, Resources and Digital, Entreprises Pour l'Environnement • **53. Flora GHEBALI** CEO, Coalitions • **Géraud GUIBERT** President, La Fabrique Écologique • **54. Anne LE CORRE** Co-Founder, Le Printemps Écologique • **Emmanuelle LEDOUX** Managing Director, Institut National de l'Économie Circulaire • **55. Xavier LEFLAIVE** Senior Administrator & Team Leader of Resilience - Adaptation - Water for the Environment Directorate • **56. Perrine MEUNIER** Head of Strategic Projects & Founder, Le Filon • **Alexandre RAMBAUD** Senior Lecturer and Co-Director of Ecological Accounting Chair, AgroParisTech • **57. Amélie ROUVIN** Founder, EchOSOPHIA • **58. Romain TROUBLE** Managing Director, Tara Ocean Foundation • **Anne-Laure VAN DER WIELEN** General Secretary, 2030.

# THE OUTCOME

Indicators of success for the +1 initiative include:

- **participation** of the collective's members across all three sessions
- their **satisfaction** with each of the proposed stages
- their **desire to work in an open-ended way**

For the participants, the objectives seem to have been achieved.

Answers in figures, taken from the satisfaction questionnaires submitted to the members of the collective at the end of each session.\*

## 92%

Almost all respondents felt that the collective work carried out with the members of their group was both "useful" and "practical."

## 95%

For 95% of respondents, the pace of the sessions was deemed "satisfactory" or "very satisfactory." From the second session, the development of the roundtable format, with the testimony of a representative from each stakeholder category, followed by a discussion with the experts, was particularly appreciated by the participants.

## 93%

The percentage of respondents who felt that the objective of the program to "work better together with a variety of profiles," in particular by "getting to know each other better," had been achieved during these sessions.

## 95%

The percentage of respondents who said they were "satisfied" or "very satisfied" with the quality of the experts' contribution to these three sessions, which they described as "inspiring," "fruitful," "high-quality," or "highly relevant."



\*Average scores taken from the three feedback questionnaires sent to the members of the collective after each session.



*“The method used in the workshops is interesting because it is both very thorough and really entertaining.”*

**—PIERRE-EMMANUEL REYMUND, HEAD OF THE “PROSPECTIVE, PARTNERSHIPS, TERRITORIAL INNOVATION” MISSION, TOULOUSE MÉTROPOLE ● CLIENT**

*“The +1 collective has been a very important point in common, because it’s definitely the first time I’ve been with shareholders, different companies, local authorities, etc. It’s extremely rewarding, in terms of developing a much fairer form of ecology for everyone.”*

**—HERVÉ DEROUBAIX, TRADE UNIONIST, FORMER SECRETARY OF THE EUROPE GROUP COMMITTEE, VEOLIA ● EMPLOYEE**

*“The working method is characterized by its focus on creating a collective dynamic and encourages us to speak freely. I think it’s clever and intelligent, it’s well planned.”*

**—XAVIER LEFLAIVE, SENIOR ADMINISTRATOR & TEAM LEADER OF THE RESILIENCE - ADAPTATION - WATER TEAM IN THE ENVIRONMENT DIRECTORATE, OECD ● PLANET**

*“I really enjoyed discovering a new collective intelligence mechanism, the diversity of the participants, and the enrichment that all these stakeholders bring. The work is very tightly scheduled, enabling us to go into subjects in depth very quickly.”*

**—EMMANUELLE AOUSTIN, MEMBER OF THE REGENERATIVE ALLIANCE NETWORK ● SOCIETY**

*“The debates were vibrant and passionate. You can really feel that everyone wants to make a valuable contribution and it’s really exciting.”*



**—ZOË CONSTANTIN, INVESTMENT DIRECTOR, IMPACT PARTNERS ● SHAREHOLDER**



# WHAT'S NEXT?

*"+1, the ecology turned into actions"* is a pilot scheme that has proven its value in 2021.

It represents

- an **aim**,
- an innovative **framework for experimentation**,
- a **toolbox** shared in open source,
- a **network** of committed stakeholders,
- and a **movement** to be further expanded.

## WHAT +1 DELIVERED IN 2021

- **Validation of the feasibility**, necessity and strong desire of stakeholders to think and work together on the challenges of ecological transformation in a decompartmentalized way.
- **A proven method of open source collective intelligence**, in order to work toward the co-construction of solutions for a practical form of ecology through which organizations are more open to their ecosystem.
- **A community ready to collectively engage and take action** for ecological transformation.

## A PROTOTYPE TO BE CONSOLIDATED, OPERATIONALIZED AND DUPLICATED IN 2022

**1 — Three new working sessions proposed to the +1 collective in 2022 to strengthen this collective dynamic created to promote the ecological transformation of territories:**

What governance is required in companies and organizations:

- #1 to strengthen the **resilience of territories**?
- #2 to **accelerate and amplify innovation**?
- #3 for **employment and integration**?

**2 — Territorial variations of the prototype already being implemented:**

- **on a Group contract scale in Nice based on waste recovery in the city**, to support dialogue between all the contract's stakeholders;
- **on a country-wide scale, in Prague**, at the headquarters of Veolia's Central and Eastern Europe zone, **in support of a business unit** to bring together the main national and municipal stakeholders in the Czech Republic to work on ecological transformation;
- **in support of innovation** to advance the deployment of a Veolia solution: indoor air quality;
- **in support of a Group customer, Bouygues Immobilier**, which aims to adapt the +1 process to address its own business challenges.

**3 — Open source availability of this logbook and a deployment kit** so that each interested party (internal to Veolia, among the Group's stakeholders or more widely) can adopt this approach and adapt it to their needs.



*“I found it very useful to bring the company face to face with its stakeholders. It’s very important and it’s something we’re now thinking of doing at Bouygues. The objective is also to raise the profile of +1 and for all stakeholders to be inspired by the process Veolia has given us.”*

**—JOHAN PIVRON, DIRECTOR OF CORPORATE REAL ESTATE, MAJOR PROJECTS AND INNOVATION, BOUYGUES IMMOBILIER ● CLIENT**

*“In terms of form and content, there are many things to take away from +1. There are a lot of different brainstorming methods, but sometimes it’s good to change, to do things a little differently, to explore other aspects of our imagination, our resolve and our wishes. That’s what we do with +1 and it’s a methodology I’d like to replicate and offer within my Group for application to very specific topics.”*

**—ZOÉ CONSTANTIN, INVESTMENT DIRECTOR, IMPACT PARTNERS ● SHAREHOLDER**

*“These working methods are very productive; they should be adopted by as many people as possible.”*

**—FLORA GHEBALI, CEO, COALITIONS ● PLANET**

*“We are all ambassadors for the ecological transition to a certain degree. If everyone could leave with fully-formed solutions and disseminate them, it would represent a first victory for the +1 collective.”*

**—ABDELKHALIQ ZENATI, OPERATIONS MANAGER, SARP ● EMPLOYEE**

*“Ultimately, I see the +1 initiative as a training course. Experimenting with a new process, meeting diverse and varied talents and coming up with innovative and radical ideas is a form of training.”*

**—EMMANUELLE Aoustin, MEMBER OF THE REGENERATIVE ALLIANCE NETWORK ● SOCIETY**



Find out more about the +1 method and how to implement it in your organization in the +1 deployment kit on the [veolia.com](https://www.veolia.com) website.

## AN AMBITIOUS PROJECT TO ESTABLISH A SCHOOL OF ECOLOGICAL TRANSFORMATION

To accelerate training in the skills and new professions of ecological transformation, Veolia is committed to uniting a **group of partners to establish the School of Ecological Transformation**.

The main challenges for the Group and this ecosystem of stakeholders are **to define and identify together the solutions for ecological transformation**, and **to facilitate and accelerate the development of the knowledge required** to implement them across various regions.

This collective approach comprises **all levels of qualification** and aims to promote, in particular, the **employability** of people who are struggling to find employment or are retraining for a career change.

**Close ties** will be established between this school project and the “+1, the ecology turned into actions” approach.





# VEOLIA'S PURPOSE...

AN IMPROVEMENT APPROACH SHARED WITH AND FOR OUR STAKEHOLDERS

1. Our stakeholders
2. Our performance
3. Our commitments
4. Our objectives



## UN Sustainable Development Goals (SDGs)

Veolia plays a part in all 17 SDGs at different levels and has a direct impact in 13 of them.





#### TEAMS

##### Editor in Chief

Fanny Demulier, Veolia  
Romain Bourcier, Usbek & Rica

##### Project Managers

Jeanne Tirel, Veolia  
Johanna Finkelstein, Usbek & Rica

#### CONTRIBUTORS

##### Editorial Staff

Sophie Kloetzli, Usbek & Rica

##### Illustration

Fago Studio

##### Photo Credits

François Guichard

##### Artistic Direction

Usbek & Rica

##### Editorial Assistant

Estelle Jelen

Thank you to the members of the +1 collective who have committed themselves to this project, who have given their time, and shared their beliefs and ideas and put them up for debate, to the REcyclerie which hosted +1, to Comité 21 for sharing its expertise, to Usbek & Rica and Veolia who facilitated and supported these working sessions, to the project's steering committee which has led this human-centric adventure to promote ecological transformation, and to all its supporters.

Paper certified FCS by the papermaker (Artic Paper)

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.

# PARTNERS



**Veolia** aims to become the benchmark company for ecological transformation. Operating on five continents, the Group designs and implements useful and practical solutions for water, waste, and energy management that are helping to radically change the world.



**The REcyclerie**, a former railway station on the Parisian “Petite Ceinture” (Little Belt) line was renovated in 2014 for use as a third-party eco-responsible experimentation center to raise awareness and mobilize a wide audience with regard to the challenges and alternatives of a more responsible and sustainable society, in a fun and guilt-free way. This ecological center is open to all and offers a café-canteen, an urban farm, a repair workshop, a library, and an eco-cultural program. Veolia has been its main partner since its opening.



**Usbek & Rica** is a media company that explores, questions, and sometimes asserts opinions, but, first and foremost, aims to encourage everyone to reflect on the issues of identity, climate, governance, and our relationship with technology. How does it achieve this? By hosting a new and contributive media website, designed to appeal to the widest possible target audience; by creating a free space for mutual support that is open to all; by launching major citizen lotteries to test drive our future reality. While the debating of ideas represents the core of the Usbek & Rica approach, above all, this media outlet aims to be useful and action-oriented.



**Le Comité 21**, a French association for sustainable development, is helping to transform society to adopt a sustainable model, based on the 2030 Agenda and the 17 Sustainable Development Goals (SDGs). Both a “think tank” and a “do tank”, Comité 21, with more than 400 members, establishes networks between stakeholders and creates the conditions for effective partnerships between public authorities, the private sector, and civil society.

