

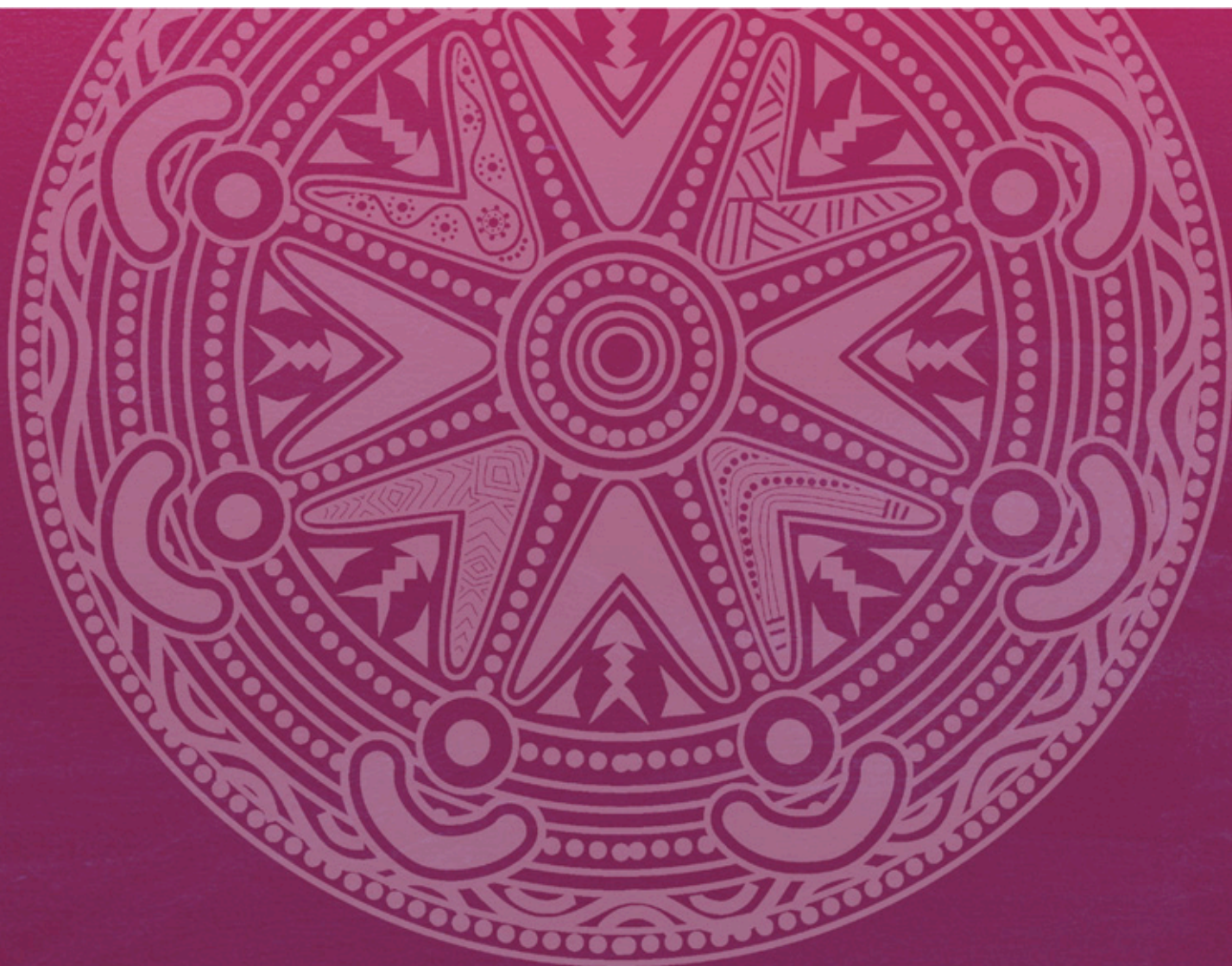
Reconciliation Action Plan



Walking Alongside Aboriginal and Torres Strait Islander Peoples to Embed Reconciliation

November 2022 - October 2025





We are proud to have worked with Gilimbaa, a Supply Nation-certified, Indigenous-owned business, which designed this Reconciliation Action Plan and the artwork in it.

Cultural Disclaimer

Aboriginal and Torres Strait Islander people are advised that this document may contain images or content referring to deceased persons. It may also contain words or descriptions that may be deemed culturally insensitive. Whilst we take every effort to ensure we use the term Aboriginal and/or Torres Strait Islander peoples, there may be at times instances where we use the term 'Indigenous' to refer to Aboriginal and/or Torres Strait Islander peoples, for example, referencing a specific program or organisation.

Acknowledgement of Country

Veolia acknowledges the Traditional Custodians of the lands and waters in which we live and work and their continuing connection to land, waters and community. We pay our respects to their Elders both past and present.

A Word from Richard Kirkman, CEO and Managing Director



I am extremely grateful to be leading a company that values the land that we work on and recognises that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians and caretakers of Australia. Veolia's Purpose is 'Ecological Transformation' and with that there is an immediate connection and alignment to Indigenous culture in Caring for Country.

Veolia has a long history of walking the path of Reconciliation but we also recognise that there is always more we can, and will do.

I am proud of the evolution of our business and the direction our 'Stretch' Reconciliation Action Plan (RAP) is taking under our key framework being, Education, Employment, Business and Community. Our collective ambition is that through our established governance structures and working groups, we embed our intent into everyday 'business as usual' actions, to create more impact with Aboriginal and Torres Strait Islander Peoples, communities and businesses, and also with our partners, clients and communities.

I encourage each and every one of our employees to continue to engage, participate and contribute to our goals for Reconciliation. I look forward to continuing our journey as we walk collaboratively alongside Aboriginal and Torres Strait Islander peoples in an authentic and meaningful way.

A Message from Anthony Roderick, RAP Executive Sponsor



Veolia recognises Aboriginal and Torres Strait Islander people as the first people and Traditional Custodians of Australia with a spiritual connection to land and waters.

As Veolia's Chief Operating Officer for our Environmental Services division, and Executive Sponsor of our RAP, I am extremely proud to directly support our RAP governance groups and actions.

I believe that continuing to educate our people is a key step in achieving our RAP goals; and by understanding the history of Australia through the voices of the first inhabitants to 'learn, unlearn and re-educate' is pivotal in moving forward on our journey of reconciliation.

I am passionate about providing employment opportunities for Aboriginal and Torres Strait Islander peoples and am proud of the apprenticeships, work experience, traineeships and cadetship programs and partnerships Veolia has implemented to date. I believe that these skills are invaluable in providing solid pathways to any desired employment or career chosen by the individual.

Our vision of a future in which all Aboriginal and Torres Strait Islander peoples are recognised as imperative in contributing to a sustainable Australia is only achievable with a collaborative effort from all stakeholders.

I look forward to seeing the business evolve and grow our RAP to further Veolia's commitment to Reconciliation.

Message from Karen Mundine, Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate Veolia on its second Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP framework helps organisations to contribute to the reconciliation movement. Through the creation of this Stretch RAP, Veolia continues to be part of the ever-growing community of RAP organisations that have transformed goodwill into meaningful action.

As a global leader in water, waste, recycling and energy management solutions, Veolia has the potential to drive considerable reconciliation outcomes across its sphere of influence. Since the launch of its first RAP in 2014, Veolia has demonstrated a strong commitment to its vision to walk alongside Aboriginal and Torres Strait Islander peoples to connect, learn, and create sustainable opportunities in the communities in which it operates. This has included partnerships with the NRL Cowboys House to improve access to secondary education for Aboriginal and Torres Strait Islander students in remote communities, and with Emu Nest, a Palyku Traditional Owner Equity Investment Group, to drive social, economic, and environmental sustainability in the Pilbara region.

With this Stretch RAP Veolia continues to embed and expand its reconciliation efforts. This includes a commitment to strengthen the cultural safety of Aboriginal and Torres Strait Islander employees by ensuring access to Aboriginal Mental Health support staff in each State. Other new initiatives include responding to the invitation of the Uluru Statement from the Heart and supporting all employees to be better informed about Voice, Treaty and Truth through additional education resources. Veolia has also committed to prioritise Aboriginal and Torres Strait Islander leadership, knowledge, and ingenuity in its mission to promote ecologically sustainable practices. This includes providing capacity building for Aboriginal and Torres Strait Islander organisations focussed on environmental regeneration. These initiatives, among many others, show Veolia thinking critically and thoughtfully about how best to integrate reconciliation into its every day.

On behalf of Reconciliation Australia, I commend Veolia on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation

Veolia is committed to walking alongside Aboriginal and Torres Strait Islander peoples to connect, learn, and create sustainable opportunities in the communities in which we live and operate. Our vision for reconciliation is a future where all Aboriginal and Torres Strait Islander peoples' cultures, opportunities and connection to Country is recognised as central to contributing to a sustainable Australia.

We will use our unique and privileged position to create a culturally secure work environment.; to promote Aboriginal and Torres Strait Islander culture within our business.; to identify opportunities to support Aboriginal and Torres Strait Islander businesses using our sphere of influence; to actively listen to Aboriginal and Torres Strait Islander peoples' stories; to share in their passion of caring for Country and progress towards higher reconciliation.

Our RAP aligns to global frameworks and our global strategy to ensure we remain a holistic organisation, promoting and embedding our RAP commitments at all levels in Veolia. From a national, Australian perspective, we are committed to contributing to Reconciliation Australia's five dimensions of reconciliation. We acknowledge that reconciliation is not a solution to any one issue, but involves weaving multiple threads together, such as improved education of our people which will lead to greater understanding, improved race relations and a reduced bias in the workplace. Consequently, our vision for reconciliation is holistic. As a company operating in Australia on Aboriginal and Torres Strait Islander lands and waters, we have a responsibility to support Closing the Gap to achieve equity for Aboriginal and Torres Strait Islander Australians.

Veolia is in a unique position, as our core mission is to drive sustainable outcomes for our customers and the communities in which we operate. Our business outcomes are to do what Aboriginal and Torres Strait Islander peoples have been doing for thousands of years, sustainably developing the land and Caring for Country. Championing and making space for Aboriginal and Torres Strait Islander knowledge and allowing more marginalised voices into our own organisation is not just the right thing to do, it makes business sense as it drives a more resilient, innovative and diverse company and society. We can partake in reciprocal learning from the oldest knowledge systems in the world which clearly align to Veolia's sustainability and environmental objectives of Ecological Transformation.

Who We Are

Veolia is a global leader in sustainable development for communities and industries through the provision of water, waste and recycling, and energy management solutions. Through its three complementary business activities, Veolia helps to develop access to resources, preserve available resources, and replenish them.

Our company purpose is to contribute to human progress by firmly committing to the Sustainable Development Goals set by the United Nations to achieve a better and more sustainable future for all. It is with this aim in mind that Veolia sets itself the mission of "Resourcing the World" through its environmental services business.

In 2021, the Veolia group:

- supplied **79 million** people with water;
- connected **61 million** people to wastewater systems;
- produced **48 million** megawatt hours (MWh) of energy; and
- converted **48 million** metric tons of waste into new materials and energy

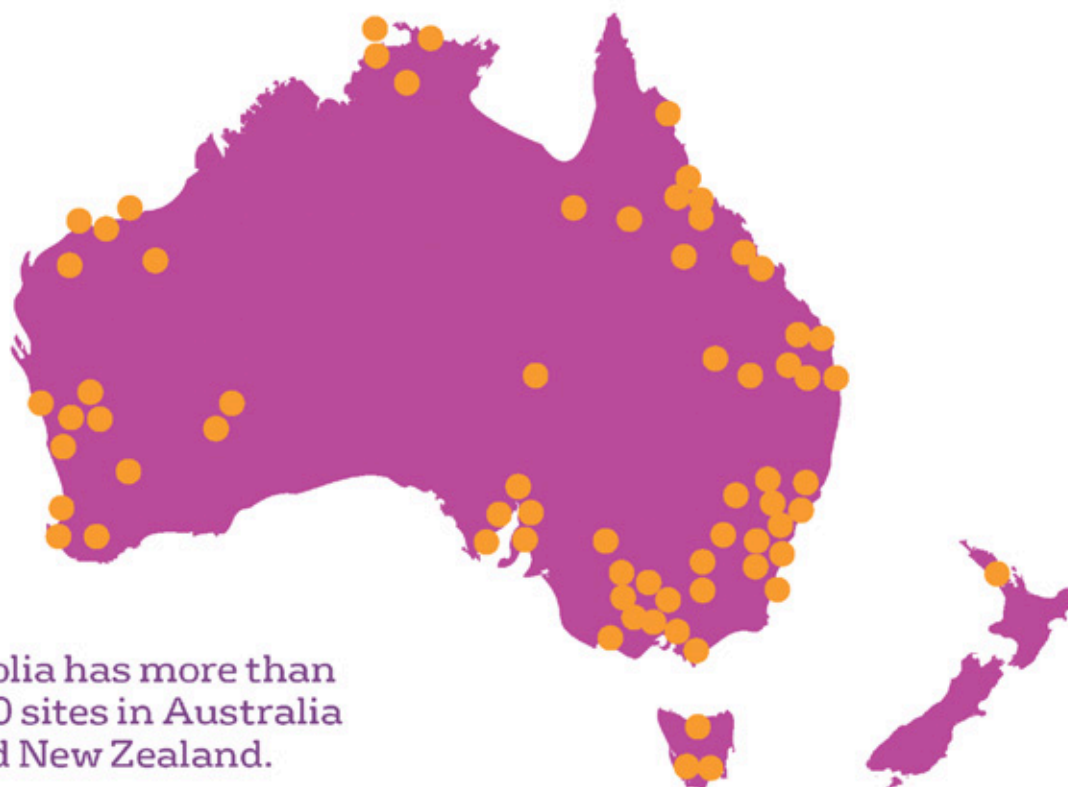
Across the globe, we have 220,000 employees, with over 5,750 employees in our Australian and New Zealand business.

In Australia we work with local government and a wide variety of businesses, from large corporations, heavy industry, and retail, to small business owners and communities as we deliver innovative solutions to challenge the status quo and change how society views sustainability.

We deliver improved sustainability outcomes for ourselves, our customers, and our communities, helping to preserve the living environment.

Veolia supports its employees to self-identify. As of September 2022, we have **over 160** Aboriginal and Torres Strait Islander employees working across our different business lines, which represents **over 2.7%** of our workforce.

Over 240 Sites nationally with a mixture of metro, regional and remote locations.



Veolia has more than 240 sites in Australia and New Zealand.

Veolia has always been an active participant in the communities in which we operate, and we believe we have a genuine responsibility to contribute to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

Working with communities, developing relationships, and providing opportunities with, and for, Aboriginal and Torres Strait Islander peoples is the right thing to do as part of maintaining a sustainable Australia.

In 2013 we commenced our journey to formally recognise our partnership with Aboriginal and Torres Strait Islander communities through the development and implementation of a Reconciliation Action Plan, our first RAP was released in 2014.

Our first RAP was the starting point of our journey, with the actions we committed to enabling us to develop long term relationships with communities and organisations such as Engineering Aid, as well as putting in policies and procedures to support employment, with the first step of giving employees the option to self-identify as Aboriginal and/ or Torres Strait Islander people. We focused on increasing workforce participation, diversifying our supply chain to include more Aboriginal and Torres Strait Islander business and increasing the cultural awareness of our employees.

As part of our journey we have learnt the importance of relationships. We learn and care through genuine relationships. Throughout our RAP journey Veolia has aligned with Aboriginal and Torres Strait Islander businesses for mutually beneficial objectives. Through our relationships we understand the history, learnings and stories of First Nations peoples to allow us to collaborate more effectively.

Education through cultural awareness training is of extreme importance to our business's practice, also understanding that there is no one-size-fits-all approach towards cultural awareness training. To ensure that education through various methods allows us to be adaptive to our employee needs.

The importance of the need for visual representation of Aboriginal and Torres Strait Islander cultures throughout our workforce was one puzzle piece in the full picture in ensuring that our sites were culturally aware and safe.

The importance of business integration and successful procurement of goods and services from First Nations businesses requires consistent engagement, genuine commitment, and a passion for the promotion of supplier diversity. We commit to empowering our people with the skills, knowledge and tools required to promote greater success within this space.

Throughout our reconciliation journey one of our challenges was to have our employees be continually engaged in reconciliation through a global merger. Whilst this was both a very challenging and exciting time for our business generally, Veolia remained focused on our RAP actions, with the support of our Executive team and RAP working groups.

Our Impact and Journey to Date

1997 — 2004 — 2006 — 2007

First Indigenous employment agreement secured for Port Botany Transfer Station. NSW

Partnership with Musée De Quai Branly in Paris for the international exhibition of the Australian Indigenous art installations

Veolia supports Scouts Australia as part of National Indigenous Scouting Programme

Veolia supports WA's Aboriginal Alcohol and Drug Services to make a difference in the lives of Indigenous children.

2019 — 2017 — 2014 — 2013

Veolia extends partnership with Cowboys Community Foundation
Veolia Launches its third (Stretch) RAP

Second RAP (Innovate) launched
Veolia becomes a Founding Friend of Cowboys Community Foundation

Veolia's first Reconciliation Action Plan (RAP) was launched

Veolia partners with Engineering Aid, supporting Indigenous high school students

North West Alliance joint venture established with Indigenous owned Our Country in Pilbara, WA

2021 — 2022

Veolia extends partnership with Cowboys Community Foundation
Veolia creates new role – Reconciliation Action Plan Program Manager
Veolia signs national procurement agreement with Cole Supply in partnership with Bunzl distributions for our PPE Nationally.

Veolia increases its community partnership by engaging with 5 community partners as well as a number of Job Network Agencies



“Our RAP is important because it paves the way to equality. Veolia staff genuinely care about Australia’s First Nations People and our RAP gives staff the platform to take action. It’s important that staff have the opportunity to turn their good intentions into positive actions. Veolia’s RAP is important to me because it’s my chance to give something back to a culture I love so much. I would not be me if it wasn’t for my Indigenous family. They have helped me become the woman I am today and for that I will never stop fighting for equality.”

Anja Bonnard WA RAP Champion and Credit Supervisor



“I believe that a RAP within an organisation is an important framework and path for reconciliation between Aboriginal and Torres Strait Islander peoples and non Indigenous peoples. I believe that Veolia in their path of reconciliation has been humble, genuine and serious about the importance that they play in that journey. I am fortunate that within Veolia my voice in leading the RAP means that I am at the forefront of steering the engagement, spend, education and relationships within Veolia and connecting them back to mob. I will continue to walk with my colleagues and help them understand the importance of the RAP and the education of the long history and culture of my mob.”



Wiradjuri man and Veolia RAP Program Manager, Graham Kilby



“As a Veolia employee it was important to join the RAP group to especially share my knowledge of Indigenous Culture, Contemporary and Past.

I have found Veolia to be one of the most inclusive and welcoming companies. They are committed to making changes and a real difference to the lives of the First Nations People, the Indigenous Australians.

By learning from our efforts in previous RAPs, our RAP commitments will support our future efforts to contribute to stronger relationships between Indigenous Australians and non-Indigenous Australians, promote respect for Indigenous and Torres Strait Islander cultures, histories, knowledges and rights, and build opportunities to enrich economic and social outcomes.

I believe it’s up to everybody to help close the gap for Indigenous Australians, and through Veolia I’m able to contribute in helping my People with Health, Education and Employment.”

**Awabakal man and Land Management Supervisor,
David Ahoy**





“Veolia’s RAP is important as it articulates Veolia’s commitment to reconciliation with Australia’s First Nations People; it aligns our efforts, provides a framework for us (Veolians) to focus upon and direct our resources to continue the reconciliation journey. Endorsement by Richard and Veolia’s EXCO also gives a licence to many of the passionate people in Veolia who, because of their own values and beliefs, want to take action towards reconciliation. Our RAP also creates a funnel for great reconciliation actions and ideas, both big and small scale to be shared, copied and adopted quickly, as well as space to collaborate with like minded reconciliation motivated people. Our RAP is central and critical to Veolia making meaningful progress towards reconciliation.”

Scott Murphy General Manager Queensland – Water



“The RAP has paved the way to walk alongside Aboriginal and Torres Strait Islander peoples to create meaningful and sustainable outcomes that make a difference in their lives, their families lives and their communities. I am proud of what Veolia has achieved since we launched our first RAP in 2014 and the positive impact we have had as an organisation. We have made great progress in terms of employment, education, community partnerships and engagement with Aboriginal and Torres Strait Islander businesses. Of course there is much more work to do and I look forward to us achieving greater outcomes through our next stretch RAP and achieving a brighter and reconciled future.”

Filio Roach – Diversity and Inclusion Specialist



Our RAP Journey Impact

**Spent over
\$20 million**

in Indigenous
procurement
since 2014

**Helping build
capacity of
Aboriginal
businesses**

through our spend and
sphere of influence

**Creating a
culturally safe
workplace**

by acknowledging
Country at all of our sites

**Procuring
from over 50**

Aboriginal and
Torres Strait Islander
businesses since 2017

Identified career pathways
and opportunities for
Aboriginal and Torres Strait
Islander people and

**removing
barriers to
employment**

**Partnering and
supporting**

over 10 community
organisations
since 2014

Developing our Stretch Reconciliation Action Plan

Veolia is committed to the ongoing recognition and alignment with Aboriginal and Torres Strait Islander peoples, communities and businesses. Our RAP is driven by our passionate employees determined to try and “Close the Gap” for future First Nations generations.

Our RAP, although ambitious, allows our community partners, customers and the wider RAP community that we are committed to creating change and understanding for Aboriginal and Torres Strait Islander People. Veolia acknowledges that the importance of a RAP is that it allows our business the guidance and support to help us achieve our extensive goals in this space. Throughout our journey of developing our new Stretch RAP we have identified that in order to reach our goals we are committed to helping build capacity, breaking down barriers and education is an appropriate measure as to how we can capture the essence and success of Reconciliation.

What we want to achieve in this RAP

Whilst this document follows Reconciliation Australia’s framework, our overarching ambition to create impact with this RAP are:



People: At least 4% indigenous employment year on year.



Procurement: At least \$20 million indigenous procurement over the life of the RAP.



Education: 100% of our staff with access to cultural awareness, cultural celebrations and cultural learning, yearly.



Community: Partnering with at least 5 First Nations community organisations yearly to deliver tangible outcomes in employment, training, education and capacity building.

RAP Working Group

Graham Kilby – First Nations	RAP Program Manager
Jenny Fernandez	Head of Talent Acquisition
Ky-Lee Menzies	Senior Procurement manager
Alex Kaanar	Waste LOB RAP Champion
Scott Murphy	Water LOB RAP Champion
Scott Fletcher	Industrials and Energy LOB RAP Champion
Filio Roach	Diversity & Inclusion Specialist
Simone Looi-Britton	Head of Sustainability

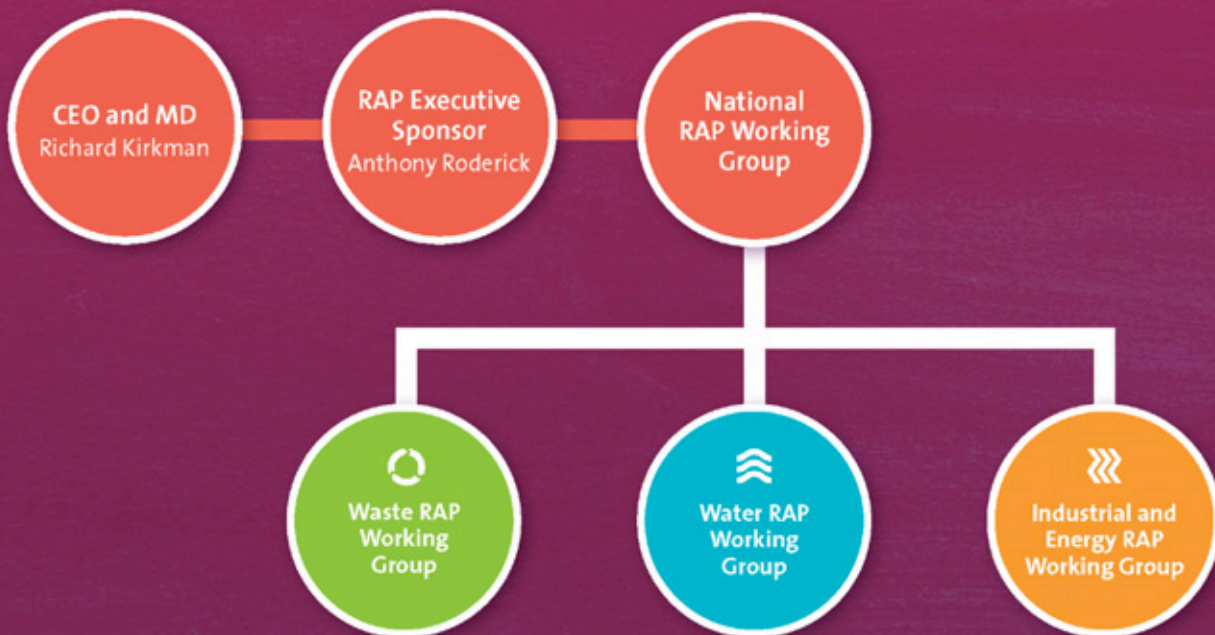
The actions in the subsequent sections of this plan comply with Reconciliation Australia's framework to facilitate the achievement of these overarching goals.



Throughout the workshops and engagement to develop our RAP, key themes emerged centering on:

- Increased Aboriginal and Torres Strait Islander employment within Veolia
- Strategies on what we can do to have more Aboriginal and Torres Strait Islander peoples work for our business
- Engaging with, supporting and procuring from First Nations businesses.

Our RAP governance



Waste, Water and Industrial & Energy Working Groups are aligned to the three core operation groups and locations in Veolia. The COOs that lead these three business areas are actively involved in their relevant working group to ensure our reconciliation initiatives are being driven and supported by senior leaders.

National RAP Working Group ensures alignments and consistency across all three business areas of Veolia. The COOs of the Waste, Water and Industrial & Energy Working Groups report to the National RAP Working Group.

RAP Program Manager Chairs the National RAP Working Group and ensures that the RAP working groups, Executive Team, CEO and MD are informed of all RAP initiatives and developments and secures the necessary support to maintain the momentum and effectiveness of the RAP. This role is reserved for First Nations identified people and plays an important role in ensuring that Aboriginal and Torres Strait Islander community priorities shape the direction of the RAP.



Relationships

Building and maintaining strong, open relationships with Aboriginal and Torres Strait Islander peoples and communities is central to Veolia's commitment to reconciliation and in line with our focus area of Community. Developing relationships, as an organisation and at individual levels, built on respect, trust and free from racism is key to sharing experience, understanding and knowledge with each other. It is only through building reciprocal, collaborative and trusting relationships with Aboriginal and Torres Strait Islander peoples can we continue to unlock and develop shared opportunities to tackle the existing and future sustainability challenges facing Australia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2023, 2024, 2025	Chief Marketing and Communications Officer
	All members of all RAP working groups to participate in 4 external NRW events.	27 May – 3 June, 2023, 2024, 2025	RAP Program Manager and all RAP working groups
	Encourage and support staff and senior leaders to participate in 1 external event to recognise and celebrate NRW.	27 May – 3 June, 2023, 2024, 2025	RAP Program Manager
	Organise 1 internal NRW event per state and line of business, including at least one organisation-wide NRW event, each year. (19 in total)	27 May – 3 June, 2023, 2024, 2025	RAP Program Manager and all RAP working groups
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2023, April 2024, April 2025	RAP Program Manager and all RAP working groups
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2023	RAP Program Manager/ People and Safety, Chief Marketing and Communications Officer
	Communicate our commitment to reconciliation publicly.	May 2023, May 2024, May 2025	Chief Marketing and Communications Officer
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	April 2023	RAP Program Manager
	Collaborate with 10 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation	December 2022, December 2023, December 2024	RAP Program Manager & State LOB Managers
	Publicly commit to supporting the Uluru Statement from the Heart	March 2023	RAP Executive Sponsor
	Develop and promote education materials to staff on the Uluru Statement from the Heart	March 2023	RAP Program Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
<p>Promote positive race relations through anti-discrimination strategies.</p>	Continuously improve HR policies and procedures concerned with anti-discrimination.	March 2023, March 2024, March 2025	Chief People and Safety Officer
	Engage current and ex Veolia staff in a yarning circle to understand their experience of reconciliation within Veolia	December 2023	RAP Program Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	March 2023, March 2024, March 2025	Chief People and Safety Officer
	Review and recommunicate an anti-discrimination policy for our organisation.	February 2023	Chief People and Safety Officer & Chief Marketing and Communications officer
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	September 2023, September 2024, September 2025	Chief Marketing and Communications Officer
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	June 2023, June 2024, June 2025	CEO MD & Chief Marketing and Communications Officer
<p>Establish and maintain strong mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, Organisations and Communities</p>	Create an engagement guideline for staff on how to successfully engage with local Aboriginal and Torres Strait Islander organisations.	March 2023	RAP Program Manager
	<p>Implement a partnership governance framework to support our engagement strategy:</p> <ul style="list-style-type: none"> • To maintain current and support for new formal place-based agreements with Traditional Owners • and RAP partners for major projects and developments. • Yearly reviews of protocols • and relationship life cycles that align to our strategy, including our formal partnerships . • To manage and monitor the health of the partnerships • To outline the process to ensure the aspirations and objectives of Traditional Owners 	June 2023	RAP Program Manager
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	April 2023, April 2024, April 2025	RAP Working Group
	Establish and maintain 5 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	November 2023, November 2024, November 2025	RAP Program Manager



Waalitj Foundation



The Waalitj Foundation aims to lead the provision of education, employment and business opportunities for Aboriginal and Torres Strait Islander Australians by working together to empower and build capacity amongst individuals, their families and their communities.

Veolia has formed a partnership with Waalitj Foundation to support Aboriginal and Torres Strait Islander people obtain meaningful employment.

Veolia supports Waalitj's Fit for work program and the Bunuru program. These are pathway programs for Aboriginal and Torres Strait Islander participants to access support and employment opportunities.

Veolia set out to find community partnerships that were meaningful and aligned with our 4 key pillars in the work and we are delighted to be ingrained in the DNA of Waalitj.

A community partnership that we hope withholds the test of time.

Angel's journey with the Waalitj Foundation started through the stronger communities Program which works to support Aboriginal and Torres Strait Islanders. Angel was guided by her mentor to attend the Fit 4 Work sessions which empowers job seekers like Angel to improve their employability and work readiness. Angel undertook a Cert 2 in Business Administration with the previously known as Wirrpanda Foundation (Now named Waalitj) whilst undertaking work experience with Veolia and we're happy to say that she really found a passion for our business! The relationship between Veolia and Waalitj Foundation has continued to grow with Angel commencing his Cert 3 in Business Administration traineeship with our joint venture, North West Alliance. Veolia is proud to be providing opportunities through community partnerships to Aboriginal and Torres Strait Islander people.



Cowboys House



Veolia has a long-standing partnership with the Cowboys Community Foundation to help remove distance as a barrier to education for Aboriginal and Torres Strait Islander students studying at NRL Cowboys House.

Through NRL Cowboys House, Veolia is supporting access to secondary education for 104 Aboriginal and Torres Strait Islander students from remote communities, with 34 students graduating since the House opened in 2017.

Veolia have supported NRL Cowboys House from the beginning, starting out as a Founding Friend of the House, before increasing their support in 2018 as partners in the active basketball areas on the Boys and Girls Campus.

Fiona Pelling, Director, Cowboys Community Foundation:

"Veolia have been with NRL Cowboys House from the very beginning of our operations back in 2017, when we started out with just 25 young men in the Boys Campus.

Just as our facility has grown to now accommodate over one hundred students with the addition of the Girls Campus, so has our wonderful partnership with Veolia grown.

2022 marks our fifth anniversary together and we are grateful and humbled by the continued commitment and passion that Veolia have for this life-changing program."

Cowboy's Community Foundation aims to support and provide access to secondary education to Aboriginal and Torres Strait Islander students.

The Foundation identifies the obstacles faced within society around access, barriers and support for Aboriginal and Torres Strait Islander peoples and their access to quality, supported and culturally safe education.

This is a relationship that Veolia values, and will continue to gravitate towards on our path of reconciliation.

Proudly supporting

COWBOYS
Community
FOUNDATION





Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, and traditions is paramount for the development of meaningful and respectful relationships and is in line with our focus areas of Community and Education. Without pride and knowledge of Aboriginal and Torres Strait Islander cultures, and an understanding of the past, we will not be able to learn from each other. In line with our focus area of education and training, ensuring Veolia is a culturally intelligent and understanding organisation, means embedding reconciliation and respect into our business DNA, facilitating opportunities with, and for, Aboriginal and Torres Strait Islander peoples at Veolia.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>November 2023</p>	<p>Chief People and Safety</p>
	<p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.</p>	<p>November 2023</p>	<p>RAP Program Manager</p>
	<p>Implement and communicate a cultural learning strategy for our staff.</p>	<p>November 2023</p>	<p>RAP Executive Sponsor</p>
	<p>Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.</p>	<p>March 2023</p>	<p>RAP Executive Sponsor</p>
	<p>100% all staff undertake formal and structured cultural learning. 100% of staff undertake online training. 100% of the Executive Leadership Team undertake face to face cultural awareness training. 100% senior leadership to participate in face to face cultural competency workshops and cultural awareness training</p>	<p>December 2023</p>	<p>CEO MD and Executive Sponsor</p>
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through: Monthly newsletters, Monthly Newsroom (national webinar held monthly), Internal emails and our internal intranet updates.</p>	<p>January 2023</p>	<p>RAP Program Manager</p>
	<p>Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.</p>	<p>January 2023</p>	<p>RAP Program Manager</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols (continued).	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at number significant events each year, including : National Reconciliation Week Activities, Internal Conferences, Opening of any new sites.	April 2023, April 2024, April 2025	RAP program Manger, all RAP working groups
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023, September 2024, September 2025	RAP Executive Sponsor
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	September 2023, September 2024, September 2025	RAP Executive Sponsor
	Display Acknowledgment of Country plaques in all of our locations.	March 2023	Chief Marketing and Communications Officer
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2023, July 2024, July 2025	RAP Program Manager
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023, June 2024, June 2025	Chief People and Safety
	Support all staff to participate in NAIDOC Week events in our local area, including Naidoc March, Naidoc Balls and any community partner event	July 2023, July 2024, July 2025	RAP Program Manager and all RAP working groups
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support external NAIDOC Week events each year.	July 2023, July 2024, July 2025	RAP Program Manager and all RAP working groups



National Reconciliation Week BBQ on Whadjuk Boodja, Noongar Country



Traditional Smoking Ceremony – Eraring Power Station – Awabakal Lands

National Reconciliation Week



Each year National Reconciliation Week (NRW) celebrates and builds on the respectful relationships shared by Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. This is a great opportunity for Veolia to showcase our commitment to Reconciliation. Veolia hosts and attends a number of events in the week to visibly demonstrate our support of NRW.



NRW Welcome – Woodlawn – Ngunnawal Country



Reconciliation Australia Conference with the Honourable Linda Burney, Minister of Indigenous Affairs – Gadigal Country



Opportunities

In alignment with our focus areas of People, Procurement and Community, we seek to provide sustainable opportunities for Aboriginal and Torres Strait Islander peoples and communities. This includes: creating pathways into leadership positions; diversifying all areas of our business; and working alongside communities to realise mutual ecological benefits for all Australians alike. Veolia is not seeking an 'easy win' when it comes to creating opportunities. We will review and embed mechanisms to identify, create and facilitate the access to quality economic opportunities both internally, and externally through our supply chain and other community investment initiatives. Only when Aboriginal and Torres Strait Islander peoples are across all areas of our sector and in leadership positions will we truly be able to see a nation that embraces the cultures and principles of caring for Country in our sustainability practices.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	January 2023	Chief People and Safety Officer and Head of Talent Acquisition
	Assess the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy and update where necessary.	April 2023	Chief People and Safety Officer and RAP Program Manager and Head of Talent Acquisition
	Ensure we have at least one trained Aboriginal Mental Health First Aider in each State to support wellbeing of First Nations staff and improve retention	December 2023	Chief People and Safety
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March, June, October, December 2023, 2024, 2025	Chief People and Safety Officer and Head of Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2023	Chief People and Safety Officer and Head of Talent Acquisition
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	May 2024	Chief People and Safety Officer
	Explore and implement the employment of a Cultural Liaison Officer to aid employment and reconciliation strategies.	April 2023	Chief People and Safety Officer
	Explore and implement the opportunity for an Aboriginal and Torres Strait Islander employee mentoring program to help and maintain the retention of Aboriginal staff.	May 2023	Chief People and Safety Officer
	Increase Aboriginal and Torres Strait Islander employees across our Australian workforce with annual targets of: 4%.	October 2025	Chief People and Safety Officer and Head of Talent Acquisition

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
<p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<p>Assess the effectiveness of our current Aboriginal and Torres Strait Islander procurement strategy and update as required.</p>	<p>August 2023</p>	<p>Chief Procurement Officer</p>
	<p>Supply Nation membership.</p>	<p>July 2023, July 2024, July 2025</p>	<p>Chief Procurement Officer</p>
	<p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</p>	<p>January 2023</p>	<p>Chief Procurement Officer</p>
	<p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p>	<p>November 2023</p>	<p>Chief Procurement Officer</p>
	<p>Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</p>	<p>September 2023, September 2024, September 2025</p>	<p>Chief Procurement Officer</p>
	<p>Procure at least \$20 million (\$6 million per annum over the 3 years of the Veolia RAP) worth of goods and services from Aboriginal and/or Torres Strait Islander businesses (with minimum procurement targets assigned to each business line)</p>	<p>January 2023, January 2024, January 2025</p>	<p>Chief Procurement Officer</p>
	<p>Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.</p>	<p>November 2023</p>	<p>Chief Procurement Officer</p>
	<p>Commit to holding a Veolia tradeshow where we invite businesses to present on their respective goods and services and to engage with Veolia staff and purchase managers</p>	<p>March 2024</p>	<p>RAP Manger and RAP Working Group</p>
<p>Ecological Transformation</p>	<p>Review opportunities to assist remote/regional communities with their water quality and providing viable solutions to assist with water quality management</p>	<p>June 2023</p>	<p>RAP Program Manager and Water RAP Working Group</p>
	<p>Explore the development a Carbon Offset framework with an Aboriginal and Torres Strait Islander business to align Caring for Country with Veolia's purpose of ecological transformation.</p>	<p>December 2023</p>	<p>RAP Program Manager</p>
	<p>Review the opportunity to utilise Veolia's land and assets to help build capacity of an Aboriginal and Torres Strait Islander business to build a nursery to regenerate land.</p>	<p>December 2023</p>	<p>RAP Program Manger</p>
	<p>Identify and target our external stakeholders and sphere of influence to help further promote the Aboriginal and Torres Strait Islander businesses, programs and pathways that Veolia are aligned to.</p>	<p>January 2024</p>	<p>RAP Program Manager</p>



North West Alliance



North West Alliance

The North West Alliance is a joint venture between Veolia and Emu Nest, a Palyku Traditional Owner Equity Investment Group. The joint venture operates in one of the most unique landscapes in Australia, the Pilbara region. An area that is home to the vast red deserts, challenging weather conditions and natural minerals and resources.

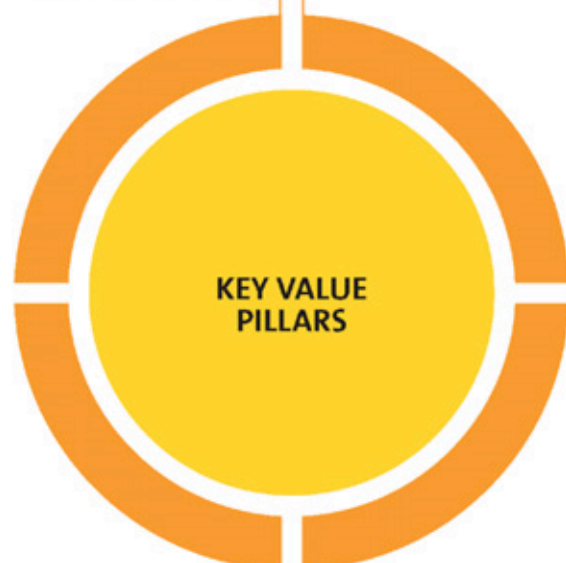
The Pilbara region is now heavily occupied by large oil & gas mining operations which creates an interesting challenge for waste management.

The partnership was structured around the vision of collaborating with customers to minimise their environmental footprint whilst maximising their local impact. Local solutions backed by global capability has proven to be pivotal to unlocking the value and empowering the local community has been key to our success. The partnership operates on key value pillars.

The North West Alliance, as a values-driven company focused on the social, environmental and economic sustainability for the local region. The North West Alliance recognises its opportunity to positively impact the country on where operations take place. A genuine alignment with Veolia's core values and the traditional practices of Aboriginal and Torres Strait Islander people. North West Alliance has developed its own Aboriginal Economic Participation Standard which is supported by business systems to achieve best practice outcomes for Pilbara Aboriginal people.

Transferring the knowledge of Veolia global group to local Aboriginal and Torres Strait Islander employees and subcontractors which enables economic growth

Bringing global expertise to assist in tracking the unique challenges of the region



KEY VALUE PILLARS

Focus on maximising revenue retained in the region through the partnership in the for of local jobs and contracts which increase the skill and capability in the regions as well as creating direct and indirect local economic impact

Connecting Aboriginal and Torres Strait Islander knowledge systems with Western knowledge systems together to create a shared values approach to business operations and environmental solutions for the region that combines local knowledge and talent with global capacity

Indigenous Suppliers



COLE SUPPLIES

Cole Supplies

Cole Supplies (in partnership with Bunzl Safety) has been selected as our sole supplier of the Boomerang Industrial Workwear range.

Cole Supplies is a proudly Noongar owned and operated Supply Nation-certified supplier of high-quality bulk corporate apparel, medical and industrial supplies. They are the first and only Indigenous safety wholesaler in Australia.

Cole Supplies will be powered by Bunzl Safety's E-Commerce capability, warehousing and logistics network, and supply chain experience. The arrangement is an excellent model of partnership, enabling Veolia to deliver on our RAP commitments. The Boomerang Range, delivered by Cole Supplies is exceptional quality and fit-for-purpose for all working environments.



Zancott Recruitment

Zancott specialises in supplying labour hire services, and has assisted Veolia in meeting Veolia's Reconciliation Action Plan and diversity targets for projects delivered nationally. Zancott has provided labour support for a National roll out of our Optimisation program as well as labour hire support for strategic projects throughout our business.

In addition, Zancott supported Veolia's Regional Contract Managers in putting together over 2300 internal bins and assisted with roll-out over five days to approximately 50 buildings on the domestic Defence Estate at Edinburgh. Zancott staff have been pivotal in the success of this site's rollout and are now promoting Veolia nationally with a program aimed at improving Defence's waste management.



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2023, January 2024, January 2025	RAP Program Manager
	Review and update the Terms of Reference for our RWG.	January 2023, January 2024, January 2025	RAP Program Manager
	National RWG to meet at least four times per year to drive and monitor RAP implementation.	January, June, August, December 2023, 2024 2025	RAP Program Manager
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	March 2023, March 2024, March 2025	RAP Program Manager
	Embed key RAP actions in performance expectations of senior management and all staff.	July 2023, July 2024, July 2025	RAP Executive Sponsor
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	July 2023, July 2024, July 2025	RAP Program Manager
	Maintain an internal RAP Champion from senior management.	January 2023, January 2024, January 2025	CEO MD
	Include our RAP as a standing agenda item at senior management meetings.	March, June, October, December 2023, 2024 2025	CEO MD
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024, 2025 and annually	RAP Program Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024, 2025 and annually	RAP Program Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023, Sept 2024, Sept 2025 and annually	RAP Program Manager
	Report RAP progress to all staff and senior leaders quarterly.	March, June, October, December 2023, 2024 2025	RAP Program Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	March 2023, March 2024, March 2025	RAP Program Manager
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	RAP Program Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2025	RAP Program Manager
	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024
Waste, Water and Industrial & Energy RWGs to meet at least monthly to drive and monitor RAP implementation.		Monthly, Review practice for effectiveness July 2023, 2024, 2025	RAP Program Manager



During National Reconciliation Week, Veolia staff engaged with Woolkabunning Kiaka and listened to the stories of Uncle Les Walliam about the Stolen Generation and the history of this historical sight. Learning the history of First Nations people to understand how to navigate our path of reconciliation further.



Graham Kilby – RAP Program Manager attended our community partner Outback Academy Australia's Follow the Flowers resilience National Forum. Veolia and Outback Academy Australia work in partnership to heal country through regenerative farming practices.

Our Community



“Veolia is a long-standing supporter of Outback Academy Australia (OAA). Initially a seed funder of our disability program the Red Dust Heelers, in 2022 the two organisations entered into a formal Community Partnership to include Outback Academy Australia, and it’s ‘Follow the Flowers’ initiative with First Nations regenerative farmers across the nation. This strengthened partnership will accelerate capacity and capability of farmers in areas such as circular economy and environmental management for agri-business. We are also delighted to be working together to open doors to employment with Veolia and other partners through our work together.”

Neville Atkinson, Outback Academy Australia,
National Business Development Lead



Veolia established a new operation in Bamaga which is a 90% Indigenous community. Tim Pitcher – Transition Manager, participated in local community event Bamaga Festival. Our strategy for meaningful reconciliation is that we are active members in our community.

The Story Behind Veolia's Reconciliation Symbol



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

Radiating outwards are eight stylised boomerangs. These boomerangs represent Veolia's core business in providing innovative environmental solutions in water, waste and energy. The four patterned boomerangs represent Veolia's sustainability within the community, the marketplace, the workplace and the environment.

These business aspects are linked with the heart of the symbol, representing the interconnectedness between Veolia as a responsible business and its local communities.

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

The circles coupled with the 'U' shaped motifs represent yarning circles. These yarning circles are a place for national dialogue for both Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islanders Australians, towards understanding and reconciliation.

Together, the two motifs represent the opportunity for both Veolia & local communities to walk alongside each other to connect, learn & develop lasting relationships through a journey of open dialogue and discovery

We are proud to have worked with Gilimbaa, a Supply Nation certified, Indigenous-owned business, which designed this Reconciliation Action Plan and the artwork in it.



100% recycled paper







Resourcing the world

Graham Kilby (He/Him)
RAP Program Manager
New Zealand / Australia

M: 0407 464 223 E: graham.kilby@veolia.com
Kulin Nation - Bunurong
42-52 Kirkham Rd West Keysborough VIC 3173

www.veolia.com