



**USER GUIDE**

**Cooperation between  
stakeholders for ecological  
transformation with**

**+1**

**THE ECOLOGY TURNED  
INTO ACTIONS**

A method initiated by  **VEOLIA**

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



## AGENDA

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**Why +1?** p.03

**What is +1?** p.04

- A **stake** related to ecological transformation
- A **collective of stakeholders** from different backgrounds
- A **pathway** of 3 working sessions

**How to build a +1 cycle?** p.05

- Define your stake and identify your work problem**
- Identify and mobilize stakeholders** within the +1 collective
- Organize and lead** the 3 working sessions
- Report on the discussions** from the +1 sessions
- Key success factors** for a +1 cycle

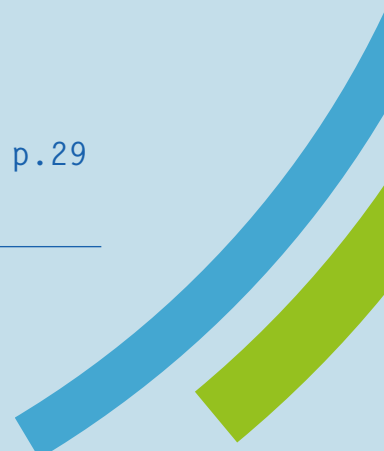
**The +1 user charter** p.18

**The +1 method toolbox** p.19

- Tool 1 - Support for defining your stake
- Tool 2 - Standard charter of commitments
- Tool 3 - Standard email for soliciting stakeholders
- Tool 4 - Standard call for employees' applications
- Tool 5 - Checklist for organizing your +1 sessions
- Tool 6 - Keynote speaker standard profile sheet
- Tool 7 - Standard +1 session schedule
- Tool 8 - Standard master of ceremonies profile sheet
- Tool 9 - Standard facilitator guide
- Tool 10 - Standard satisfaction questionnaire

**They experienced +1** p.29

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# Why? **+1**

At Veolia, **we are convinced that the ecological transformation requires deep-seated change in companies**, which must reinvent their place in society through **new interfaces, new ways of monitoring and listening, new ways of relating and contributing**.

They must therefore work hand in hand with all their stakeholders, with one objective: to be useful to them.

It was in this context that the **“+1, the ecology turned into actions”** initiative was conceived, a method for dialog between stakeholders from different backgrounds (including Employees, Clients, Shareholders, Society, Planet) to find a common path to **ecological transformation**.

The challenge is to get to know each other **better in order to work together** more openly, and to engage in a common dynamic to accelerate the deployment of solutions useful to a broad audience.



*«We can no longer await and gradually adapt our habits. It is time for ecological transformation, for strong and structuring decisions. To achieve this, it would be absolutely futile to undertake this challenge alone. We need to cooperate, to better understand the issues and interactions at the heart of these topics. We need to create an ecology of solutions that requires an active role from everyone.»*



**Estelle Brachlianoff**  
CEO, Veolia

## OBJECTIVE OF THE USER GUIDE

The +1 method, shared in **open source**, **offers useful answers that can be appropriated** by a wide audience via a method that can be adapted to different contexts, territories and geographical areas, as well as to different subjects and stakes.

It **boosts cooperation, ideas and innovation**, but is also an operational tool to be spread throughout Veolia and, more broadly, within any organization that wishes to use it.

This user guide is intended to **help companies and organizations wishing to deploy this method** for ecological transformation. It includes:

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

17 PARTNERSHIPS FOR THE GOALS



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



# What is **+1** ?

+1 is a **method of consultation between stakeholders** initiated by Veolia in 2021, in partnership with the collective intelligence expert bluenove and the forward-looking publication Usbek & Rica, supported by Comité 21, a think-tank and do-tank bringing together more than 400 sustainable development players.

Tested and approved by the Veolia stakeholder collective at la REcyclerie in Paris, it can be **deployed more widely and applied to many contexts and stakes.**

## THE +1 FUNDAMENTALS

#1

A **work issue related** to implementation of the ecological transformation

#2

A **collective of 15 to 50 stakeholders from different backgrounds** : companies, associations, institutions, citizens, local authorities...

#3

A **pathway of 3 successive and complementary work sessions**, allowing experimentation of the benefits of cooperating within a wider ecosystem of players:

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

Each work session in this pathway includes:

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

**After each session, the feedback from the discussions** must benefit the members of the collective and serve as material for the next work session.

## WHY DEPLOY +1?



Building a collective of stakeholders, at the level of a contract, a project, a business unit or an organization, **helps you strengthen your current and future relationships with your stakeholders** to make them real partners.



The open dialog with stakeholders is **an opportunity to design and deploy solutions and responses** to the present and future economic and ecological challenges in a collective and constructive manner.

## How to build a **+1** cycle?



To help you design your +1 event, you will find a “*prototips*” box under each heading as well as **testimonials** from members of +1 collectives or project managers who have deployed the method within their organization.

A **prototips** is a handy tool, already tested and approved within a +1, that can help you organize your sessions and your +1 prototype.



**You can adapt the +1 method to your context, your resources or your issues, while respecting the fundamentals and principles of +1 as defined in the user charter (see page 18).**



# 1 Define your stake and identify your work issue



**The objective:** to mobilize stakeholders to work together to resolve a stake related to ecological transformation.

This stake may involve:

- A **strategic or operational issue** in your organization: to reinforce the decisions taken and to support the deployment of the resulting action plans.
- A **project** of your organization (innovation, development...) : to strengthen its design and promote, or even accelerate, its deployment.
- A **contract** : to strengthen its implementation through more open governance.

See testimonials on page 29.

The +1 method should enable you to meet your challenge, through **3 successive and complementary work sessions:**

- **#1 Listening** to overcome ideological and hierarchical divisions in order to go beyond one's own interests.

- **#2 Prioritizing** to establish useful and impactful actions and solutions to be implemented as a priority for the benefit of all stakeholders.

- **#3 Committing** to drive ecological transformation within organizations.

Each session addresses a **specific work issue**, which must:

- **be concrete and understandable** by all stakeholders;
- **generate debate** and build consensus;
- **be able to produce a deliverable** that can be adopted by the stakeholders or even more widely.

See the toolkit on page 19 for an example of how to define your issue.

**The objective** of each session must be predefined in order to **best frame the discussions** and ultimately to **meet the stake** of your +1:

- What is the stake of your +1 cycle?
- What are the issues you encounter in this area and what are your support points (partners, experts, local roots, etc.)?
- Has this stake been worked on in any other setting? Have any tools or information materials already been produced?
- What is the nature of the contributions expected at the end of each session? For example: mapping of the challenges, establishment of a common policy, definition of the roles and responsibilities of each player and their focus, a method to measure the rate of adoption of the tools, solutions to be tested to improve these tools...



**A BROAD CONSULTATION CONDUCTED BY VEOLIA AMONG ITS STAKEHOLDERS (EMPLOYEES, CLIENTS, SHAREHOLDERS, SOCIETY, PLANET) IN EIGHT OF ITS GEOGRAPHIC AREAS (AUSTRALIA/NEW ZEALAND, COLOMBIA, THE UNITED STATES, FRANCE, ITALY, JAPAN, THE CZECH REPUBLIC AND THE UNITED KINGDOM).**

**STAKE:**

To integrate the stakeholders of Veolia, whose ambition is to be the benchmark company for ecological transformation, in the development of its 2024-2027 strategic plan.

**SESSION #1 - LISTENING ISSUE:**

*What are the expectations towards a champion of ecological transformation?*

To address this issue, the following questions were asked to stakeholders during session #1:

**Part 1: Introspection** (individual reflection time)

- What is the definition of ecological transformation?

**Part 2: Collaboration** (by stakeholder category)

- According to your stakeholder category, what is the definition of ecological transformation?
- According to your stakeholder category, what should be the key characteristics of a champion of ecological transformation?

**Part 3: Alignment** (by different stakeholder categories)

- By 2050, what expectations must Veolia have met to be a champion of ecological transformation?
- If you were a champion of ecological transformation, identify three concrete actions you would implement by 2030 related to water, waste management and energy.

**SESSION #2 - PRIORITIZING ISSUE:**

*Each of the 8 business units, in the 8 geographical areas of the Group concerned by the exercise, has chosen a specific working theme according to what emerged during its session #1. Here is an example of a work theme, proposed by one of the 8 Business Units.*

*How do we face the challenges of water resource preservation?*

**Part 1: Introspection** (individual reflection time)

- What are the challenges of being frugal with water use?
- What alternative resources should be favored and what are the challenges to their implementation? What are the most important of these challenges?

**Part 2: Collaboration** (by stakeholder category)

- What are the challenges of being moderate with water use and which ones are priorities?
- What alternative resources should be favored and what are the challenges for their implementation?

**Part 3: Alignment** (by different stakeholder categories)

- What roles does Veolia play in meeting these high-priority challenges?
- What drivers can be used to promote moderation/alternative resources?
- How can we involve our stakeholders in the development and deployment of these solutions (existing or to be invented)?

**SESSION #3 - COMMITTING ISSUE:**

*How can we collectively commit to implementing the ecological transformation?*

## 2 Identify and mobilize stakeholders within the +1 collective



### Identify and mobilize stakeholders within the +1 collective

- **15 to 50 stakeholders from different backgrounds:** Employees, Clients, Shareholders, Society, Planet, i.e. 3 to 10 people per category.
- A **balanced number** of stakeholders per category.
- **Representative and complementary profiles of the members of the collective**, in terms of age, gender and expertise...
- A **commitment** by the stakeholders and organizers in terms of availability, quality of listening and participation, formalized by a **charter of commitments** that specifies the rights and duties of each.

Find an example of a charter of commitments in the toolbox on page 20.

### What is the typical profile of a stakeholder member of a +1 collective?

In order to encourage dialog and exchange, it is preferable to choose stakeholders who can provide a **critical and constructive view of the issues defined**.

When setting up your collective, it is important to take the following into account for each stakeholder:

- its **degree of influence** and actual or potential interest in the subject of your +1 consultation (low, medium, high);
- its **expectations and questions** regarding your organization and the consultation conducted;
- its **relationship** with the organization;
- its **ability to cooperate** with the other members of the collective.

You can find a standard email to solicit stakeholders in the toolbox on page 21.

### What are the possible constraints to be taken into account when building a +1 collective?

- **Geographic** : organizational constraints may lead to a deliberate limitation of the scope of the scheme. Physical presence of the members is preferred, although the working session can be organized in virtual or hybrid mode.
- **Linguistic** : the question of language must be taken into account in order to ensure fluidity of discussions between the stakeholders and the sharing of their feedback.
- **Timing** : the availability of your stakeholders may be a constraint. It is preferable to inform them at least 1 month in advance, even if your program is not finalized (send a Save the date). Reminders at 10 days and then 3 days before the event are often necessary.

**Veolia's stakeholders**

- Governments / Ministries.
- Local / national / legal / supervisory authorities.
- Public authorities / citizens / residents / neighbourhood associations.
- Associations of elected officials.
- Competitor companies.
- Service providers (suppliers, subcontractors).
- Foundations and associations.
- Employers' and trade union organisations.
- Financial and non-financial rating agencies.
- Critical Friends.
- Experts, researchers and scientists.
- Academies, Universities and Schools (students).
- Partners (socially responsible companies, start-ups, research institutes).
- Public opinion (opinion surveys, industry reports).
- Focus groups / think tanks / opinion leaders.
- Media (TV, radio, press, internet, social networks).

- Associations and foundations.
- Experts / academics.
- International and European institutions.
- Governments (within and outside the OECD zone).
- Organisations of public institutions (UN, OECD, IMF, GRECO, etc.).
- Citizens and especially future generations.

- Local authorities.
- Manufacturers and the tertiary sector (key accounts and local players).
- States.
- Consumers, agricultural customers and end users.
- Prospects.



- Employees, apprentices, work-study students, interns (Group, Zones and BUs).
- Trade unions / employee representatives.
- Candidates / former employees.

- Shareholders and directors.
- Investors / Social Responsible Investment (SRI).
- Banks / insurers and insurance brokers.
- Statutory / external auditors.
- Partners / joint ventures / consortia.

Prototips

**How to mobilize stakeholders?**

To help you identify the stakeholders for your collective, you can call upon the following departments:



Marketing/commercial  
**FOR CLIENTS**



Finance  
**FOR SHAREHOLDERS**



Sustainable development  
**FOR REPRESENTATIVES OF SOCIETY AND THE PLANET**



Human Resources or via a call for applications  
**FOR EMPLOYEES**

You can find a standard email for your employees in the toolbox on page 22.

Prototips

**Tools to get to know yourself better**

**A FACE BOOK**

You can produce a face book of your +1 participants and distribute it to them at the beginning of session #1 or send it to them in advance of the event. This helps with **visualizing the collective** and **helps the members get to know each other**.

**BADGES**

You can also produce badges for your participants, with their name, title and stakeholder category, so that they can **easily identify** themselves during the workshops, but also during convivial moments.

Testimonials



**Johan PIVRON**  
Regional Director of Corporate Real Estate, Innovation and Diversification, Bouygues Immobilier - CLIENT

*“I really found it very interesting to go put the company together with its stakeholders. This is very important and it’s something we are currently considering at Bouygues. The objective is also to spread the +1 and to inspire all stakeholders to use this system offered by Veolia.”*

# 3 Organize and lead the 3 working sessions



The **Listening**, **Prioritizing** and **Committing** principles ensure that participants' attitudes and points of view evolve throughout the sessions, in order to progressively move towards action.

Each session includes:

- **#1 A time for inspiration**, reflection, and exploration of the issues of the topic.

- **#2 A collective intelligence workshop**, ideally in sub-groups of 3 to 8 people maximum.

A session lasts at least **3 hours 30 minutes**, but can be adapted to suit your context.

One of the challenges of the system is to create a **collective dynamic**. It is therefore important to start each session with an **icebreaker**, i.e. a playful

activity to get the members of the **group moving**, so that each of them can get to know each other and get a good start on the discussions to come.

*Find a checklist for organizing your +1 sessions in the toolbox on page 23.*

## Prototips

### Share inspiring content

**Inspirational content** can be shared with collective members **in advance of each work session** to:

**FACILITATE UNDERSTANDING**  
of the issues and problems addressed, which is essential for the conduct of each session

And

**FEED THEIR THINKING**

#### Examples



Press review



Documentary



Interview



Expert report

Focus on..

## A TIME FOR INSPIRATION

The time for inspiration, proposed during the opening keynote for each working session, is intended **to promote reflection and further the knowledge** of the participants on the general issue as well as on the specific issue of the session.

It can be led by an internal expert (member of the general management or the executive committee or expert employee) or someone outside the organization (scientist, entrepreneur, public personality or artist...).

### THE STAKE:

**Share a clear vision of the topics** discussed during the session and **encourage open dialog during the collective intelligence workshop.**

This time of inspiration can also be led by one (or more) members of the collective who come to share their expertise and reflections or their feedback on the +1 method (what it taught them, what they got out of it, what they expect from the next sessions and how they would like to contribute to them).



You will find a standard keynote speaker profile in the toolbox on page 24.

## Testimonials



**Marie  
DE PENANROS**

CSR, Transformation & Quality  
Director, ALD - SOCIETY

*"I find the methodology really interesting. We start with a keynote speaker, which opens our minds on the theme that we will develop next. This allows you to be aware of the subject when you go to work in group."*





Focus on...

## THE COLLECTIVE INTELLIGENCE WORKSHOP

### What is collective intelligence?

It is the ability of a **group of individuals to work together** and to pool their **knowledge, skills** and in order to find **common solutions**, with deliverables, over a defined time period.

Collective intelligence implies:

- **information sharing** ;
- **respect for common rules** ;
- a **benefit for everyone to collaborate** .

The ability of companies and organizations to implement collective intelligence tools in order to make individuals with **diverse profiles and sometimes different interests work together** towards a common goal has a direct impact on the **success of their projects** and their **overall performance**.

### The golden rules OF A COLLECTIVE INTELLIGENCE WORKSHOP

- 1 All ideas are interesting:** there are no taboos or bad ideas.
- 2 All voices have their place:** the word must circulate among all participants to bring out ideas.
- 3 Ideas belong to everyone:** everyone in the group can take them, push them further and transform them.

## How does a “typical” collective intelligence workshop use the +1 method work?

The collective intelligence workshop for the +1 method is divided into 3 parts:

- A time of individual **introspection**: to allow each person to take the time to structure his or her reasoning before sharing it with the members of the group.
- A time of **collaboration** by stakeholder category: to share their experiences and identify their common interests.
- A time of **alignment** between different categories of stakeholders: to share points of view, overcome potential divisions and find consensus.

You can find a standard +1 session in the toolbox on page 25.

## How to run a collective intelligence workshop +1?



### THE MASTER OF CEREMONIES

He/she plays the role of **general coordinator**.

At the beginning of the session, he/she welcomes the participants, presents the objectives and the structure of the day.

During the session, he/she ensures that the duration of each sequence is respected. He/she answers questions from the facilitators and ensures that the overall session runs smoothly.



### FACILITATORS

It is recommended to conduct the collective intelligence workshop in groups of **5 to 8 stakeholders maximum**.

Each group should then be accompanied by one or more **facilitators** who should ensure that:

- instructions are **shared** and **understood by all**, before and during the workshop;
- **discussions are fluid**, in particular by giving voice to all participants;

- time is **managed** well;
- if necessary, **refocusing the discussion** on the workshop’s objective.

Find a standard profile sheet for the master of ceremonies and a standard facilitator guide in the toolbox on pages 26 and 27.

## How to capture the richness of the discussions during a +1 collective intelligence workshop?



### SCRIBES

In support of the facilitator, a scribe can **collect all of the stakeholders’ contributions**, ensure that discussions are **properly reported** and that the **working group’s proposals are shared**.

Separating the roles of facilitator and scribe ensures both good management of discussions between the stakeholders and the duration of the session as well as the richness of the content that will then be shared with the whole group.

## Prototips

### The role of the internal expert

Depending on the nature of the issues addressed during the session, it may be interesting to involve internal experts from your organization in the sub-groups so that they can provide **the additional insights necessary** for the stakeholders to fully understand the stakes.

## Testimonials



**Xavier LEFLAIVE**  
 Senior Administrator & Head of the  
 Resilience - Adaptation - Water team  
 at the Environment Directorate, OECD -  
 PLANET

*“The working method is characterized by a desire to create a collective dynamic and invites us to let go; I think it’s smart, intelligent and well done.”*

## 4 Report on the discussions from the +1 sessions



A key principle of +1 is **the reporting of the discussions** during each session to all stakeholders involved. Each participant must be able to **take ownership** of the ideas and courses of action proposed by the members of the collective.

Depending on your context, the stakeholders involved or the level of confidentiality of the information, it is up to you to choose the format(s) best suited to the presentation of your work.

### Some examples:

A **summary video** can be shared, after each session or at the end of a +1 cycle, with the members of the collective as well as, more broadly, within the framework of promoting the work carried out.

It allows **sharing of the dynamics** of the collective, the **stakes** addressed and the **testimonies** of stakeholders.

The **summary document** is a report of the work carried out by the group at the end of each session and/or at the end of the +1 cycle. It can be communicated to the members of the collective.

It includes:

- a **reminder of the issues** at stake in the session;
- **introductory elements** shared by the keynote speaker;
- the **major divisions and consensuses** that emerged during the discussions;
- the **5 or 10 major ideas** that emerged from the collective intelligence workshop to overcome divisions and find common courses of action;
- the **point of view of some of the stakeholders** involved, in the form of a short interview and/or testimonials.

The **logbook** is a deliverable produced at the end of a +1 cycle. It can be shared only with the members of the collective who contributed to it or more widely, in open source.

It includes:

- a **note of intent**, to set out the origin and ambition of the approach taken;
- a **summary of each session** that gathers the lessons learned as well as the solutions proposed by the collective;

- an **overall assessment** of the work carried out on the issue of the approach;
- the **next steps** (actions to be implemented by the collective and/or possibilities for development of the process);
- the **list of the members** of the collective.



## How to build a +1 pathway?



The **Cahiers de la transformation écologique** at the end of each session or +1 cycle.

They include:

- a **narrative of the issues** of each session;
- **key lessons** learned;
- the **testimony** of members of the collective as well as the experts of the inspiration keynote.

The notebook format allows for a wide dissemination of this content and can be enhanced by **existing initiatives**, from other organizations or artistic initiatives for example, echoing the stake at hand.



USER GUIDE - “+1, THE ECOLOGY TURNED INTO ACTIONS”

### Testimonials



**Emmanuelle Aoustin**  
Member of the Regenerative Alliance network - SOCIETY

*“My assessment of this +1 method is to be able to encourage its transmission, its use, its deployment. I want to help harness it, to use it in other circumstances.”*

# Key success factors for a +1 cycle

+1

#1

## Build a committed and supported project team

Leading deployment of a +1 cycle takes time. It must be led by a committed **project team** and requires **the support of management**. For example, we recommend identifying and mobilizing a sponsor from the organization's top management to support the process and act as an ambassador in sharing the lessons learned internally and with stakeholders.

#2

## Promote social interaction



**Social interaction** favors tolerance and reciprocal exchanges between people or groups of people. It is at the heart of the method, which provides a framework and a method for getting to know each other better in order to work together better.

Social interaction can thus be promoted by:

- An **icebreaker** at the beginning of each session to allow members of the collective to get to know each other, but also to share their expectations and their reflections concerning the work carried out throughout the +1 cycle.
- A **meeting venue** in line with the values of the organization and the ecological transformation. Some examples of places in Paris: an eco-responsible alternative space (la REcyclerie, Vilette Makerz, La Cité Fertile), institutions (the CESE, the Climate Academy) or the headquarters of your organization.
- A **time for informal discussions**: a lunch/cocktail party to close each session for example.

#3

## Maintain and strengthen the link with your +1 collective members

The challenge is to **keep the stakeholder collective alive over time**, so that members can:

- **monitor the implementation** of the solutions or actions they have agreed upon;
- **contribute more widely to the organization's** reflections and highlights.

### Example

The inclusion of members of the "**+1 Lab**" collective on the jury for Veolia's Impact Awards, the Group's internal awards for game-changing projects for ecological transformation.

## MEASURE THE SUCCESS OF YOUR +1 CYCLE

You have the option to send a satisfaction questionnaire to all stakeholders involved at the end of each working session. This questionnaire allows us to collect the participants' opinion on the achievement of the session's objective, the quality of the discussions and the inspirational keynote, the quality of the facilitation and the duration of the collective intelligence workshop, and the chosen venue.

You will find a standard satisfaction questionnaire in the toolbox on page 28.

# The **+1** user charter

By deploying the +1 method within your organization with your stakeholders, you commit **to respecting the fundamentals of the +1 method** as well as its operating principles as described in **this charter**.

## THE USER CHARTER FOR “+1 THE ECOLOGY TURNED INTO ACTIONS”

### The +1 fundamentals

- A work **issue** related to implementation of the ecological transformation.
- A **collective** that brings together representatives of all categories of stakeholders in a company or organization.
- A method combining 3 essential phases of dialog between stakeholders:
  - active **listening**;
  - **prioritization** of actions and solutions to be implemented, useful and impactful, in the interest of all stakeholders;
  - a **shared commitment**.

A **friendly meeting** venue to build relationships of trust.

**Reporting on exchanges** within its organization and with its stakeholders.

### The principles of +1

#### DIVERSITY

By deploying the +1 method, I commit to doing my best to engage **stakeholders from different backgrounds** to have multiple perspectives and thus a range of different skills, values, and world views to promote ecological transformation.

#### LISTENING

By deploying the +1 method, I commit to listening to stakeholders in a sincere and willing manner, in accordance with **the principles of collective intelligence**:

• **Inclusion**: each member of the collective must have a voice and be included in the decision-making process.

• **Open-mindedness**: members of the collective must be open to the ideas of others, even if they do not correspond to their own opinions, and consider all possible options in order to find common solutions.

• **Trust**: members of the collective must have confidence in the proposed method and in the richness of the interactions to share their ideas and points of view. It creates a safe and open environment where members can feel comfortable expressing their opinions.

• **Flexibility**: it is about accepting the hyperactive moments, the silences, the questions and the doubts that are sometimes necessary to reveal the collective intelligence.

#### UTILITY

By deploying the +1 method, I commit to **seeking ways** to bring together stakeholders with sometimes different interests, in order to propose **useful and appropriate responses** for the benefit of a wide audience.

#### CONTRIBUTION TO A COMMON DYNAMIC

By deploying the +1 method, in agreement with the stakeholders of my collective, I commit to **sharing all or part of the work** carried out in order to feed the dynamic of opening up companies and organizations to their stakeholders, in the service of an ecology in action.

Signature

# The **+1** method toolbox

Tool 1

## Support for defining your stake

### The stake

THE ISSUE RELATED TO ECOLOGICAL TRANSFORMATION:

.....



### The work issue

.....

.....

#### Subtopic

#### Session #1 - Listening

Identify the issues common to all your stakeholders and define the actions to be taken to address them.

.....  
 .....  
 .....  
 .....

#### Subtopic

#### Session #2 - Prioritizing

Prioritize the most useful and impactful actions and solutions to be implemented in the interests of all stakeholders.

.....  
 .....  
 .....  
 .....

#### Subtopic

#### Session #3 - Committing

Define the tools and principles of cooperation to be implemented to collectively support the deployment of solutions.

.....  
 .....  
 .....  
 .....

## STANDARD CHARTER OF COMMITMENTS

## “+1 INSPIRE 24-27”

*We provide this model to be adapted to your context in order to establish the rights and duties of each member of your +1 collective and of the project team.*

*This charter is the result of the “+1 Inspire 24-27” program. “+1 Inspire 24-27” is a broad consultation conducted by Veolia with its stakeholders (Employees, Clients, Shareholders, Society, Planet) in 8 of its geographic areas (Australia/New Zealand, Colombia, United States, France, Italy, Japan, Czech Republic, United Kingdom).*

**WHAT IS +1?**

A series of three meetings bringing together a group of 15 to 50 stakeholders (**Employees, Clients, Shareholders, Society, Planet**).

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

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

**WHY “+1 INSPIRE 24-27”?**

[The Group] wished to adapt and integrate this method into the development of [its next strategic plan for the 4 years 2024-2027.] In this context, the consultation with its stakeholders, [“+1 Inspire 24-27”], aims to listen to them and discuss with them [the definition of ecological transformation, the expectations of Veolia on this subject and the most important areas of transformation to be implemented in order to build and deploy together sustainable solutions useful to the widest audience.]

Signed in \_\_\_\_\_, on \_\_\_\_\_

Signature of the representative, as organizer of the +1 consultation preceded by the words "read and approved"

Signature of the +1 member preceded by the words "read and approved"

This consultation will be carried out in the form of a committee of [15 to 20 members on average, i.e. 3 to 5 representatives from each category of Veolia stakeholders: Employees, Clients, Shareholders, Society and Planet] in 3 sessions.

**RIGHTS AND DUTIES OF THE “+1 INSPIRE 24-27” MEMBER**

Because the stakes of ecological transformation imply that we are more than the sum of our individualities, I commit as a member of [“+1 Inspire 24-27”] to participate in the 3 sessions of the year [2022-2023].

Because the challenges of ecological transformation are demanding, I commit myself as a member of [“+1 Inspire 24-27”] to listen, participate, propose and debate during each of the 3 sessions.

Because the challenges of ecological transformation require that we be united, we, as organizers and participants of the [“+1 Inspire 24-27”] method, commit to express ourselves freely, with sincerity and kindness, respecting the words of others.

Because the challenges of ecological transformation require trusting relationships and because [“+1 Inspire 24-27”] is part of [the development of Veolia’s 24-27 strategic plan], I commit to keep confidential all information that may be shared with me before, during and after this consultation.

Because we are what we share, Veolia is committed to taking into account the contributions of all stakeholders in [the development of its “+1 Inspire 24-27” strategic plan] and to promoting internally and externally the commitment and mobilization of its stakeholders in this consultation.

Dear,

*We are pleased to invite you to become a member of our “+1, the ecology turned into actions”.*

**+1 aims to bring together 50 members from different backgrounds (youth, citizens, NGOs, local authorities, companies, investors, start-ups, employees, experts, etc.) during working sessions to propose practical actions with a significant and positive impact to be implemented in the interest of the widest audience.**

**Initiated** by [Name of organization and partners], **the objective of the +1 method is to join forces with those helping to build a desirable future, through free dialog.** It's about reflecting together on the initial steps and phases before launching this shared approach to promote ecological transformation.

**The members of this panel will be asked to attend three half-day sessions at the end of the year. They will have the opportunity to meet with experts on topics related to ecological transformation. They will also work in sub-groups during these sessions to propose ideas and courses of action that will then be shared more widely.**

So we would love to have you as a member of +1. You will find here a charter of commitments specifying the project's ambition as well as the rights and duties of each of the participating and organizing members: [commitment charter link](#).

**Note to your calendar!**

The dates of the three sessions are already set:

- XX/XX/XXXX
- XX/XX/XXXX
- XX/XX/XXXX

Sessions will be offered from XX am to XX pm

We look forward to hearing from you by email or phone.

The +1 team

Dear colleagues,

We believe that companies must reinvent their place in society. To do so, they must express the nature of their contribution within a broader ecosystem of stakeholders.

This requires building new interfaces with society, including new ways of monitoring and listening, new ways of relating and contributing to what surrounds them.

In this context, [Name of the organization] proposes to create a consultation method with its stakeholders **“+1, the ecology turned into actions”**.

+1 aims to bring together 15 to 50 members from different backgrounds (youth, citizens, NGOs, local authorities, companies, investors, start-ups, employees, experts, etc.) to propose practical actions with a significant and positive impact to be implemented, in the interest of the widest audience.

Initiated by [Name of organization and other partners], the objective of the +1 project is **to reflect together on [the issue of ecological transformation]**.

The members of this panel will be asked to attend **3 half-day sessions**. They will be offered the opportunity to meet with experts on topics related to ecological transformation, which we hope will be true moments of inspiration and exploration of these issues. They will also work in these sessions, in sub-groups, to propose ideas for action that will then be shared more widely.

In order for this panel of stakeholders to be as representative as possible, we want it to include X employees, as well as X clients, X representatives of financial partners, territories and the planet.

We are therefore pleased **to invite you to become a member of our “+1, the ecology turned into actions”** project. In order to select these X people who will be members of this collective for these 3 meetings in X (add the 3 dates), we ask you to write ten lines at most on the reasons why you wish to be part of this collective.

**before XX/XX**

**at the following address:** [...]

We thank you all in advance for your interest and commitment alongside us to promote ecological transformation!

Kind regards to all of you,

Signature

**Why become a member of +1:**

- be part of an innovative and committed collective,
- broaden and enrich one's view of the issues of the different players within society,
- represent the voice of [Name of organization] employees within the +1 collective and bring their interests to the debate, to help find courses of action and solutions to the major environmental and societal challenges of the future.

**More information on +1:**

- a presentation document attached

\* **The ecological transformation** expresses a radical and voluntary evolution of our modes of production and consumption to bring the solutions our companies need. It suggests ecology “at the human level”, requiring everyone to play an active role (companies, associations, institutions, citizens and local authorities) to implement the necessary changes.

**BEFORE****INVOLVING THE STAKEHOLDERS**

- Identify the stakeholders likely to be involved (only before session #1)
- Identify, list and confirm participants (only before session #1)
- Set the 3 dates for the +1 sessions
- Prepare and send an invitation to participants
- Remind participants of the date and schedule of the session and ask for confirmation of attendance

**ORGANIZING A SESSION**

- Find the right venue for the session
- Establish the structure of the session (see an example of a typical session structure in the toolbox on page 25)
- Set the stage for the session and anticipate the different movements between the parties in plenary and in subgroups
- Prepare presentation materials for the session
- Design and print badges
- Design and print a face book
- Provide a welcome coffee and a lunch/cocktail

**PREPARING THE COLLECTIVE INTELLIGENCE WORKSHOP**

- Establish the questions that will be asked to the collective members during the session
- Set the expectations for each session in terms of deliverables and how to report the collective's discussions
- Identify and contact the keynote speaker (find a standard keynote speaker profile in the toolbox on page 24)
- Identify and build the facilitation team (master of ceremonies, facilitators and scribes)
- Organize briefs:
  - Discuss the keynote speaker's speech with him/her
  - Organize a time to coordinate the speakers and facilitators, to ensure the session runs smoothly

- Establish the icebreaker
- Optional:** send inspiring content to drive the reflection of the collective members on the session issue
- Optional:** create a minute-by-minute log for the facilitation team
- Build the working groups for each phase of the workshop, particularly phase 3, alignment, which requires each stakeholder category to be represented in the various groups
- Prepare the necessary facilitation materials (discussion aids, post-it notes, pens, etc.)

**COMMUNICATION**

- Inform internal and/or external communicators of the launch of the +1 cycle
- Provide a sound and video/photo recording during the session

**DURING (ON THE DAY)**

- Create a group chat for the facilitation team (WhatsApp, Signal)
- Print the day's schedule and post it in the room
- Set the stage and arrange the materials on the tables
- Welcome participants and distribute badges by stakeholder category
- Make sure sound recording and video/photos of the main sequences of the session are produced
- Collect badges for the next session

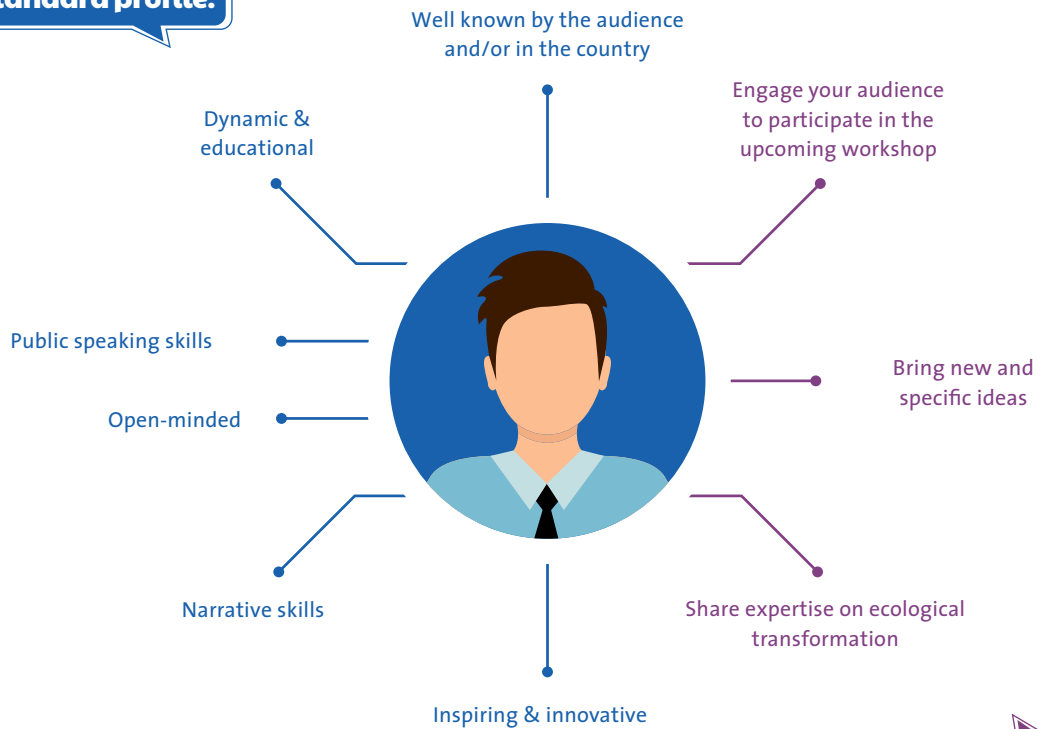
**AFTER**

- Send a thank you email to the participants (specifying the date of the deliverable) and share the satisfaction questionnaire (find a standard satisfaction questionnaire in the toolbox on page 28)
- Send a thank you email to the keynote speaker
- Analyze the results and share them with the members of the collective in the appropriate format

Tool 6

Standard keynote speaker profile

Standard profile:



Role

Example

Scientist, climatologist, innovation expert, coach or cooperation specialist...

Tool 7

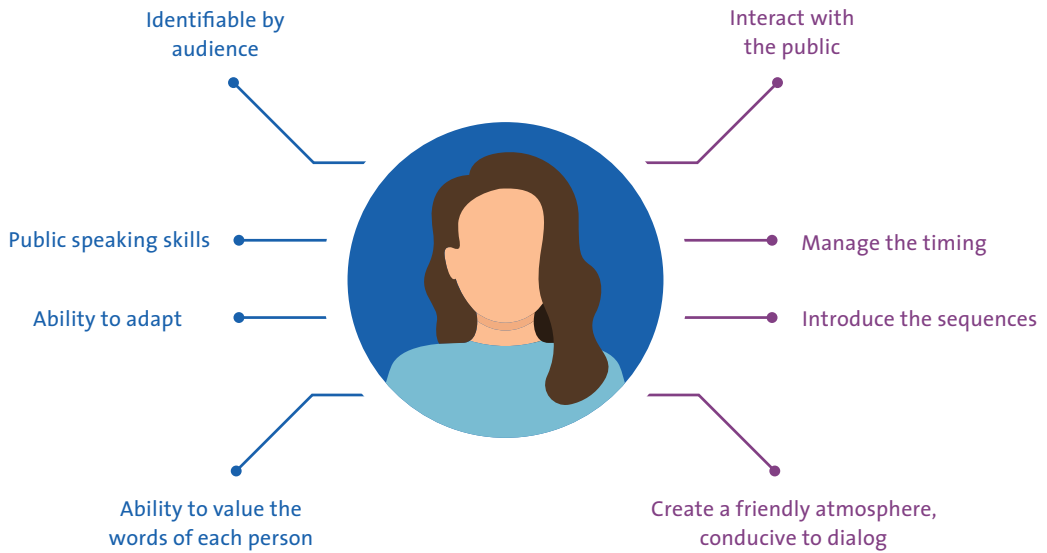
Typical structure of a +1 session

In Plenary	<b>INTRODUCTION</b> 9:00 AM - 9:15 AM	<ul style="list-style-type: none"> <li>Welcome - Organizer</li> <li>Reminder of the context and the organization of the session - Organizer</li> </ul>
	<b>INSPIRATION</b> 9:15 AM - 9:35 AM	<ul style="list-style-type: none"> <li>Intervention of an external expert related to the issue of the +1 consultation and more specifically the issue of the session (10')</li> <li>Questions/Answers (10')</li> </ul>
	<b>ICEBREAKER</b> 9:35 AM - 9:45 AM	<ul style="list-style-type: none"> <li>Ice breaker (10')</li> </ul>
	individual <b>INTROSPECTION</b> 9:45 AM - 9:50 AM	<ul style="list-style-type: none"> <li><i>In your opinion, what are the obstacles/challenges/barriers to [consultation issue] (5')</i></li> </ul>
In subgroups	<b>COLLABORATION</b> X groups by stakeholder category 9:50 AM - 10:50 AM	<ul style="list-style-type: none"> <li><i>According to your stakeholder category, what are the obstacles/challenges/barriers to [consultation issue], and in particular on [issue] ? (35')</i></li> <li>Quick feedback on discussions to the other groups by a member of each group (15')</li> <li>Comments and reactions from participants (10')</li> </ul>
	<b>BREAK (10')</b>	
	<b>ALIGNMENT</b> X groups between different stakeholder categories 11:00 AM - 12:00 PM	<ul style="list-style-type: none"> <li><i>According to your group, what are the existing solutions for [Issue]? What are the obstacles to their deployment? What are the solutions to be invented? (35')</i></li> <li>Brief presentation in plenary by a member of each group (15')</li> <li>Comments and reactions from participants (10')</li> </ul>
In plenary	<b>CONCLUSION</b> 12:00 PM - 12:30 PM	<ul style="list-style-type: none"> <li>Conclusion and closing remarks - Organizer</li> </ul>

**TOTAL : 3h30**

**N.B.:** This standard organization can be adapted to each of the sessions **#1 Listening**, **#2 Prioritizing** and **#3 Committing**.

**Sample profile:**



**Role**

## MY ROLE AS WORKSHOP FACILITATOR

At the end of the icebreaker, the facilitator invites participants to join their groups by stakeholder. Facilitators and scribes guide them to the location of the groups they are referring to.

### Materials available in each group:

- Instructions (questions to be answered + associated timing)
- Feedback templates for the participants
- Post-its and pens

### SUB-GROUPS BY CATEGORY OF STAKEHOLDERS INSTRUCTIONS

### INSTRUCTIONS (2 minutes)

Let me introduce myself...

### Some language elements:

Here is the 3-step process of our collective intelligence workshop

**#1** An initial time of introspection to think about the topic of [TOPIC]

**#2** Then, a time we refer to as «collaboration», for discussion between representatives of the same stakeholder around the priority challenges on the [TOPIC]

**#3** And finally a time of «alignment» to work with the various stakeholders on the solutions and tools to be activated to meet these challenges

### Feedback will be given in two ways:

**#1** A feedback time for each group is planned at the end of the sequence. We must therefore:

- Designate a reporter for this first part who will summarize the main ideas in 2 minutes.
- Write the main ideas on the paper outline on your table. This may be the reporter or another person.

Do you have any questions before we begin? Any volunteers to take on the role of reporter?

**OPTION :** *There may be other roles besides the facilitator (e.g., scribe, subject matter expert, etc.) who's accompanying the participants. If so, introduce them well and explain their role.*

### INTROSPECTION (5 minutes)

Now take 5 minutes to think about the following questions. You can write your ideas on the post-it notes.

*(Announce questions)*

### Collaboration (45 minutes)

The 5 minutes are up. I now propose that you share your ideas on the questions. We have X minutes.

Remember, at the end of each question, to write down a few key points on the paper outline that you will use during the presentation at the end of the sequence. Feel free to use post-it notes to record your ideas, if necessary.

*(Announce questions)*

### Tips:

- Give regular reminders of time remaining: “30 minutes to go/5 minutes to go before the next question/1 minute left to share your last answers / ...”
- Make sure they take note of the main ideas to share in plenary. The notes allow you to share only the essential points and not to report the entire exchange.
- Do not hesitate to ask participants to clarify their ideas, rephrase or give examples to enrich them.

*BREAK (10') - Placement in 3 mixed groups of stakeholders after the break*

### INSTRUCTIONS (1 minute)

Let me introduce myself... As in the previous sequence, we need to designate a reporter who can report the main ideas to all the groups. Who volunteers?

### ALIGNMENT (45 minutes)

*For this part we propose X questions:*

*(Announce questions)*

I suggest that you take two minutes to think about it and then we will discuss it together. We have 45 minutes in total so we can take **X minutes on the first question and the remaining X minutes on the second, etc.**

Are you ready? Who wants to start sharing their ideas?

### Tips:

- We have proposed rough timelines for addressing each of the issues. In fact, often in discussions participants can answer both questions from the beginning. Your role is mainly to ensure that both questions are addressed, adjusting the timing if necessary.

**TITLE OF THE +1 CYCLE**

Thank you for your participation in session #X organized by (Name of your organization) on (date of your session).

We would like to collect your feedback on this X session through this quick questionnaire.

**#1** LAST NAME First name

.....

**#2** On a scale of 1 to 4, did this session meet your expectations?

Yes  No

**I. The issue of the session**

**#3** [Reminder of the issue] In your opinion, did this session address the issue?

Yes  No

**II. Your opinion on the different stages of the session**

**#4** You participated in an icebreaker to get to know each other at the beginning of the session. Were you satisfied with this activity?

Yes  No

**#5** Did the inspiration time give you food for thought during the collective intelligence workshop?

Yes  No

**#6** You participated in a 3-step collective intelligence workshop (introspection, collaboration, alignment). Were you satisfied with these 3 steps in terms of:

- Method used  Yes  No
- Usefulness of discussions  Yes  No
- Time allowed for discussion  Yes  No
- Feedback  Yes  No
- Duration of the plenary session  Yes  No

**III. Your expectations for the next session**

**#7** Do you have any special expectations for the next session? (in form and substance)

.....  
 .....  
 .....

**#8** Do you have a comment to share or questions to ask?

.....  
 .....  
 .....

# They experienced

+1



## Application of the +1 method in developing Veolia's next strategic plan

During the 18 months it took to draw up the 24-27 strategic plan, nearly **150 representatives** of the Group's five categories of stakeholders were consulted three times on **Veolia's strategic policies**, in person.

The purpose of these meetings is to listen to the participants and discuss the **definition of ecological transformation**, their expectations of Veolia in this area and the most important areas for transformation to be implemented to build and deploy sustainable solutions together, which will be useful to a broad audience.

## "**+1 employee representatives**" program to include them in development of the Group's next strategic plan

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

*The challenges we face today are immense. Bringing together an ecosystem of stakeholders (our clients, our employees, but also researchers, environmental activists, etc.), as we do with +1, makes it possible to create collective intelligence, which leads to real transformation. The impact we have by coming together is far greater than the impact we have by doing things alone.*



**Karine Rougé**  
Veolia United States  
Municipal Water



*It is essential to ensure ownership of the next strategic plan and to involve all employees, at all levels of the Group, in its deployment. The +1 method helped us identify the concerns of employee representatives, particularly training and skills development, which are key drivers for delivering the strategic plan.*



**Olivier Carlat**  
Director of Social  
Development in charge of  
Group social dialog, Veolia



## “+1 Arianeo”: a **contract** that renews modes of governance

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

*The +1 method helps us in the realization of the ambitious project of the High Environmental and Societal Committee of the Arianeo contract. It supports us in mobilizing the contract’s stakeholders and in organizing the work carried out together on third-party projects, social integration and environmental protection, at the heart of the territory’s issues.*



**Christophe Ghibaudo**  
Director of Communication  
SOUTH OF PACA, Waste Activities



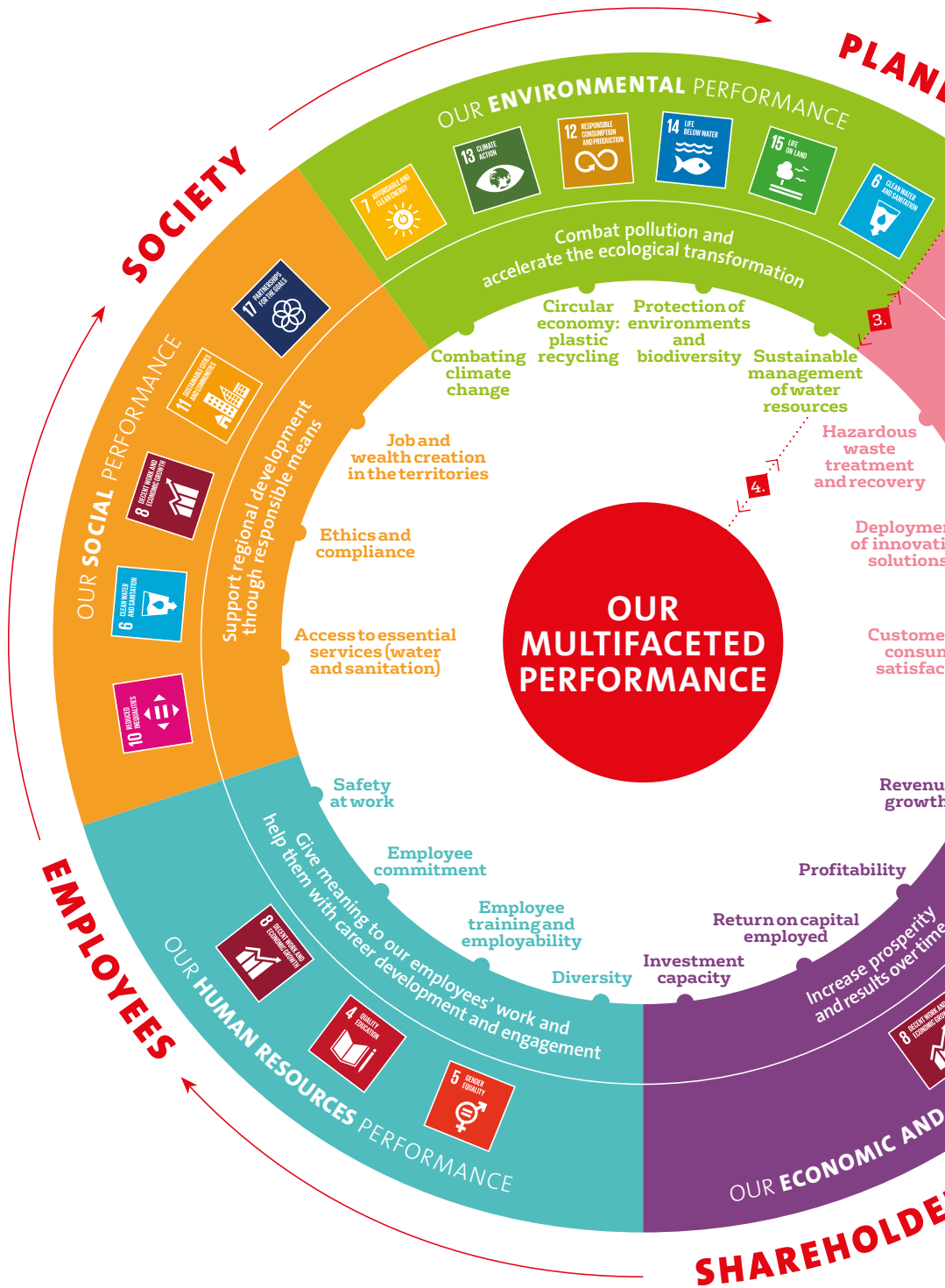
**AND YOU, WHAT WILL**

**BE YOUR  ?**

**This user guide gives you all the keys to organize your +1. Whatever your stake and your organization, this method will allow you, too, to make concrete and collective progress in the ecological transformation!**

# VEOLIA'S PURPOSE...

AN IMPROVEMENT APPROACH SHARED WITH AND FOR OUR STAKEHOLDERS



ERS

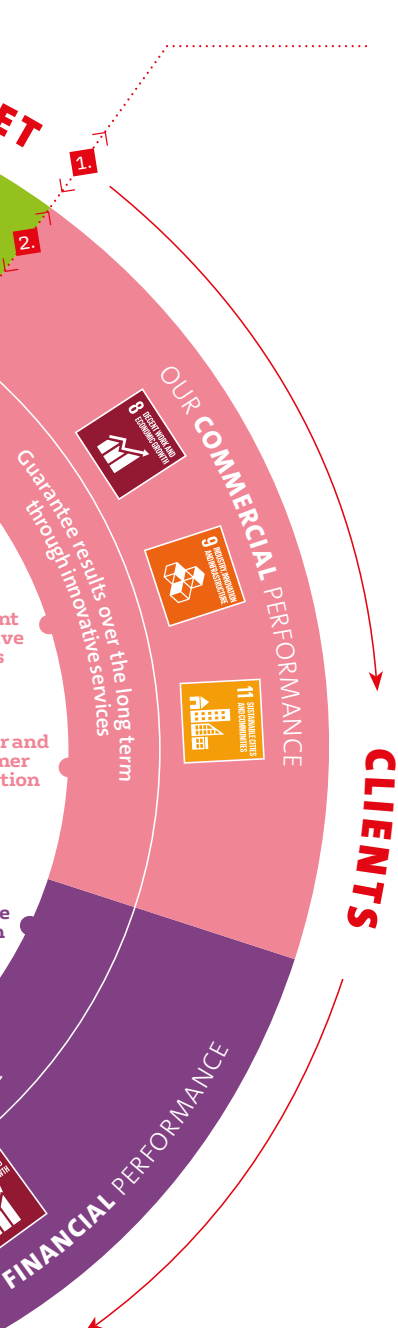
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ERS



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.

<b>1</b> NO POVERTY	No poverty	<b>7</b> AFFORDABLE AND CLEAN ENERGY	Affordable and clean energy	<b>13</b> CLIMATE ACTION	Climate action
<b>2</b> ZERO HUNGER	Zero hunger	<b>8</b> DECENT WORK AND ECONOMIC GROWTH	Decent work and economic growth	<b>14</b> LIFE BELOW WATER	Life below water
<b>3</b> GOOD HEALTH AND WELL-BEING	Good health and well-being	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	Industry, innovation and infrastructure	<b>15</b> LIFE ON LAND	Life on land
<b>4</b> QUALITY EDUCATION	Quality education	<b>10</b> REDUCED INEQUALITIES	Reduced inequalities	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS	Peace, justice and strong institutions
<b>5</b> GENDER EQUALITY	Gender equality	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES	Sustainable cities and communities	<b>17</b> PARTNERSHIPS FOR THE GOALS	Partnerships for the goals
<b>6</b> CLEAN WATER AND SANITATION	Clean water and sanitation	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION	Responsible consumption and production		

Resourcing the world





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.

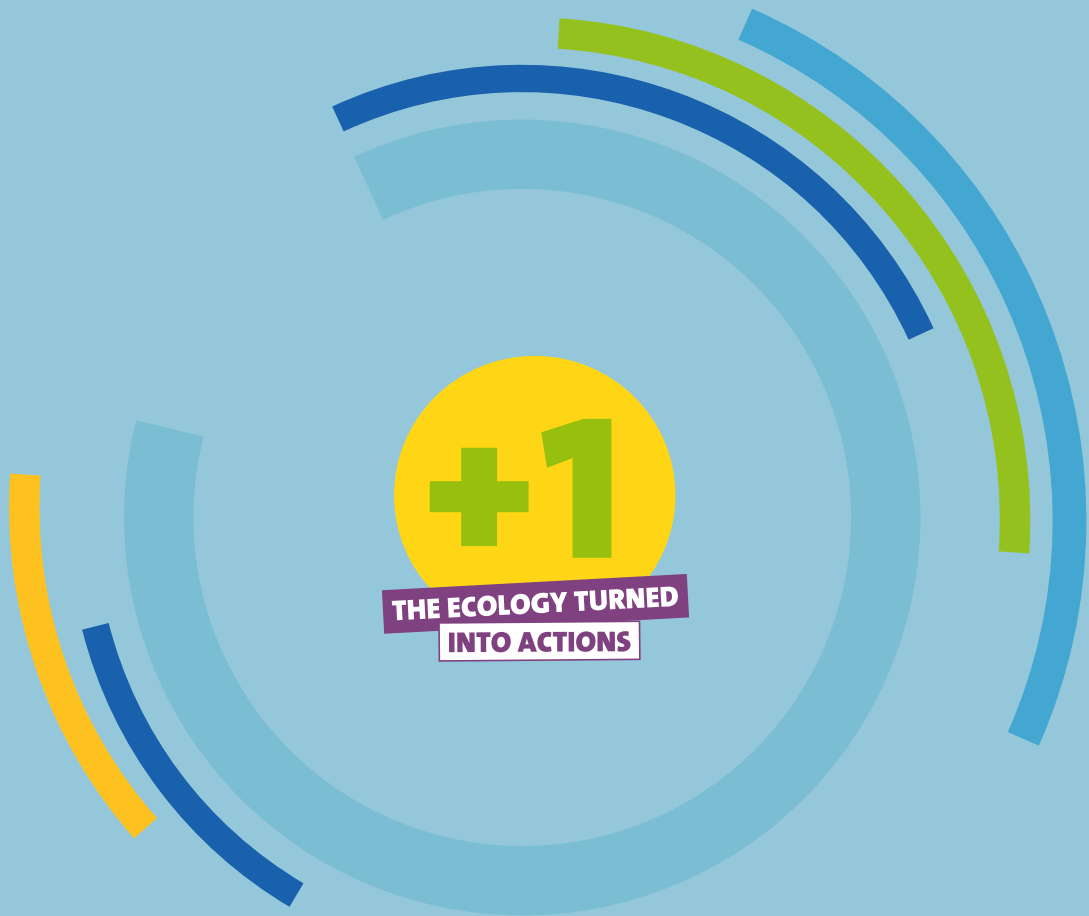
## WITH OUR FULL COMMITMENT

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.**

Resourcing the world





CONTACT

[lecollectifplusun@gmail.com](mailto:lecollectifplusun@gmail.com)