

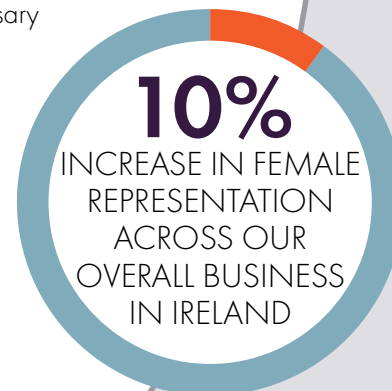
## Veolia Case Study

At the core of Veolia's mission and ambitions lies our workforce, standing at the forefront of everything we do. It is our employees who will enable us to achieve our purpose of ecological transformation, and we are committed to ensuring they are in an environment in which they can succeed. That's why we emphasise the importance of equality, diversity and inclusion.

Having a truly inclusive culture is about embracing and celebrating our differences and giving opportunities in an environment where everyone feels respected, has a sense of belonging and has the opportunity to thrive.

Veolia Ireland faces a number of challenges for DE&I. A large proportion of our roles are technical in nature, such as technicians, engineers or technical managers, and a high percentage of those occupying these roles are traditionally male, which is representative of industry across Ireland. To address these challenges, our 2023-2025 Inclusion Strategy, called Five by 25, focuses on five areas, (See Top 5 Tactics sidebar).

Specific initiatives arising from this strategy include building an employer brand – "See the World as We Do" with the goal of attracting more female engineers to our organisation and the industry. As part of this initiative, we ran a targeted campaign to attract female apprentices to our newly launched electrical instrumentation and mechanical apprenticeships using strong imagery featuring women. We have adopted the use of gender-decoded job advertisements. And have shifted our focus in job descriptions to emphasise necessary job requirements and move away from "nice-to-have" qualifications. This has significantly expanded our pool of qualified candidates and has opened up new opportunities for a more diverse workforce.



## TOP 5 TACTICS

Diversity action planning

Attract and retain

Opportunity and accessibility

Inclusive leadership

Impact and accountability

"It is important that we actively create a culture where everyone feels welcome, has access to opportunities and is supported to thrive. By everyone continuing to take small steps, we can have increasingly effective impact together in building that society."

**Sinead Patton,**  
Veolia, Chief Finance & Commercial Officer -  
Ireland and Nordics, Finance Director Industrial,  
Water & Energy UK

We have conducted research on industry trends and are actively exploring ways to challenge traditional notions of what constitutes a "job" and how we can play a role in promoting greater diversity and inclusivity in the workplace.

We measure the effectiveness of all our initiatives through our KPIs and our dedicated questions in our annual internal engagement survey. Of the roles hired last year, females have increased by 30% and also in the last year we have seen female representation rise by 10% across our overall business in Ireland. We have also now reached over 50% female representation on the Ireland Senior Leadership Team. In addition, we have seen a 300% increase in the number of people from ethnic minorities within our workforce and are also seeing an increase in international referrals due to the positive experience our new hires have.

Veolia Ireland is committed to advancing DE&I both within the company and in the broader community. We are a leader member of Business in the Community Ireland ([www.bitc.ie](http://www.bitc.ie)).

BITCI are leaders on sustainability and social inclusion. Sinéad Patton, Veolia Ireland's Chief Financial and Commercial Officer is a board member of BITCI and co-chairs their Leaders Sub-Group on Social Inclusion. Sinéad was named as the Social and Equality Business Leader of the year at the 2024 PwC Business Post Sustainable Business Awards.

This group designed and developed BITCI's Elevate Pledge which supports businesses to build more inclusive workplaces. The pledge was designed to tackle disadvantage and address disproportionate unemployment and the ultimate ambition is for a workforce that is representative of all members of Irish society. There are currently 65 signatories to the Pledge representing a collective workforce of over 150,000 employees. Veolia Ireland was a founding signatory as we believe business has a key role to play in supporting social inclusion in Ireland and signing up to this Inclusive Workplace Pledge is a valuable opportunity for us to create real, measurable and meaningful impact.

BITCI has been working in the sustainability space for 25 years and our purpose is to Inspire and enable businesses to bring about a sustainable, low carbon economy and a more inclusive society where everyone thrives.

Through our Elevate Pledge, we are supporting businesses to build more inclusive workplaces and have a workforce that is representative of the diversity within the Irish society.

Contact the Elevate team [elevate@bitc.ie](mailto:elevate@bitc.ie)

[Find out more](#)

