

Sustainability and Corporate Citizenship Marketing & Communications Plan: 2016/2017

This plan focuses on how we can apply marketing and communications holistically to emphasize CH2M's sustainability and corporate responsibility approach as core values, focusing on our clients' highest priorities. We aim to integrate our external and internal communications, align sustainability and corporate citizenship with our overall marketing & communications strategy, and capitalize on our partnerships with clients and strategic partners. Once approved, we'll adjust this plan to develop specific communications tactics that support specific initiatives.

Situational Analysis

In the past several years, CH2M has shifted its communications strategy as a whole from being a word-of-mouth company that didn't advertise much to a more communications-savvy company. The age of radical transparency and social media has dramatically changed the way our clients discuss their environmental and social issues, and corporate engagement with the public has shifted. Even though sustainability has always been a part of our image and reputation, it's no longer a word to be whispered. We are out in front of our competitors because we've followed the same path of transparency and integrity, as well as capitalized on the efficient and sustainable work we've been doing for years. Just in the past few years, we've publicized these activities to great success:

- Relunched the award-winning CH2M Foundation, engaged passionate employees to build sustainable communities and share their STEM expertise, and began partnering directly with clients' foundations on shared activities
- Began measuring our greenhouse gas emissions and set an ambitious reduction goal, recognized by the U.S. EPA and the White House
- Helped to create the greenest games ever, the 2012 London Olympics and Paralympics Games
- Received several Verdantix leadership rankings, named as an Ethisphere World's Most Ethical Company, and multiple prestigious awards (Water Company of the Year, Stockholm Water Prize, and WEC Gold Medal Award for Sustainable Development)
- Began an industry-changing collaboration with The Nature Conservancy
- Launched an innovative, engaging, and award-winning sustainability program in the water and wastewater facilities we manage for clients
- Stepped up as a leader in our industry to share our worker welfare toolkit, better serve clients, and improve the lives of construction workers in the Middle East and beyond
- Established our employees as industry leaders in natural infrastructure and sustainable solutions
- Developed strong relationships with client sustainability teams, industry organizations, strategic partners, and investors (primarily Brandy, Elisa, and Ellen)

Internally, our program has gone through a significant amount of change in the last couple of years. Now we are leveraging Sustainability, Community Investment, and Technology & Innovation as force multipliers, increasing the value and effectiveness of our sales and solutions. In 2014, we began incorporating corporate citizenship as part of our annual sustainability report; however, we typically only approach communications jointly during our annual reporting period. The time is ripe to incorporate marketing & communications for these two organizations more formally, in addition to incorporating technology and innovation.

With these changes, including the recent 2015 rebranding and greater external attention on sustainability and corporate responsibility, we need to support and promote CH2M's culture of sustainability and corporate citizenship strategically.

Using market research, client intelligence (via Internet research, direct questions, and evaluation of sales requests, contracts, and bidding documents), and employee engagement, we will use key communications themes to deliver consistent and relevant information through the most appropriate channels. CH2M has a strong competitive advantage and reputation in sustainability and corporate citizenship compared to our competitors, and this plan strives to maintain this standing.

Theme and Objectives

Theme:

Support company growth in the megatrends of urbanization, water resources, resilient infrastructure needs, energy, and mobility by communicating our shared values and priorities with our clients, employees, partners, and investors; embedding sustainability and corporate citizenship into the heart of everything we do globally and locally; and demonstrating thought leadership—along with our clients—in leading-edge, sustainable solutions for industries and communities.

Objectives:

- Position CH2M as go-to company for creative sustainable solutions (by promoting our SMEs as industry experts, sharing technology and innovations through trade media, capitalizing on industry partnerships, etc.)
- Provide tools for employees to understand how to view our work through sustainability lens, and share with clients via social media and other channels
- Weave communications themes through internal and external collateral
- Increase the volume and quality of our external media (via social media, targeted articles, expert interviews, etc.)
- Share our clients' and partners' own values and priorities with employees via internal communications and social media
- Create more client-centric (solutions-oriented) materials and collateral (what do they need vs. what do we want to sell them) for CAMs
- Continue collaborative communication with Corporate Communications and all marketing & communications teams across the firm

Audiences

As our overarching goal is to deliver the highest-quality, relevant information to our stakeholders, being well aware of the needs of each audience allows us to create customized material and collateral relevant to their interest.

External Audiences

- Clients who know us well and represent a significant portion of our business, and those who could benefit from a wider range of our services
- Sustainability and corporate citizenship thought leaders who are respected by our clients, such as Mark Tercek (CEO of The Nature Conservancy)
- Current or potential investors
- Trade associations
- Current and prospective vendors, subcontractors, and partners, including disadvantaged and minority- or women-owned businesses
- Prospective employees

Internal Audiences

- Front-line employees
- Client account managers and other sales leaders
- CH2M Board of Directors
- Senior leadership

Key Drivers

The following themes and key messages are based on central drivers from research by the Harvard Business School, McKinsey, Edelman, and the U.S. Social Investment Forum, in addition to the megatrends laid out in the corporate report.

Investing in the long-term profitability of the company and attractability to investors: According to the [U.S. Social Investment Forum](#), “ESG, Ethical, Green, Impact, Mission, Responsible, Socially Responsible, Sustainable and Values are all labels that investors apply today to their strategies to consider environmental, social and corporate governance criteria to generate long-term competitive financial returns and positive societal impact.” And in fact, ESG criteria used by institutional investors increased more than 60 percent between 2012 and 2014. As scholars, business experts, and researchers have concluded, companies that invest in environmental, social, and corporate governance (ESG) are the most profitable and stay in business longer, and they also experience net benefits in their stock value, as [Harvard Business School concluded](#).

Demonstrating the value of our sustainability and corporate citizenship approach as a force multiplier to drive sales: Multiple studies show that [consumers want to reward responsible companies](#) by buying their products (and 53% would even pay a 10% premium). We’ve been collaborating with key client Dow on work with The Nature Conservancy and STEM education, positioning us well for future work. And leaders and client account managers who attended the recent WEC Gold Medal Award black tie gala saw how the award positioned us well with our clients for future sustainability work. For example, Ramiro

Rodriguez, client account manager for Chevron, CNPC, and Vopak, who was joined at the gala by two Chevron clients, commented, “I believe the WEC Award sets the bar among industrial clients and service companies as it relates to internally adopting, and helping others implement holistic sustainability practices that make the world a better place. The award provides a third-party recognition respected by many of our clients...and provides a topic of conversation to start or re-engage on issues relating to corporate sustainability and corporate responsibility.”

Building trust and excitement by engaging employees and clients: The Edelman Trust Barometer 2016, a survey of 33,000 college-educated, professional employees, had several interesting results:

- Employees are more likely to trust their peers (especially technical experts) than their leaders, and the more a company is committed to social issues, the more employees are engaged. (Note: McKinsey’s 2011 global survey also found that employees at the most successful companies were far more knowledgeable about their company’s sustainability activities, and sustainability is more important for attracting and retaining companies, than at other companies.)
- CEOs play a big role in building trust. Seven out of 10 people believe that CEOs should talk about financial performance, but 8 out of 10 want to hear CEOs talking about societal issues.
- Eight out of ten respondents believe that businesses must lead to solve problems, and they expect that businesses can both increase profits and improve economic and social conditions in the communities in which they operate. Although results vary by country, a significant majority believe that these are important issues for businesses to address and build trust: protecting and improving the environment (80 percent U.S.): improving access to food, potable water, and housing (79 percent U.S.), creating and maintaining modern infrastructure (80 percent U.S.), supporting human and civil rights (83 percent U.S.), addressing climate change (71 percent U.S.), developing better solutions for immigrants, refugees, and migrant workers (67 percent).

Highlighting our innovations and technological advances: McKinsey’s [2014 global survey results](#) advised that companies should look to technology to create opportunities for sustainable solutions. “Companies that want to capture increasing value in a resource-constrained world should spend more time thinking about how to integrate their technological capabilities into their overall sustainability agenda.” The survey results recommended that companies focus on their strategy, “with no more than five clear, well-defined priorities—one of the key factors for successful sustainability programs.”

Key Messages

We apply technology, engineering expertise, and creativity to develop resilient, lasting solutions CH2M has the industry’s foremost technological expertise and we are committed to furthering both our clients’ and employees’ knowledge and capabilities. By doing so, we are transforming the way we solve our clients’ problems—combining traditional infrastructure with nature-based options to result in solutions that stand the test of time. We are dedicated to protecting public health, preserving the environment, and restoring natural resources.

Sustainability is profitable for business, society, and the planet

We help clients view their challenges through a sustainability lens, understanding that implementing sustainable solutions in our projects protects clients’ corporate assets, preserves quality of life, advances industrial technologies and businesses, and benefits our communities and the economy, in addition to

protecting the planet against climate change. Responding to the world's rapid urbanization and resource depletion, we're working with our clients to build sustainable buildings and infrastructure and support alternative sources of energy. We solve the world's complex problems in water, energy, environment and development by promoting economic growth and social inclusion through service to our clients and each other.

We're committed to preserving our most precious resource: water

By applying cutting-edge technology, we focus on the circular economy of water: reuse, management, and conservation. We help our clients better manage our world's water resources and make water systems more resilient to climate change, and we share our expertise with the wider industry so that all can benefit.

Building sustainable communities extends our reach beyond our walls

Our CH2M Foundation funds programs that promote sustainable communities, STEM education, and employee engagement...extending our reach way beyond our company. When employees volunteer their time and talent to build infrastructure, benefit the planet, and improve quality of life for people around the world, they feel a sense of reward not easily found inside an office.

We develop sustainability and corporate citizenship leaders by sharing our expertise

CH2M is committed to helping build the next generation of sustainability and corporate citizenship leaders through our funding of STEM education and employees mentoring young people. Our CH2M Foundation builds relationships with organizations around the world, and our employees volunteer as mentors and coaches to create a new generation of STEM professionals.

We walk our talk by setting ambitious goals for ourselves

We promote environmental stewardship across our supply chain and by reducing the resources we use, mirroring our clients' and stakeholders' priorities. Most global carbon emissions are from the corporate sector, so we're doing our part to reduce our own carbon footprint and help our clients do the same.

This encompasses all aspects of sustainability and corporate citizenship that are promoted during the release of our sustainability and corporate citizenship report, from safety, worker welfare, and inclusion, to community engagement, environmental stewardship, and supply chain partnerships. This communications strategy focuses primarily on environmental stewardship and community engagement, because the year-round strategies for communicating other components (such as safety) is covered by other teams.

Our collaborative partnership with IMPACT 2030 and our employee volunteerism and funding through the CH2M Foundation demonstrate our commitment to help combat the world's most critical issues such as poverty, inequality, and climate change.

Communications Matrix

The following matrix lays out a communications plan for the coming year, highlighting key messages, partnerships, audiences, campaigns, and specific deliverables.

Communications Matrix

Message	Applying technology, engineering expertise, and creativity to develop resilient, lasting solutions	Sustainability is profitable for business, society, and the planet	Committed to preserving our most precious resource: water	Building sustainable communities extends our reach beyond our walls	Developing sustainability & corporate citizenship leaders by sharing our expertise	Walking our talk by setting ambitious goals for ourselves
Internal Groups	<ul style="list-style-type: none"> • Innovation & Technology • Business groups • SLB and Sust. CoP • Urban Environments & Sports 	<ul style="list-style-type: none"> • Business groups • SLB and Sust. CoP • Urban Environments & Sports 	<ul style="list-style-type: none"> • Water Business Group • OM Services • SLB and Sust. CoP 	<ul style="list-style-type: none"> • CH2M Foundation • HR and Diversity • Employee network groups • Green teams • Supplier Diversity and Small Business Program 	<ul style="list-style-type: none"> • CH2M Foundation • HR and Diversity • Employee network groups • Supplier Diversity and Small Business Program 	<ul style="list-style-type: none"> • EMS team • Green teams • Administrative functions (e.g., IT, Facilities, Real Estate) • N. American area managers • All employees
Partners and Stakeholders	<ul style="list-style-type: none"> • The Nature Conservancy • USGBC, etc. • Zofnass Program for Sustainable Infrastructure • GreenBiz • Others 	<ul style="list-style-type: none"> • The Nature Conservancy • USGBC, etc. • Zofnass Program for Sustainable Infrastructure • Others • Business Roundtable • GreenBiz • Green Business Executive Network • Corporate Eco Forum • Verdantix • Natural Capital Business Hub • Encourage Capital • WBCSD 	<ul style="list-style-type: none"> • Water For People • Value of Water Coalition • Water Environment Federation • American Water Works Association • UN World Water Day • World Water Monitoring Challenge • World Water Week 	<ul style="list-style-type: none"> • Global Social Investing Council • IMPACT 2030 • Water For People • Engineers Without Borders • Bridges to Prosperity • Emirates Foundation • Humanity United • Institute for Human Rights and Business 	<ul style="list-style-type: none"> • Social Mobility Foundation • SEEK Denver • Girls Inc. • Dow Foundation • Emirates Foundation • Teach First • Smithsonian • UN Global Compact • IMPACT 2030 	<ul style="list-style-type: none"> • UN Global Compact
Campaigns, Initiatives, Activities	<ul style="list-style-type: none"> • GreenBiz articles • TNC: <ul style="list-style-type: none"> ▪ Video documentary of the East Bay Oyster Reef project ▪ Project description on Web site ▪ (Separate comms plan) • USGBC and Envision: promote partnerships internally and externally • Presence on CH2M.com • Set up mtgs with SLB members and marcomm counterparts to discuss comms opportunities • Partner with BGs on marketing collateral and project spotlights on sustainability microsite • Align and co-promote client accomplishments • Collect proofs of what we accomplish through the provision of our services • Articles on Natural Capital Coalition newsletter • Blogs by SMEs 		<ul style="list-style-type: none"> • Tap water initiative (eliminating use of plastic water bottles) • Explore ways to publicize OM services' sustainability successes more broadly 	<ul style="list-style-type: none"> • Initiate and support employee engagement teams (enhancement of green teams, working with current employee groups) • Work with Ellen, Tessa, Theresa/Tawny to develop communications plan for CH2M Foundation and worker welfare • UN SDGs—plan development in 2016; implementation in 2017 • Volunteerism, collaborate with community partners for promotions 	<ul style="list-style-type: none"> • North Am EMS: <ul style="list-style-type: none"> – Tap water initiative and plastics reduction – Green team reboot – New name for N. American EMS – Paper reduction • Sustainability and Corporate Citizenship Report 	
Events			<ul style="list-style-type: none"> • Support WBG with World Water Day (3/22), National Water Week (7/12-16), World Water Week (8/28-9/2), Imagine a Day Without Water (9/15) • Water For People fundraising 	<ul style="list-style-type: none"> • Bridges to Prosperity trips • Worker welfare workshops 	<ul style="list-style-type: none"> • Report June 1 	

Communication Results and Accountability

Brandy Wilson, Ellen Sandberg, Elisa Speranza, and Melissa Mora are ultimately responsible for and own these communications. We will include Corporate Communications when a communication is high profile and will keep the group apprised of our ongoing projects. We'll include the business groups to the extent applicable for a particular message.

Marie will prepare a report every other month, or more frequently, that outlines progress and results in all of the messages, and solicit feedback from Brandy, Ellen, Elisa, and Melissa.

Thought Leadership

We'll capitalize on our thought leaders' reputations, innovative problem solving, and knowledge of trends and the industry to amplify our messages through blogs, well-placed articles (e.g., GreenBiz), social media, and other opportunities. Thought leadership is where our partnerships pay off (with GreenBiz, contacts at USGBC, Corporate EcoForum), and other outlets want to share our posts.

Metrics:

- Publish at least six articles or blog posts per year that share subject matter expertise (e.g., GreenBiz, CH2M Web site, Corporate Eco Forum) and are widely shared on social media
- Start a SharePoint library of our sustainability successes, which can be drawn from for the SCCR, Web site, social media, and thought leadership publicity (hope to draw from CEO Excellence Awards, once I get access)

Marketing Support

We'll work with CAMs, other marketing communications managers, and Sustainability Leadership Board members to identify marketing and sales needs and develop products such as brochures, social media campaigns, videos, and other PR opportunities. Right now we have many sustainability-related materials out there in the business groups, but not in one easily found place.

We'll also determine what kinds of topics CAMs would like to see on Sustainability CoP calls or other types of training they would like so they have a better understanding of our services.

Metrics: Populate Knowledge Center with marketing materials; CAMs and SLB feel they have the resources at their fingertips to sell sustainability services to their clients. Track numbers of participants on sustainability CoP calls or other training events.

Digital Presence

Working with Corporate Communications and IT, we'll advance our digital presence on the external Web site and explore ways to integrate sustainability and corporate citizenship on our Web site. We'll also continue to use Yammer and the VO to inform employees about what's happening.

Metrics:

- Sustainability and Corporate Citizenship page that contains links to SCCR, connects to a CH2M Foundation page, and links to articles about our sustainability successes in the news (in case the sustainability microsite does not happen, which would serve the same purpose)
- Increased activity on SCCR from previous year

- Increased activity and shares on Yammer from previous year
- Increased awareness of CH2Mers about our sustainability services and corporate citizenship programs

Social Media

We'll continue to work with our social media group to develop fun, pithy, and informative social media posts that spread the word and drive traffic to our Sustainability and Corporate Citizenship Report and other sustainability and corporate citizenship news.

Metrics:

- High rates of engagement and frequency of retweets and mentions on Twitter, Facebook, Instagram, and Elevate
- Increased traffic to SCCR site and CH2M Web site
- Increased followers to Twitter feeds of Elisa, Brandy, Ellen, Melissa, and Marie
- At least six successful social media campaigns that encompass sustainability, CH2M Foundation, worker welfare, and innovation & technology
- Increased activity from SLB members and sustainability professionals on Yammer and Elevate

Partnerships

We'll initiate more formal communication loops with our partners to seek out shared opportunities for communications...such as blog posts by SMEs, social media campaigns, videos, and training events.

Metrics:

- Regular check ins with communications counterparts at USGBC, GreenBiz, Corporate EcoForum, TNC, Bridges to Prosperity, Water For People, Engineers Without Borders, and Impact 2030 (?) to identify opportunities for collaboration and share news about what we're doing
- Stronger relationships with our partners and increased awareness of CH2M