

## Title: Jacque Hinman's Power of "AND" incorporates sustainability and corporate citizenship into decision making

**Lead-in:** At a recent Corporate Eco Forum executive retreat, Jacque Hinman shared the power of "AND" to create the brightest future for our clients, our employees, and the planet.

### Story:

"Jacque is literally a force of nature...she has both the business acumen and technical background you need when you're running one of the world's great engineering companies," began Dow Chief Sustainability Officer Neil Hawkins, introducing CEO and Chair Jacque Hinman at the [Corporate Eco Forum executive retreat](#) in mid-June. "One of the really remarkable things about CH2M is HOW they work...Jacque has a key part in setting the tone for why the how of CH2M is as good as their performance in engineering." The "how," he continued, is CH2M's unique value proposition of technical expertise and excellence, "focusing employees on making a difference, especially in the area of planetary sustainability...delivering great engineering projects, but helping us move toward a more sustainable planet."



How can you beat an intro like that, from one of our key clients? [Jacque delivered an inspiring speech](#), discussing our mindset around sustainability and corporate citizenship, which she calls "the power of AND."

### What's the power of AND?

It's having all of these things together: not environmental compliance OR good profits...not advanced manufacturing OR worker health & safety...not community investment OR efficient return on capital...but AND.

Here are some examples:

- Being willing to walk away from a client that doesn't prioritize safety and worker welfare...or finding a way to influence the client to prioritize these critical issues
- Not letting our 2014 financial performance get us down, but instead setting audacious goals for 2015...many that we are meeting!
- Reducing our carbon footprint 25 percent by 2017, regardless of business growth...or financial setbacks
- Committing to improve our financial performance, safety record, workforce diversity, business growth, and turnover rate
- Continuing our investment in our communities, including sustainability and STEM initiatives and partnerships, not *despite* financial challenges, but *because* corporate citizenship is a business imperative



- Increasing our leadership and commitment in areas such as climate change and natural infrastructure

The power of AND is doing all these things while maintaining our technical excellence and rankings, along with strengthening our business stability and returning greater value to our employees and stockholders. As Jacque commented in her speech, “It would have been easy to stop halfway through that list, but that is not what makes a company great. It would only have made us average. And I don’t know about you, but I want to be associated with a leader, not a follower. I believe the difference between the two is the will to implement the power of ‘AND.’”

[In her speech](#), Jacque shares specific examples of how we’ve applied this approach in our work, including London 2012, Fort Lauderdale’s community investment programs, and our ground-breaking sustainability work with Nike, balancing competing priorities to “do right by our people, partners, and the planet.”

When our Global Sustainability Director [Brandy Wilson](#) thanked [Neil Hawkins](#) on Twitter for his glowing intro of Jacque and CH2M, he responded, “It was a real honor. She is a fantastic CEO!”

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