

PUBLIC RISKS, PRIVATE PROFITS

CH2M HILL

Profiles of Canada's public-private
partnership industry

FEBRUARY 2015



A JOINT PROJECT OF THE POLARIS INSTITUTE AND THE CANADIAN UNION OF PUBLIC EMPLOYEES



INTRODUCTION

This report is part of a series of corporate profiles of the primary private water and wastewater services providers involved in the Canadian public-private partnership (P3) market.

The companies profiled in this series were all identified by PPP Canada Inc. – the federal crown corporation created to promote P3s across the country – as likely bidders on Canadian water/wastewater P3 projects. The corporations on this list offer a diverse set of capabilities. Some would be part of the design and build phase of a P3, others would participate in the finance and operate portion of a P3. While some companies are specialty water/wastewater services firms and others are P3 financiers, the common thread is their desire to participate and benefit from Canadian water/wastewater P3s.

Given the success of efforts to oppose water and wastewater P3s in municipalities like Abbotsford, Whistler and Metro Vancouver, B.C., public opposition is a key concern for the P3 industry in Canada.¹ One way of ensuring this opposition continues is to educate the general public about the track records of the private water services companies that are vying for contracts to design, build, finance, operate and maintain water/wastewater infrastructure. With intimate knowledge of these companies, municipal staff, city councillors and local P3 opponents will gain important tools to challenge P3s in their communities.

OVERVIEW

CH2M Hill is an employee-owned, U.S.-based engineering and construction firm that provides consulting, design, design-build, program management and technical services to public and private clients around the world. Founded in 1946, the company is named after its founders Cornell, Howland, Hayes and Merryfield. The company is active in water and wastewater P3s in Canada and the United States. In 2014, CH2M Hill was ranked 61st on *Forbes Magazine's* list of 'America's Largest Private Companies.'² The company operates in more than 120 countries and has 14 offices in Canada - located in British Columbia, Alberta, Ontario, Manitoba and the Yukon. The company currently employs over 2,000 people in Canada and 30,000 worldwide.³

CH2M Hill's largest client is the U.S. federal government, which accounted for 28 per cent of the company's annual revenue in 2012 (down from approximately 35 per cent in 2011).⁴ Some of CH2M Hill's public sector clients in the U.S. include: the departments of energy, defense, and the interior; the Air Force and Navy; the Army Corps of Engineers, the Federal Emergency Management Agency, the Department of Homeland Security, the Agency for International Development and the Environmental Protection Agency.⁵

CH2M Hill also works with government clients at the state, provincial and municipal level around the world, although no single country outside of the U.S. accounted for more than 10 per cent of its total revenues in 2012.⁶ Some of CH2M Hill's private sector clients include companies in the oil, gas, pharmaceutical and biotechnology sectors; refiners and pipeline operators; microelectronics manufacturers; companies involved with metal and mining; power utilities; as well as automotive, food and beverage consumer products manufacturers.⁷

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FINANCIAL INDICATORS⁸

Annual revenue (in Canadian dollars)

ANNUAL REVENUE

2013	\$6.23 billion
2012	\$6.28 billion

Divisional revenues

DIVISION	2013	2012	2011
Energy, water and facilities	\$3.41 billion	\$3.53 billion	\$2.78 billion
Government, environment and infrastructure	\$2.71 billion	\$2.74 billion	\$2.77 billion

Geographic revenues⁹

REGION	2013	2012
United States	\$3.91 billion	\$4.32 billion
International	\$2.08 billion	\$1.96 billion

BOARD OF DIRECTORS¹⁰

Jacqueline Hinman, President and Chief Executive Officer of CH2M Hill.¹¹ Hinman joined CH2M Hill in 1988 and has held numerous management positions within the company.

Robert Berra, Corporate Vice President, Oil, Gas & Chemicals Business Group President.

Mark Fallon, Corporate Vice President, Global Regions President.

Malcolm Brinded, Outside Director, CH2M Hill. Brinded is the former executive director of Upstream International at Royal Dutch Shell, and is currently the Non-Executive Director and Member of the Safety, Health and Environment Committee at Network Rail Limited.¹²

Jerry Geist, Outside Director, CH2M Hill. Geist is the Chairman of Santa Fe Center Enterprises, Inc. and is an advisor to Arete Corporation, which manages venture capital funds focused on energy technologies.¹³

Chad Holliday, Jr., Outside Director, CH2M Hill. Holliday is currently the Chairman of the Board for the Bank of America Corporation, serves on the board of Deere & Company and is the Chairman of the National Academy of Engineering.¹⁴

Gregory McIntyre, Corporate Vice President, Global Market President for Water, CH2M Hill. McIntyre also serves on CH2M Hill's global Management Committee. Prior to CH2M Hill, McIntyre served as the managing director of Halcrow (which was acquired by CH2M Hill in November 2011).¹⁵

Georgia Nelson, Outside Director, CH2M Hill. Nelson is the former president and general manager of Edison International and Edison Mission Energy Americas. Nelson is a member of the Board of Directors of Cummins Inc. and is a member of the Executive Committee of the National Coal Council, which is an industry advisory committee to the U.S. Department of Energy.¹⁶

Elisa Speranza, Senior Vice President, Chief Communications Officer.

Michael A. Szomjassy, Executive Vice President, Chief Operational Excellence Officer and Global Market President - Energy, CH2M HILL.¹⁷ Between 2007 and 2008 he served as deputy program director of the CLM Delivery Partner a joint venture that provided program management services to the Olympic Delivery Authority for the London 2012 Olympic and Paralympic Games.¹⁸

Barry Williams, Outside Director, CH2M Hill. Williams is the retired managing general partner of Williams Pacific Ventures, Inc. and former President and CEO of American Management Association International. He is a director on the boards of PG&E Corp., Northwestern Mutual Life Insurance Company, Simpson Manufacturing Company and SLM Corporation.¹⁹

CH2M Hill's former CEO **Lee McIntire**, who stepped down as chair of the board in late 2014, was a member of global infrastructure firm Bechtel Corporation's Board of Directors and the President of its Systems & Infrastructure division at the time of the infamous 'Water Wars' in Bolivia (1999-2000). Bechtel owned 27.5 per cent of Aguas del Tunari, the company that was granted the concession for Cochabamba's privatized water distribution system.²⁰

EXECUTIVES²¹

Jacqueline Hinman, President and Chief Executive Officer.

Gary McArthur, Executive Vice President, Chief Financial Officer.

Robert Berra, Corporate Vice President and President of the Oil, Gas & Chemicals Business Group.

Mark Fallon, Corporate Vice President and President of Global Regions.

John A. Madia, Executive Vice President, Chief Human Resources Officer.

OPERATIONS²²

CH2M Hill divides its operations into two main divisions: **Energy, Water and Facilities**; and **Government, Environment and Infrastructure**. The following explains the activities of these two divisions.

Energy, Water and Facilities (EWF) – In 2013, this division was responsible for 54.7 per cent of CH2M Hill's annual revenue. CH2M Hill's water and wastewater P3 operations are part of this division. The company breaks down the division's operations as follows:

- **Water** – This segment provides services such as water resource and ecosystem management, including water treatment, transportation (pipelines), utility management and wastewater treatment. CH2M Hill's clients in this section include public utilities and industrial clients.
- **Operations Management** – This segment offers operations management services such as operating and maintaining municipal water and wastewater services. Currently it serves clients in North America, and is looking to expand into Europe, Australia, and the Middle East.
- **The Energy and Chemicals** – This segment serves the oil and gas industry in North and South America, the Middle East, Asia and Russia by providing engineering, construction, operations and maintenance services.
- **Industrial and Advanced Technology** – This segment provides program management, consulting, planning, design, and construction services to clients in manufacturing industries. Sectors it serves include: building materials, metals, food and beverage, aerospace and aviation, automotive, and consumer products. It serves clients in Asia, North America and the Middle East.
- **Power** – This segment designs and builds power generation facilities that produce energy from natural gas, coal, solar, wind, biomass, and geothermal sources.

Government, Environment and Infrastructure (GEI) – In 2013, this division was responsible for 45.2 per cent of company revenues. The majority of this revenue was generated through services provided to various U.S. federal government agencies and foreign governments. The company breaks down the division's operations as follows:

- **Environmental Services** – This segment offers environmental services including: sustainability consulting, threat reduction management, environmental compliance, planning and permitting, waste solutions, natural resources planning and management, and site remediation and revitalization.
- **Government Facilities and Infrastructure** – This segment offers infrastructure services to government clients, primarily the U.S. Department of Defense, including design, construction, operation and maintenance, among others.
- **Nuclear** – This segment is hired by governments to manage, and operate nuclear facilities as well as to decontaminate and decommission nuclear energy, weapons, and research facilities.
- **Transportation** – This segment provides infrastructure development for the aviation, highways and bridges, ports and maritime, and rail and transit sectors.

LOBBYING ACTIVITY²³

Like most large corporations operating in the infrastructure and services sector, CH2M Hill has a track record of lobbying public authorities on various topics including selection processes for lucrative contracts or proposed legislation that might impact company profits. According to federal, provincial and municipal databases in Canada, CH2M Hill has registered two instances of communicating with government officials; one with the federal government and another with the City of Ottawa.

Federal government

CH2M Hill had lobbyists registered with the Government of Canada between October 2010 and March 2013. The company's Canadian-based lobbyists were listed as Thomas G. Searle, current Senior Vice President and Regional Managing Director, and Lou Riccoboni, then vice president of government relations at CH2M Hill Canada (now Director of Government and Corporate Affairs). Between 2004 and 2006, Riccoboni held public office as the director of parliamentary affairs in the minister's office at the Department of Foreign Affairs and International Trade.²⁴

The company's single communication with federal officials occurred on March 11, 2011 when CH2M Hill lobbyists met with Ted Laking, Special Assistant for Policy at Aboriginal Affairs and Northern Development Canada (AANDC) to discuss "Canadian government procurement policy with respect to the structure and methodology of contracting practices for engagement of private sector entities."²⁵ As of February 2015, the company has no registered lobbyists with the federal government.

Municipal government²⁶

CH2M Hill has registered lobbyists in Ottawa, Ont. The following chart outlines the company's lobbying activities in this jurisdiction.

DETAILS	ISSUE
<p>Ryan Matthews (Vice President and in-house lobbyist at CH2M Hill Canada) met with Wayne Newell, the City of Ottawa's general manager of infrastructure services, on Oct. 31, 2012</p>	<p>The topic of the meeting was construction, and in particular the schedule and performance of the Ottawa River Action Plan (ORAP). The plan includes the construction of new wastewater infrastructure to reduce combined sewer overflows into the river.</p>
<p>Lou Riccoboni (Vice President of Government Relations and in-house lobbyist at CH2M Hill Canada) met with Ottawa Mayor Jim Watson on Nov. 13, 2012.</p>	<p>The topic of this meeting was affordable housing and involved a photo op between the mayor and CH2M Hill executives. Issues discussed included tourism, urban planning, taxation, waste management, water/wastewater, snow removal, transportation, and local charitable initiatives.</p>

CONTRACTS

As a global infrastructure and services company, CH2M Hill is involved in thousands of contracts with public and private entities around the world. These contracts take a variety of forms depending on the nature (private or public) and size of the customer. What follows is a sample list of Canadian water and non-water related contracts. Some of these contracts are defined as a P3 while others are service contracts or concessions. The company has also been identified by PPP Canada Inc. as a likely P3 market participant.²⁷

P3 Definition:

P3s can come in many different forms. For the purposes of this profile, a P3 will be defined as a long-term contract that fulfills two prerequisites.

First, the project must have private sector involvement in at least two of the following structural elements:

- *design*, where the private sector is responsible for all or almost all of the project's design activities;
- *build*, where the private sector is responsible for all or almost all construction activities;
- *finance*, where the private sector is responsible for arranging private financing that will be used to ensure performance during the construction and/or the maintenance and operating period of the project;
- *operate*, where the private sector is responsible for all or almost all activities related to the operation of the project; or
- *maintain*, where the private sector is responsible for all or almost all maintenance of the project.

Second, at least one of the two structural elements must include operate, maintain or finance.²⁸

SELECTED CANADIAN WATER/WASTEWATER AND OTHER CONTRACTS

PUBLIC-PRIVATE PARTNERSHIPS

DATE AND LOCATION	TYPE	DESCRIPTION
BRITISH COLUMBIA		
Metro Vancouver, B.C.: Golden Ears Bridge - 2006	Design, build, finance, operate and maintain	The Golden Crossing General Partnership, a 50/50 joint venture between CH2M Hill and Bilfinger Berger Global Infrastructure, was awarded an \$808 million, 35-year contract with the B.C. government to design, build, finance, operate and maintain the Golden Ears Bridge. The bridge crossed the Fraser River and connected the communities of Pitt Meadows and Maple Ridge to the communities of Langley and Surrey. ²⁹
ONTARIO		
Huron East, Ont.: water and wastewater facility - 2010	Operate, maintain	In 2010, CH2M Hill was selected to handle operations, maintenance, and management of the Huron East, Ont., water and wastewater facility. The five-year contract is worth approximately \$2 million and includes the option to renew for another five years. ³⁰

NON-P3 CANADIAN CONTRACTS

BRITISH COLUMBIA		
18 First Nation communities throughout British Columbia – 2008	Management oversight, mentoring and guidance	CH2M Hill was selected by First Canadian Water and Infrastructure Ltd. (a joint venture between Tribal Councils Investment Group of Manitoba Ltd. and CH2M Hill Canada Ltd.) as a subcontractor to provide technical and management services for water treatment system operators working in 18 First Nation communities throughout B.C.. CH2M Hill's sub-contract is part of the Government of Canada's national Safe Water Operations Program. ³¹
ALBERTA		
Calgary, Alta.: Pine Creek Wastewater Treatment Plant – 2009	Design, build (consultant)	The City of Calgary awarded CH2M Hill a contract to provide design and construction services for the new Pine Creek Wastewater Treatment Plant. The construction of the \$300 million plant was completed in 2009. CH2M Hill was the main consultant and project manager. The firm also provided post-construction services and guidance to the city. Construction cost \$300 million and engineering fees cost \$35 million. ³²

DATE AND LOCATION	TYPE	DESCRIPTION
MANITOBA		
Winnipeg, Man.: Winnipeg Water Treatment Plant – 2009	Design, build	In 2009, the City of Winnipeg’s new water treatment plant began operations at the Deacon Reservoir. CH2M Hill was contracted to design the plant with the city, and completed this phase in 2005. The company was also involved in construction of the \$300 million facility. ³³ CH2M Hill has worked as a consultant and contractor with the City of Winnipeg on various water treatment and wastewater-related issues since the early 1990s. ³⁴
ONTARIO		
Ottawa, Ont.: Britannia Water Purification Plant – 2005	Design, build	In 2005, CH2M Hill was awarded a contract to provide consulting design services for a \$22.8 million upgrade to the Britannia Water Purification Plant in Ottawa, Ontario. ³⁵ In 2012, when the project moved into the construction phase, the city increased its consulting budget and expanded CH2M Hill’s contract by \$1.1 million, ³⁶ asking the company for two more years of consultant services which included: field inspection services; office services including design reviews; and software programming. ³⁷
Hamilton, Ont.: Woodward Avenue Wastewater and Treatment Plant expansion and upgrades – 2014	Design, build	In partnership with AECOM, CH2M Hill will design, construct and ensure warranty services for the City of Hamilton’s Woodward Avenue Wastewater Treatment Plant upgrade and expansion. ³⁸ The status of the approximately \$322 million ³⁹ project is currently ongoing, with the first phase expected to be completed by 2016. ⁴⁰
NOVA SCOTIA		
Halifax, N.S.: Lake Major Water Treatment Plant – 1996	Design, build	The Halifax Regional Water Commission awarded CH2M Hill a contract to design and build the Lake Major Water Treatment Plant in Halifax, N.S.. The project was completed in 1998. The plant serves the communities of Dartmouth, Eastern Passage, Cole Harbour, and Westphal. In June 2011, Halifax Water hired CH2M Hill as a consultant to assess and improve Halifax Water’s approach to asset management. ⁴¹

NOTABLE NON-WATER CANADIAN CONTRACTS

DATE AND LOCATION	TYPE	DESCRIPTION
Vancouver, B.C.: Sea to Sky Highway Improvement Project – 2009	Build	The B.C. government upgraded the Sea-to-Sky Highway linking Vancouver with the resort municipality of Whistler through a P3. CH2M Hill was not a member of the P3 consortium known as the S2S Transportation Group, and was only involved in the P3 as a construction contractor. ⁴²
Windsor, Ont.: Rt. Hon. Herb Gray Parkway project – 2011	Build	The \$1.6 billion P3 will construct an 11 km-long parkway connecting Highway 401 to the Detroit River International Crossing (and the U.S. interstate system). The construction began in 2011 and was set for completion by 2014. ⁴³ A revised schedule estimates construction will be finished by summer 2015. ⁴⁴ While not a member of the Windsor Essex Mobility Group P3 consortium, CH2M Hill was contracted as the technical advisor for the development, procurement and implementation of the design, build, finance and maintain P3. ⁴⁵
Energy East Project (Alberta – Eastern Canada): 2013	Program management	TransCanada Corporation selected CH2M Hill to manage the updating of an existing 3,000 km natural gas pipeline and further construction of 1,400 km of new pipeline that will transport oil from Alberta to Eastern Canada. ⁴⁶

CONTROVERSIES

CH2M Hill has been involved in numerous controversies over the years involving cost overruns, cancelled contracts, bribery and other fraudulent activities. The cases below are only a sampling of this company's controversies in Canada and around the world. For more information of other abuses, including a description of CH2M Hill's involvement in one of the biggest privatization experiments in the United States, please refer to the Centre for Media and Democracy's report on the company.⁴⁷

2014 – The City of Portland, Oregon's Water Bureau has come under fire from residents concerned with the city's plans to decommission five water reservoirs which are listed on the National Register of Historic Sites. The city is required to decommission the open air reservoirs due to a 2006 United States Environmental Protection Agency (EPA) ruling, known as LT2,⁴⁸ which mandates that public water sources be protected from the water borne parasite *Cryptosporidium*.⁴⁹ Despite numerous attempts by the city to defer the implementation of the EPA ruling, state and federal regulators have declared that the decommissioning must go forward or the city will face steep fines for non-compliance.⁵⁰

Concerned residents have challenged the city to defer the decommissioning of the reservoirs until the EPA completes an ongoing review of LT2, which is due in 2016. The City of Portland has refused to defer based on the possibility of facing fines.⁵¹ CH2M Hill was awarded contracts related to the decommissioning, as well as the design and construction of new covered reservoirs.⁵²

In addition to concerns regarding the plans to close the reservoirs, activist groups have confronted city officials with charges of cronyism involving a CH2M Hill employee. The allegations are focused on current CH2M Hill Design Build Operations (DBO) Director Joe Glicker who is a former chief engineer in the City of Portland's water bureau. In addition to the conflicts arising from Glicker's move through the revolving door from the water bureau to CH2M Hill, Glicker has also worked for an infrastructure corporation called MWH Global. While at MWH Global, he consulted with the EPA on the LT2 rules that have led to the planned closures of Portland's reservoirs. Given that CH2M Hill has been awarded contracts to decommission the reservoirs and build new ones, activists allege that the city and Glicker are in a conflict of interest.⁵³

In January 2015, the controversy surrounding CH2M Hill in Portland became part of the debate in Parksville, B.C., where the city has hired the company to design a water treatment and storage system. Some residents and a city councillor expressed concerns related to the allegations against the company in Portland.⁵⁴

2013 – In 2013, the City of Los Angeles sued several construction companies due to a breach of contract regarding the reconstruction of a runway at the Los Angeles International Airport. In 2006, a joint venture between numerous firms including CH2M Hill Inc. began reconstruction of the 13,000-foot-long runway. The city claims there are flaws in the design of the runway and the way it was constructed, and it is therefore deteriorating at an accelerated pace and will cause problems for the operations of the airport in the future.⁵⁵

2013 – In March 2013, CH2M Hill admitted that one of its subsidiaries, CH2M Hill Hanford Group Inc., had committed federal criminal violations in the United States by defrauding the public through widespread time card fraud. The company agreed to pay \$18.8 million along with an additional \$510,000 to create accountability systems, and consented to a corporate monitor. The fraudulent activity took place between 1999 and 2008, when the company was the U.S. Department of Energy's prime contractor for the management and cleanup of radioactive and hazardous waste in Washington State. During this time CH2M Hill management knowingly allowed employees to clock more time than they actually worked, and submitted inflated claims to the Department of Energy.⁵⁶

2012 – In 2012, CH2M Hill was appointed by the Qatar 2022 Supreme Committee as the Programme Management Consultant for the 2022 FIFA World Cup.⁵⁷ Even though the tournament will not take place until 2022, the Qatar World Cup has drawn criticism from various labour organizations and human rights groups due to the labour abuses and lack of rights for migrant workers. Qatar will invest \$88 billion in infrastructure for

the World Cup, and has pledged to build nine new stadiums and upgrade three others in the next 10 years.⁵⁸ CH2M Hill will oversee the construction of the competitive and non-competitive venues and other major infrastructure related to the 2022 FIFA World Cup.⁵⁹ The International Trade Union Confederation (ITUC) and the Building Workers International urged the FIFA President and Qatar's FIFA delegate to rectify the unregulated working conditions for 1.3 million migrant workers in Qatar.⁶⁰ An Amnesty International report quoted the Assurance Director of CH2M Hill, stating to the Qatari media in April 2013 that "his team has estimated that at least 14 people will die while building Qatar's World Cup stadiums."⁶¹ The company's figure is in dramatic contrast to the ITUC's figures which state that an estimated 4,000 workers could die in Qatar before the start of the 2022 World Cup due to the inhumane working conditions.⁶²

2012 – In August 2012, the Idaho Transportation Department (ITD) paid a \$750,000 settlement to its former director, Pam Lowe, for wrongful dismissal.⁶³ In her lawsuit Lowe claimed that she had been fired after attempting to reduce the value of a multimillion-dollar management contract for an Idaho State highway construction and management program, which was held by CH2M Hill and its joint venture partner the Washington Group (now part of URS Corporation). According to the lawsuit, the dismissal occurred because state officials were concerned that any changes in the contract would upset CH2M Hill and the Washington Group, both major campaign contributors to the governor of Idaho and the state senator.⁶⁴

2008 – In July 2006, the U.S. government awarded CH2M Hill an \$8.74 million contract to construct facilities to house a battalion of the Iraqi military. The contract was cancelled in 2008 when labour cost overruns were projected to double total project costs. According to the U.S. Office of the Special Inspector General for Iraq Reconstruction, CH2M Hill had been paid \$4.68 million without performing any work.⁶⁵

2008 – CH2M Hill was at the center of a bribery scandal in Cleveland that brought down the city's mayor Emmanuel Onunwor and Cleveland businessman Nate Gray. In 2005, Gray was accused of bribing Onunwor in connection with a no-bid, \$4.2 million contract with CH2M Hill. The company provided about \$12,000 a month in consulting fees to engineer Ralph Tyler who carried the money to Gray who then used it to bribe mayor Onunwor.⁶⁶ The former mayor was convicted and sentenced to nine years in prison for his role in the scandal.⁶⁷

2008 – The Katzie First Nation sued the joint venture companies that built the Golden Ears Bridge, Bilfinger Berger Canada Inc. and CH2M Hill Canada Ltd., and the Greater Vancouver transit authority, TransLink, for breach of contract. The Katzie had signed a benefits agreement in 2004 that stated they would provide water taxi services during

the building of the Golden Ears Bridge. However, in March 2008, the joint venture companies decreased their use of the water taxi services, and began to use their own vessels and those belonging to third parties for the transportation of their workers. The Katzie claim this represents a breach of contract and have sought a court injunction to prevent the joint venture companies from using non-Katzie water taxi services.⁶⁸

2005 – CH2M Hill was among the first companies, along with Bechtel, Fluor and Shaw, to be awarded contracts from the U.S. government to provide temporary housing after Hurricane Katrina.⁶⁹ Despite criticism from members of Congress that the contracts were awarded without a proper bidding process, the contracts were consistently renewed and eventually ballooned to a total of \$4.1 billion from the original value of \$484 million.⁷⁰ The companies also came under fire from politicians and the public for being slow and unreliable at delivering housing to victims of the hurricane.⁷¹ In another controversy related to the cleanup of Hurricane Katrina, the City New Orleans awarded CH2M Hill a \$27.8 million contract to remove flooded cars, despite receiving lower bids from local firms. The contract was withdrawn after intense criticism from New Orleans City Councillors that local companies had been overlooked.⁷²

ENDNOTES

- ¹ "Water/Wastewater Sector Study: PPP Canada," Deloitte, October 4, 2011, Obtained under the Government of Canada's Access to Information Act.
- ² Forbes, 'America's Largest Private Companies', 2014, <http://www.forbes.com/largest-private-companies/list/>
- ³ Hoover's Company Records – In-depth Records, December 25, 2013 'CH2M Hill Companies, Ltd.'
- ⁴ United States Securities and Exchange Commission, Annual Report for the fiscal year ended December 31, 2012 <http://www.sec.gov/Archives/edgar/data/777491/000104746913002034/a2212415z10-k.htm>
- ⁵ *Ibid.*
- ⁶ *Ibid.*
- ⁷ *Ibid.*
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- ⁹ United States Securities and Exchange Commission, Annual Report for the fiscal year ended December 31, 2012 p. F-43: <http://www.sec.gov/Archives/edgar/data/777491/000104746913002034/a2212415z10-k.htm>
- ¹⁰ CH2M Hill Website, <http://newsroom.ch2mhill.com/ch2m-hill-board-of-directors>
- ¹¹ CH2M Hill News Room, 'CH2M Hill announces CEO Transition', September 16, 2013: <http://newsroom.ch2mhill.com/news/ch2m-hill-announces-ceo-transition>
- ¹² Bloomberg Businessweek, 'Executive Profile: Malcolm Brinded': <http://buswk.co/1awGUwp>
- ¹³ Bloomberg Businessweek, 'Executive Profile: Jerry D. Geist': <http://buswk.co/1eX94eR>
- ¹⁴ John Deere, 'Board of Director Biographies: Charles O. Holliday, Jr.': http://www.deere.com/wps/dcom/en_US/corporate/our_company/about_us/leadership/board_of_directors/charlesholliday.page
- ¹⁵ CH2M Hill News Room, 'Gregory T. McIntyre': <http://newsroom.ch2mhill.com/bios/gregory-t-mcintyre>
- ¹⁶ CH2M Hill News Room, 'Georgia Nelson': <http://newsroom.ch2mhill.com/georgia-nelson>
- ¹⁷ CH2M Hill News Room, 'Michael A. Szomjassy': <http://newsroom.ch2mhill.com/bios/michael-a-szomjassy-192176>
- ¹⁸ Bloomberg Businessweek, 'Executive Profile: Michael A. Szomjassy': [http://investing.businessweek.com/research/stocks/private/person.asp?personId=1087751&privcapId=4217519&previousCapId=4217519&previousTitle=Williams per cent20Group per cent20International, per cent20Inc.](http://investing.businessweek.com/research/stocks/private/person.asp?personId=1087751&privcapId=4217519&previousCapId=4217519&previousTitle=Williams%20per%20cent%20Group%20per%20cent%20International,%20per%20cent%20Inc.)
- ¹⁹ CH2M Hill News Room, 'Barry L. Williams': <http://newsroom.ch2mhill.com/barry-williams>
- ²⁰ http://www.bechtel.com/2005-03-16_38.html
- ²¹ CH2M Hill News Rooms, 'Leadership': <http://newsroom.ch2mhill.com/bios>
- ²² All Operations information from - CH2M Hill's 'European Prospectus', May 3, 2013: http://www.ch2m.com/corporate/about_us/employee_ownership/assets/CH2M-HILL-European-Prospectus.pdf
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