

Communication plan

Corporate Social Responsibility

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1 Corporate Social Responsibility (CSR)

1.1 A definition

Corporate Social Responsibility is part of the essence of who we are — it is built into the [CGI Dream](#) on which we were founded, and sustained through our [values](#). Our CSR strategic goals are based on three pillars: 1.) [People](#) – 2.) [Communities](#) and 3.) [Climate](#). In the 2020 [Corporate Social Responsibility \(CSR\) report](#) you can read how we create a positive impact in these areas.

OUR 3 CORPORATE SOCIAL RESPONSIBILITY PRIORITIES ARE:

People	Communities	Climate
 <p>Act as a global leader by encouraging and educating more people to improve technical and business literacy. Promote local mentoring programs and partnerships with clients, local schools and universities.</p>	 <p>In collaboration with our clients, benefit the overall well-being of the communities where we live and work. Use CGI's technology and business consulting expertise to deliver pro bono IT work for local charities and community organizations.</p>	 <p>Demonstrate our commitment to environmental and economical sustainability through operating practices, community service activities, and projects delivered in collaboration with our clients.</p>

Source: CGI 3-year Strategic Plan

2 CSR Communication

2.1 Communication objectives

This communication plan includes the communication strategy for our Corporate Social Responsibility (CSR) priorities in The Netherlands. Who are our target groups, what is the message we want to get across and with what means (tools) and frequency. This plan is based on CGI's 3 corporate social responsibility priorities: *People*, *Communities* and *Climate* and will be updated regularly.

Corporate Social Responsibility is a key [value](#) at CGI. We recognize that we have a responsibility to the environment, our members, and to the communities in which we work. As a caring and responsible corporate citizen we want to inform, educate, inspire and enthusiasm our internal and external target groups about our CSR policy and activities . Acting responsibly for the well-being of the communities in which we live and work is a key element of our proximity model and benefits each of our stakeholders.

Communication objectives are based on three principles: **knowledge**, **attitude** and **behavior**. How do we inform our target groups (*knowledge*) in such a way that they can form their own opinion (*attitude*) and eventually act in a certain way (*behavior*).

Member Satisfaction Assessment Program (MSAP)

An interesting method to measure the knowledge level, attitude and behavior of our members is the Member Satisfaction Assessment Program (MSAP). The CGI Member Satisfaction Assessment Program (MSAP) is designed to foster quality dialogue between leaders and members, support timely action plans to address challenges, and reinforce collective ownership. With the MSAP, CGI is able to receive continuous feedback from its members. One of the MSAP questions is CSR-related:

Please rate the extent to which CGI works with our clients and local organizations to benefit the well-being of our communities, such as sharing our professional expertise through mentoring, environmental sustainability work, and pro bono projects.

- 01 *Do you think our communities recognize CGI as a caring and responsible corporate citizen?*
- 02 *Do you see CGI as a leader who encourages and educates young people to be professionally literate?*
- 03 *Do you think CGI uses its technology expertise to deliver pro bono IT work for local charities and community organizations?*
- 04 *Do you believe that CGI demonstrates a high level of commitment to a sustainable environment?*

To be recognized as a caring and responsible citizen, it is important to understand the level of a member's satisfaction with CGI's community involvement through global and local initiatives. For example, our [Dream Connectors program](#), which encourages members to be actively involved in their communities by submitting community service projects. Members receive support through CGI resources, such as access to technology, member volunteers and funding.

The outcomes of the MSAP and face to face conversations with managers enables us to strengthen our objectives and choose the right communication strategy and tools.

Voice of Our Client and Client Satisfaction Assessment Programs (VOC, CSAP)

Through our annual Voice of Our Client and Client Satisfaction Assessment Programs, we continuously receive feedback and input on our clients' priorities and how they rate their satisfaction level of our involvement in local communities.

Internal and external communication objectives

1. Members, Clients, Investors/Shareholders, Communities, NGO's are **aware** of our CSR priorities (People, Communities and Climate) and policy:
 - **People:** create **awareness** on how we encourage and educate more people to improve technical and business literacy. Inspire people in their careers and encourage them to work in technology. In the Netherlands we organize [CGI Young Talent Days](#) and 'Bring your Daughters' day. Our **Women of CGI** group aims to support the overall success of women in our organization through programs and initiatives that offer personal and professional development, foster talent at CGI, create networking opportunities for members, and enable collaboration with local, national, and external networks.
 - **Communities:** create **awareness** about how we benefit the overall wellbeing of the communities where we live and work. Take the skills required to be a leading IT services and put them to work to make a positive difference. (*Communities*). E.g. [Dream Connectors program](#). Another example is our Virtual Knowledge Factory. The CGI Netherlands' VKF is a virtual unit where CGI members who are between client assignments can work on projects that are meaningful for society and communities or can generate improvements for the well-being of our members. Members work together, meet colleagues from across the country, and gain experience working in agile methods.
 - **Climate:** create **awareness** about how we demonstrate our commitment to environmental and economical sustainability. Communicating our environmental policy and practices. E.g. implementation of waste management practices, reduction and prevention pollution, creation and utilization of sustainable facilities (ISO14001) (*Climate*). E.g. publication of the CO2 report on [our website](#). But also our commitment to accelerate the sustainability of our business and improve our performance with respect to key environmental indices including the Dow Jones Sustainability Index, net-zero carbon emissions by 2020, EcoVadis and our contribution to the United Nations Sustainable Development Goals.
2. Members, Clients, Investors/Shareholders, Communities, NGO's **understand** the importance of our corporate social responsibility priorities (People, Communities and Climate) including the importance of their feedback on our CSR strategy;
 - Build sense of pride – establish ambassadorship and create internal and external groups of CSR fans.
3. Members understand how they can make a difference. How can we **inspire** them? How can YOU contribute? E.g. partnerships with local schools and universities. Or local charities and community organizations. Together with clients, investors/shareholders, communities, NGO's we can operate together to make a difference! How can we **inspire** each other?
 - Partner with our clients to deliver energy and environmental sustainability solutions and to collectively support charitable causes;
 - Support our communities through causes that improve their social, economic and environmental well-being;
 - To improve the environment through environmentally-friendly operating practices, community service activities and green IT offerings;
 - To operate ethically through a strong code of ethics and good corporate governance;
 - To recognize the importance of responsible supply chain management;
 - CGI Management Foundation with ISO 9001 certified frameworks to manage stakeholder relationships; [Ethical commitments aligned with the United Nations \(UN\) Global Compact's 10 principles.](#)

4. **Support** our Leaders to actively reinforce members' contribution to our CSR priorities;

- The CSR team reports to the steering committee on status and progress of the three priorities and acts as sparring partner for related topics.

2.2 Target groups

INTERNAL GROUPS
<ul style="list-style-type: none"> • Leadership • Members • Joiners • Potential new joiners

EXTERNAL GROUPS
<ul style="list-style-type: none"> • Clients • Shareholders/investors • Communities • NGO (e.g. NLdigital) • Governmental organizations (e.g. Netherlands Enterprise Agency)

2.3 Communication tools (internal & external) & frequency

INTERNAL TOOLS		
01	F-2-F / virtual conversation with manager	Weekly
02	F-2-F / virtual conversation: CSR team reports to the Steering Committee	Quarterly
03	F-2-F / virtual team meetings	Bi-weekly
04	Social media bi-weekly– e-mail newsletter	Bi-weekly
05	Annual Tour & Town Hall meetings (F-2-F/virtual)	Yearly/ Quarterly
06	CGI Intranet – CSR page(s) + news articles	Ongoing
07	NL Update – e-mail newsletter	Monthly
08	CGI Samen – member magazine (print)	Yearly
09	CSR newsletter – e-mail newsletter	Quarterly
10	Posters & narrowcasting (screens) @ office	Ongoing

EXTERNAL TOOLS		
01	Press releases	Ad hoc
02	CGI.com	Ongoing
03	CGI Nederland.nl	Ongoing
04	F-2-F / virtual meetings with clients, communities	Ongoing
05	Social media channels CGI Nederland: LinkedIn , Facebook , Twitter , YouTube	Ongoing
06	CGI for Good – e-mail newsletter	Quarterly

2.4 Message

Our business model is designed to ensure that we are close to our clients and communities. As members, we embrace our responsibilities to contribute to the continuous improvement of the economic, social and environmental well-being of the communities in which we live and work.

People: *Foster an inclusive workplace, attracting and retaining a diverse workforce to deliver greater innovation*

- **Foster:** Create a welcoming and respectful environment for all individuals interacting with us regardless of race, age, gender, gender identity, sexual orientation, ethnicity, religion, disability or background.
- **Inspire:** Improve access to quality education for underrepresented groups to create a talented IT workforce founded upon diversity, equity and inclusion.
- **Cultivate:** Achieve career equity by supporting talented individuals from underrepresented groups to bring forward their thought leadership and innovation.

Communities: *Use our skills to support the communities in which we live and work*

- **Innovate:** Create a culture of innovation to improve the well-being of the communities in which we live and work through the use of technology and the engagement and expertise of our consultants and professionals.
- **Engage:** Provide our members with the time and resources to support their local social and environmental causes and organizations.
- **Empower:** Create opportunities to deliver projects that benefit the community through the donation of time, materials and expertise.

Climate: *Achieve net zero carbon emissions by 2030, build processes in support of change and support our clients with their climate goals*

- **Progress:** Implement efficiency and innovation throughout our business and operations, focusing on the most material environmental impacts.
- **Account:** Monitor and report our environmental actions and results with transparency through an effective management system.
- **Influence:** Help our clients identify and reduce their environmental impacts through our IT and business consulting services as well as intellectual property solutions.

2.5 Communication strategy

The different strategies below describe how we could achieve our (internal and external) communication objectives by means of the internal and external communication tools (see Chapter 2.3.).

1	2	3	4
Internal branding (internal)	Ambassadors (internal)	Fans (internal, external)	Positioning (external)
Strengthen members' perception of and commitment to CGI. Members become brand ambassadors.	Increase CGI brand awareness. Ambassadors have an exemplary function and are more credible than the organization itself. Ambassadors can be members.	Strengthen relationship between member and CGI. And between clients and CGI. They recommend CGI. Fans create new fans.	Creating a distinctive and relevant position in the minds and experience of clients and stakeholders

2.6 Communication matrix

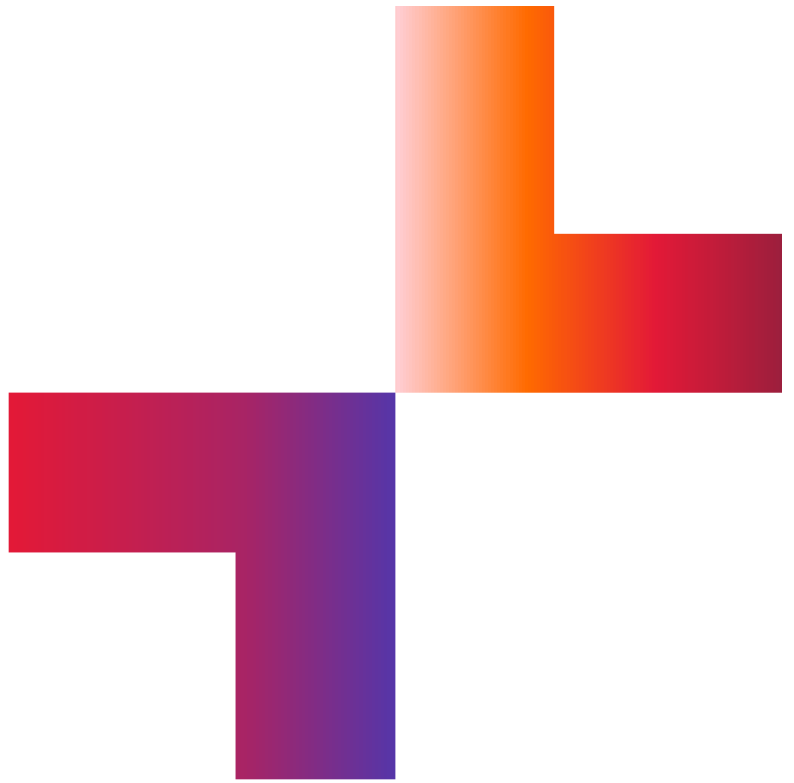
The communication matrix below is a short summary of this communication plan.

Internal

Tool	Frequency	Target group	Message
Onboarding day (virtual / face-to-face)	Monthly	Joiners CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
Spark Centre/CGI TV	Ad Hoc	Members CGI Nederland	Video messages, vlogs, movies, News bulletins
E-mail	Ongoing	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
CGI Intranet	Ongoing	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
NL Update (digital newsletter)	Monthly	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
Social media bi-weekly	Bi-weekly	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
CGI Samen (member magazine, print)	Yearly	Members CGI Nederland	Member stories about e.g. CSR initiatives
CSR Newsletter	Quarterly	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
Virtual / face-to-face meetings with manager and/or team	Weekly / bi-weekly	Manager and member	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate + feedback of member on CSR strategy
Town Hall meetings	Quarterly	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate + feedback of member on CSR strategy
Annual Tour (kick-off event new year)	Yearly	Members CGI Nederland	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
Poster @ CGI offices	Ongoing	Members CGI Nederland	Highlights and initiatives
Narrowcasting @ CGI offices (TV screens)	Ongoing	Members CGI Nederland	Highlights and initiatives

External

Tool	Frequency	Target group	Message
Spark Centre/CGI TV	Ad Hoc	All external groups	Video messages, Vlogs, Movies, News bulletins.
Press release	Ad hoc	All external groups	Local CSR initiatives, commitment to Global initiatives, best practices blogs, important milestones on People, Communities, Climate
Website CGI Nederland	Ongoing	All external groups	Local CSR initiatives, commitment to Global initiatives, best practices, important milestones on People, Communities, Climate E.g. Bi-annual CO2 report
Social media channels (LinkedIn, Facebook, Twitter, YouTube)	Ongoing	All external groups	Local CSR initiatives, commitment to Global initiatives, best practices, important milestones on People, Communities, Climate
Virtual / face-to-face meetings	Ongoing	Clients, Shareholders/investors, Communities, NGO (e.g. NLdigital, Government (Netherlands Enterprise Agency)	Highlights, progress, policy, initiatives & successes about CSR priorities People, Communities, Climate
	Bi-yearly	Government entity	Discussion about CGI's energy consumption and initiatives
Virtual / face-to-face meetings	Quarterly	CFP	Discussion regarding energy measurements in CGI offices including reporting
CGI for Good Newsletter (e-mail)	Monthly	All external groups	Positive CGI stories from around the world



CGI