

The decade of action

This decade has begun with an unprecedented shock, calling our attention to the fragility and interdependence of the planet and human life. It's time for a reset. It's time to act. See how we are shaping a sustainable future.



Clients



Operations



Collaboration



Indexes

UN Global Compact Index

This report serves as our Communication on Progress, an annual disclosure to stakeholders on progress made in implementing the Ten Principles of the UN Global Compact in the areas of human rights, labor, environment and anti-corruption. We provide this index corresponding to our progress in implementing the Ten Principles. As a signatory of the UN Global Compact, we strive to embrace its core values and promote these values within our sphere of influence. We are a signatory of the Women's Empowerment Principles as part of our commitment.



In this report, we also provide separate GRI and TCFD indexes.

Principle 1 and Principle 2

Global Compact principle	ERM corresponding written commitment	Sustainability Report reference
Businesses should support and respect the protection of internationally proclaimed human rights.	Global Code of Business Conduct and Ethics: 1.2 Global considerations. 1.3 Diversity. 1.4 No retaliation. 5.1 Respect and fair treatment.	CEO Message
Businesses should make sure that they are not complicit in human rights abuses	Global Supplier/Subcontractor Requirements Global Slavery, Child Labor and Human Trafficking Policy Modern Slavery Act Statement	Business conduct and ethics Impact through collaboration

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Global Code of Business Conduct and Ethics: 1.4 No retaliation. 5.1 Respect and fair treatment.	GRI Index indicator 102-41
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Principle 4 and Principle 5

Businesses should uphold the elimination of all forms of forced and compulsory labor.	Global Code of Business Conduct and Ethics: 5.1 Respect and fair treatment.	Business conduct and ethics
Businesses should uphold the effective abolition of child labor	Global Slavery, Child Labor and Human Trafficking Policy Modern Slavery Act Statement	

Principle 6

Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Global Code of Business Conduct and Ethics: 1.3 Diversity. 5.1 Respect and fair treatment. Global Diversity, Equality and Inclusion Policy	Our people Business conduct and ethics
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Indexes

UN Global Compact Index

Principle 7

Global Compact principle	ERM corresponding written commitment	Sustainability Report reference
Businesses should support a precautionary approach to environmental challenges.	Global Code of Business Conduct and Ethics: 5.3 Compliance with laws. Global Sustainability Policy Sustainability Approach Health, Safety and Environmental Policy Statement	CEO Message Sustainability at ERM Climate risk Impact through collaboration

Principle 8

Businesses should undertake initiatives to promote greater environmental responsibility.	Global Code of Business Conduct and Ethics: 5.3 Compliance with laws. Global Sustainability Policy Sustainability Approach Health, Safety and Environmental Policy Statement	CEO Message Who we are Sustainability at ERM Impact with clients Impact through collaboration Climate risk Performance results
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Principle 9

Businesses should encourage the development and diffusion of environmentally friendly technologies.	ERM services and technical capabilities	Impact with clients Impact through collaboration
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UN Global Compact Index

Principle 10		
Businesses should work against corruption in all its forms, including extortion and bribery.	Global Code of Business Conduct and Ethics: 1.1 Overview. 1.2 Global considerations. 4 Conflicts of interest. 5.3 Compliance with laws. 5.4 Accuracy of books, records and periodic reports. 5.6 Improper use or theft of ERM property. 5.7 Securities trading. 5.8 Political contributions. 6.5 Corporate opportunities. 6.6 Gifts, bribes and kickbacks.	Business conduct and ethics
	Global Requirements for Suppliers and Subcontractors Global Policy on Insider Trading Global Privacy Policy Global Tax Policy	

Sustainability report 2020

[Home](#) / [CEO Message](#)

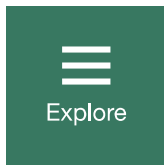
Keryn James —

CEO Message

As we think about the last year, we cannot help but reflect on the unprecedented impact of the COVID-19 pandemic. ERM has been resilient in the face of this global health and economic challenge, which is a credit to our staff, our clients and suppliers who have continued to support us, and my leadership team who have been steadfast and dedicated.



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the kind of disruption and devastation the world will experience if we do not address climate change, biodiversity and nature loss, and inequality. The key themes of this report speak to the urgency of both these immediate and longer-term shocks and their potential impacts as we transition to a lower-carbon economy. We demonstrate how ERM is helping our clients to be more resilient, to understand and manage their environmental, social and governance (ESG) risks and for investors to account for these ESG risks, and for all to act more decisively, with speed, to shape a more sustainable future.

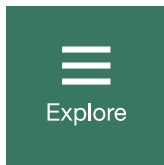
Leveraging the legacy of 50 years of capability to solve urgent problems

In 1970, a small cohort of passionate leaders established Earth Day in the United States to drive action on environmental issues. As a result, we saw the establishment of the US Environmental Protection Agency (EPA) and a first "wave" of environmental policy, legislation and regulations. The foundations of ERM also stem from this time, and for (almost) the past 50 years we have been helping clients understand, manage and improve their environmental, health, safety and social performance through a myriad of changes, disruptions and shocks across the world.

As we commence the "decade of action" towards the important 2030 milestone for the Sustainable Development Goals, we are drawing on our 50 years of experience to support our clients as they navigate the immediate challenges they are facing and begin to build greater resilience as they plan for the future. The decisions and plans made now must take into account preparation for, and mitigation of, future shocks in particular the climate change emergency.

Innovating to re-imagine the post-pandemic world

We've learned several things over the course of this global pandemic, which continues to unfold across our global business. First, we learned how to be more decisive and creative in our management and leadership. We accept with humility that this virus obeys the laws of biology, not the dictates of businesses or governments. We improvised, built new relationships within our clients, and leveraged technology in new ways. We have great examples of how our teams have transformed our services to respond to new needs and adapted to travel and other restrictions to provide clients with remote auditing and workshops, training, regulatory tracking, permitting, impact assessment services and continued delivery of selected fieldwork.



For ERM this is an opportunity to materially change where and how we work, to improve the health and well-being of staff, reduce our carbon footprint and deliver better financial outcomes.

We are also actively involved with leading business and professional organizations to help shape a sustainable future. I am pleased to serve on the Steering Committee of the World Business Council for Sustainable Development (WBCSD) COVID-19 Response Program, and ERM is active in a number of work streams, including long-term business resilience and employee health. We are a member of the National Safety Council Nationwide Safe Actions for Employee Return (SAFER) Task Force in the United States through ERM's involvement in the Campbell Institute. We are also sharing our insights through webinars, papers, client briefings and other channels as part of fostering collaboration and demonstrating leadership.

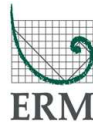
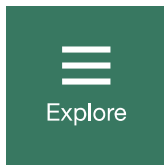
Living our values

In parallel with advising clients on sustainability matters, we are also managing our own response. This includes our public commitments approved by the Science Based Targets initiative and a strong program to contribute to the Sustainable Development Goals.

Although we are making good progress in meeting our annual sustainability targets and long-term goals, we continue to strengthen our focus on those areas where we have not fully met our targets or where we want to aim higher: increasing diversity in our workforce, improving employee well-being and training, and quantifying the sustainability impacts of our work with clients.

We are proud to be a Global Reporting Initiative (GRI) Standards Pioneer and to be supporting GRI in a number of its initiatives, including the Corporate Leadership Group on Digital Reporting. This Sustainability Report 2020 serves as our Communication on Progress, an annual disclosure to stakeholders on progress made in implementing the Ten Principles of the UN Global Compact in the areas of human rights, labor, environment and anti-corruption.

As highlighted in this Sustainability Report, we strongly support the Sustainable Development



Over the past year, my team and I have strengthened our engagement with internal and external stakeholders on issues that are important them, and we reached out to independent thought leaders for their assessment of our materiality process and this report. This feedback informs our focus on the issues facing our world and our clients, which allows us to prioritize activities within our business strategy.

Appreciation

On behalf of the Executive Committee, I extend my thanks to our clients for placing their trust in ERM and allowing us to support them to build sustainable businesses. I also extend my thanks to our employees for sharing their stories, insights and photography for this report – as a result of their efforts, our report was recognized as a top reporter in WBCSD Reporting Matters 2019.

In particular, we recognize the considerable contributions of more than 200 voluntary members of our Sustainability Network who help drive action across the company. The people of ERM deliver on our purpose of shaping a sustainable future with the world's leading organizations every day: in the services we provide to our clients, the projects we support through the ERM Foundation and the way we operate our business. I am humbled by their talent and grateful for their commitment to our business.

Keryn James
Group Chief Executive

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Impact through operations —

Business conduct and ethics

Why business conduct and ethics is a material topic for ERM

Business conduct and ethics is essential to the financial success and sustainability of ERM.

We conduct business with uncompromising honesty and integrity, adhering to laws, regulations and our written Code of Conduct, and expect everyone at ERM to act accordingly.

We express this commitment through our business values, our professional standards, staff training and our internal systems and practices. It is key to earning and maintaining the trust of our company's stakeholders: shareholders and investors, management and employees, clients, suppliers and contractors, governments, non-governmental organizations and the communities in which we operate.



Highlight

Our performance

FY20 targets

No fines or nonmonetary sanctions for material noncompliance with laws or regulations.

100% completion of ERM business conduct and ethics mandatory new starter training requirements.

Results

There were no fines or nonmonetary sanctions for material noncompliance with laws or regulations.

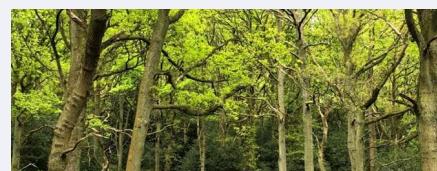
92% of personnel completed full mandatory training requirements within prescribed period from start date.

See [FY20 performance](#).

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Supplier and subcontractor management

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Ethical and responsible decision-making

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Human rights and Modern Slavery Act

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Sustainability-related policies

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Business conduct and ethics data

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Impact through collaboration

ERM has a significant appreciation for the complex sustainability challenges facing our clients and society. Through our relationships with leading multistakeholder organizations, we are working alongside thought leaders from industry, government, nongovernmental organizations and academia to make a positive impact in the world.

As a responsible corporate citizen, we contribute to the common good by providing technical insights, an understanding of societal expectations and a context to support informed decision-making. We raise awareness of sustainability trends and topics that educate, influence and sometimes challenge a company or industry for the common good.

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Highlight

Our performance

FY20 targets

Contribute 1% of prior year profits to support sustainability initiatives around the globe, primarily through the ERM Foundation.

Set impact-based targets for ERM Foundation contribution to the SDGs (based on FY19 baseline).

Results

Contributed 1% prior year profits.

Finalized impact-based targets for ERM Foundation's contribution to the SDGs (based on FY19 baseline).



Contributing to multistakeholder solutions

We seek to bring our knowledge, experience and passion to like-minded organizations through collaboration.

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The ERM Foundation

Our employees provide technical, fundraising and volunteer support for organizations that share our commitment to creating a more sustainable and equitable world.

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Contributing to the Sustainable Development Goals

With the Sustainable Development Goals (SDGs) as a framework, we are working with our clients and leading organizations to address sustainable

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Contributing to society & local communities data

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Contributing to multistakeholder solutions →



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Indexes

GRI Index

As required by the GRI Standards, we provide an index that specifies each of the GRI Standards used and lists all disclosures included in the report. As part of ERM's efforts to advance sustainability reporting, we support the activities of GRI as a GOLD Community member.

In this report, we also provide a separate UN Global Compact and TCFD index.

Organizational Profile

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 102: General Disclosures 2016	102-1 Name of organization	Data background	
GRI 102: General Disclosures 2016	102-2 Activities, brands, products, and services	Who we are	
GRI 102: General Disclosures 2016	102-3 Location of headquarters	Data background	
GRI 102: General Disclosures 2016	102-4 Location of operations	Locations	
GRI 102: General Disclosures 2016	102-5 Ownership and legal form	Our history	
GRI 102: General Disclosures 2016	102-6 Markets served	Who we are Services we offer Industries we serve	
GRI 102: General Disclosures 2016	102-7 Scale of the organization	Our people data About us Who we are	Total capitalization for the company as of 31 March 2019 was approximately \$2.0 billion, comprising \$5 million of ordinary share capital, \$1.1 billion of preference share capital and shareholder loan stock, and \$872 million of bank loans.
GRI 102: General Disclosures 2016	102-8 Information on employees and other workers	Our people data	
GRI 102: General Disclosures 2016	102-9 Supply chain	Value chain	
GRI 102: General Disclosures 2016	102-10 Significant changes to the organization and its supply chain	Our history	
GRI 102: General Disclosures 2016	Precautionary Principle or approach	Managing our environmental responsibilities	
GRI 102: General Disclosures 2016	102-12 External initiatives	CEO message Impact through collaboration	
GRI 102: General Disclosures 2016	102-13 Membership of associations	Contributing to multistakeholder solutions	

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GRI Index

Strategy			
GRI Standard	Disclosure	Location	Additional information and omissions
GRI 102: General Disclosures 2016	102-1 Name of organization	Data background	
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	CEO message	
GRI 102: General Disclosures 2016	102-15 Key impacts, risks, and opportunities	Our material topics	
		Impacts with clients	
		Impact from operations	
		Impact through collaboration	
Ethics and integrity			
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	ERM's vision and values Business conduct and ethics	
GRI 102: General Disclosures 2016	102-17 Mechanisms for advice and concerns about ethics	Business conduct and ethics	
Governance			
GRI 102: General Disclosures 2016	102-18 Governance structure	Sustainability at ERM Management and oversight	
Stakeholder engagement			
GRI 102: General Disclosures 2016	102-40 List of stakeholder groups	Stakeholder engagement	
GRI 102: General Disclosures 2016	102-41 Collective bargaining agreements		None of our employees are covered by collective bargaining agreements
GRI 102: General Disclosures 2016	102-42 Identifying and selecting stakeholders	Stakeholder engagement	
GRI 102: General Disclosures 2016	102-43 Approach to stakeholder engagement	Stakeholder engagement	
GRI 102: General Disclosures 2016	102-44 Key topics and concerns raised	Stakeholder engagement	

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Reporting practice

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	Financial overview	Our financial overview is updated annually, typically by late in the calendar year.
GRI 102: General Disclosures 2016	102-46 Defining report content and topic Boundaries	Our material topics	
GRI 102: General Disclosures 2016	102-47 List of material topics	Our material topics	
GRI 102: General Disclosures 2016	102-48 Restatements of information	Climate risk data	Explanatory notes are included in all cases that data have been restated.
GRI 102: General Disclosures 2016	102-49 Changes in reporting		There were no significant changes from previous reporting periods in the list of material topics and topic boundaries.
GRI 102: General Disclosures 2016	102-50 Reporting period	Defining report content	
GRI 102: General Disclosures 2016	102-51 Date of most recent report	Defining report content	
GRI 102: General Disclosures 2016	102-52 Reporting cycle		ERM reports annually.
GRI 102: General Disclosures 2016	102-53 Contact point for questions regarding the report	Contact us	sustainability@erm.com
GRI 102: General Disclosures 2016	102-54 Claims of reporting in accordance with the GRI Standards	Reporting approach	This report has been prepared in accordance with the GRI Standards: Core option.
GRI 102: General Disclosures 2016	102-55 GRI content index	This table	
GRI 102: General Disclosures 2016	102-56 External assurance	Assurance	

Economic performance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Who we are Business conduct and ethics Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Our material topics Business conduct and ethics	

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Economic performance cont.

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial overview	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate risk TCFD index	
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans		ERM operates retirement and pension plans that vary at the local level, based on legal and market requirements and practices.
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	Financial overview	Our financial overview is updated annually, typically by late in the calendar year.

Emissions

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics	
GRI 103: Management Approach 2016	103-2 The Management approach and its components	Who we are Business conduct and ethics Climate risk Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Our material topics Business conduct and ethics Climate risk	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate risk data	
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Climate risk data	
GRI 305: Emissions 2016	305-3 Energy indirect (Scope 3) GHG emissions	Climate risk data	
GRI 305: Emissions 2016	305-4 GHG emissions intensity Environment	Climate risk data	
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Climate risk data	
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Climate risk data	We do not report on the production of ozone-depleting substances as this is not material to ERM.
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Climate risk data	We do not separately report on nitrogen oxides, sulfur oxides or other air emissions as these are part of our greenhouse gas emissions.

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Environmental compliance

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Who we are Business conduct and ethics Climate risk Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Who we are Business conduct and ethics Climate risk Science-based targets	
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	Business conduct and ethics	

Employment

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Who we are Business conduct and ethics Our people Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Our material topics Business conduct and ethics Our people	
GRI 401: Employment 2016	401-1 new employee hires and employee turnover	Our people data	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our people	ERM complies with local legislation when it comes to providing benefits to all our employees, whether they are full time, part time or temporary.

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Occupational health and safety

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics Who we are	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Business conduct and ethics Occupational health and safety Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Our material topics Business conduct and ethics Occupational health and safety	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system.	Occupational health and safety	
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment and incident investigation	Occupational health and safety	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Occupational health and safety	
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Occupational health and safety	
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Occupational health and safety data	

Training and education

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics Who we are	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Business conduct and ethics Our people Stakeholder engagement	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Who we are Business conduct and ethics Our people	

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Training and education cont.

GRI Standard	Disclosure	Location	Additional information and omissions
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Our people	
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development review		ERM's Performance Management Framework requires that all employees receive a mid-year and end-of-year performance review and development plan.

Diversity and equal opportunity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics	
GRI 103: Management Approach 2016	103-2 The Management approach and its Components	Who we are Business conduct and ethics Our people	
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Stakeholder engagement Who we are Business conduct and ethics Our people	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our people data	ERM reports on minority groups for governance bodies, but due to systems requirements and data protection law in some jurisdictions, is not able to report on all diversity parameters among all employees by employee category at this time. At the close of FY20, the United Kingdom-based Board of Directors consisted of 9 members, all of Caucasian descent. The 11 members of the Executive Committee are all of Caucasian descent, and there was one vacant role.

Socioeconomic compliance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our material topics Who we are	
GRI 103: Management Approach 2016	103-2 The management approach and its components	Business conduct and ethics Climate risk	

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GRI Index

Socioeconomic compliance cont.			
GRI Standard	Disclosure	Location	Additional information and omissions
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	Stakeholder engagement Our material topics Business conduct and ethics Climate risk	
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Business conduct and ethics	



Impact from operations —

Our people

Why our people is a material topic for ERM



Our ability to attract, develop, reward and retain talented employees is central to our business strategy and vital to our future.

Our goal is to hire passionate people from diverse backgrounds and ensure that we nurture and support their development and success. We intend to be the company that every sustainability professional wants to work for.

To meet our vision, we need people who are flexible and can adapt their talent and energy to grow with ERM, matching changes in the marketplace that impact the work we do for our clients and in a way that meets their needs and works with their personal interests, strengths and passion.

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Highlight Our performance

FY20 targets

Increase gender diversity among Senior Consultants, Technical Directors and Partners by 10% over previous year.

Develop ERM Global Inclusion Leadership Index and baseline.

Improve the Employee Engagement Survey Inclusion score from the baseline by 10%.

Results

Gender diversity among Partners increased 1.2% and among Senior Consultants and Technical Directors 0.3% over previous year.

Developed ERM Global Inclusion Leadership Index and baseline.

Improved the Employee Engagement Survey Inclusion score by 12%.

See FY20 performance.



ERM



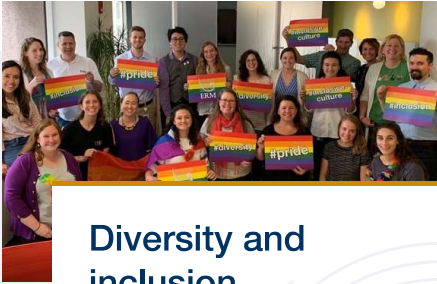
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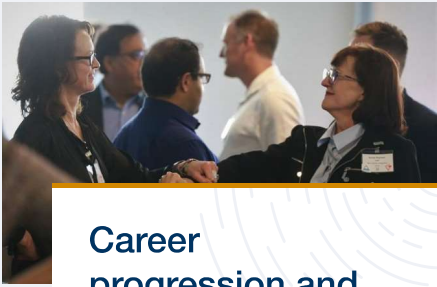
Diversity and inclusion

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Learning and development

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Career progression and leadership pipeline

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Our people data

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Business conduct and ethics data

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Diversity and inclusion



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Introduction —

Sustainability at ERM

Sustainability at ERM is a commitment to supporting socio-economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Our business is sustainability, and we are positioned uniquely to help resolve complex sustainability challenges.

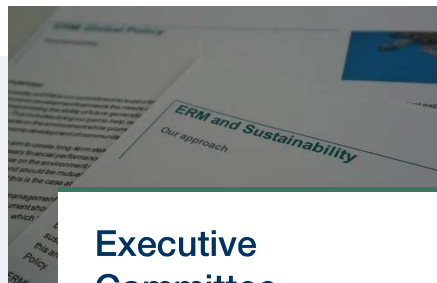
In developing our business strategy, we focused on the drivers that encompass significant social, economic, political, environmental or technological changes in the world and have a major impact on business and society today and for decades to come.

Three of these drivers, in particular, are significantly impacting our clients' businesses and creating challenges that must be addressed:

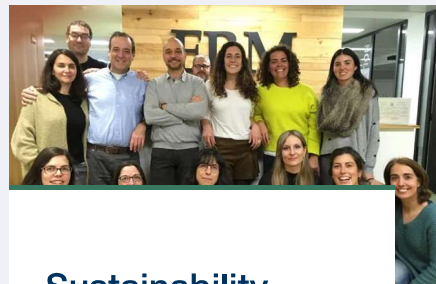
- Business resilience;
- Low carbon economy transition; and
- ESG and sustainable finance.

It is with this understanding we are evolving our services to ensure we meet our client's changing business needs as they respond to these drivers.

ERM's Sustainability Program is an overarching framework that supports our long-term business strategy and drives continual improvement. Our [Sustainability Policy](#) and [Sustainability Approach](#), which were updated in early 2020, articulate our commitments to sustainability.

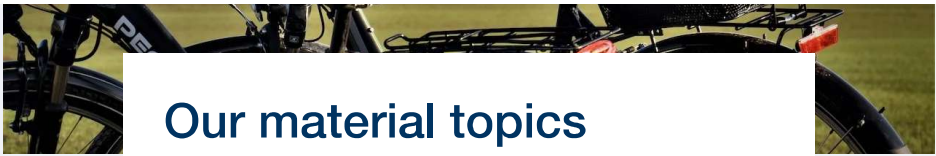


Executive Committee Working Group

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Sustainability Network

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Our material topics

We conduct an annual assessment to identify our high-priority sustainability issues, set performance targets and guide this report's contents.

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Our report at a glance

EXECUTIVE COMMITTEE WORKING GROUP

Executive Committee Working Group



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Impact from operations —

Climate risk

Why climate risk and low carbon economy transition are material topics for ERM

As a leading sustainability consultancy, climate-related risk is not just an environmental issue, but also one that has a direct impact on ERM's business, reputation as well as our ability to retain and attract talent. Our most significant contribution in helping to combat climate change is through our work with clients, in some of the most energy-intensive industries, as they transition to a lower-carbon future. In addition, we continue to take steps toward reducing our direct and indirect impact on climate change. Many environmental issues – from waste and water management to protecting biodiversity – are integral to a holistic approach to climate change.

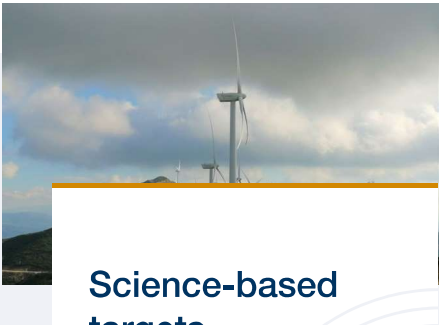
We are using the lessons learned from the impact of the COVID-19 pandemic to re-examine our approach to reducing greenhouse gas emissions related to business travel and commuting.



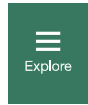
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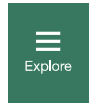
Our performance

FY20 target	Result
Remain on track to meet 2025 SBTi targets.	On track to meet our two 2025 SBTi targets.
	See FY20 performance



Science-based targets



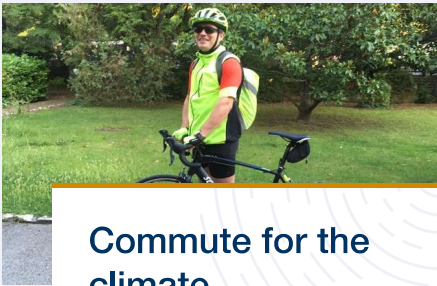


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Science-based targets →



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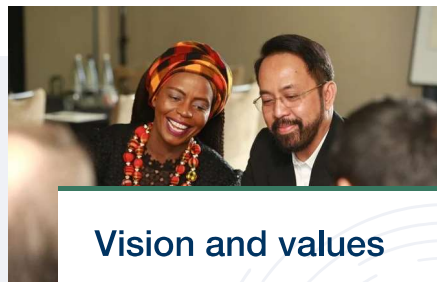
Introduction —

Who we are

At ERM, we are shaping a sustainable future with the world's leading organizations. We are a leading global provider of environmental, health, safety, risk, social consulting and sustainability related services. We work with the world's leading organizations, delivering innovative solutions and helping them to understand and manage their sustainability challenges. To do this, we have more than 5,500 people in over 40 countries and territories working out of more than 160 offices.

For nearly 50 years, we have been working with clients around the world and in diverse industry sectors to help them understand and manage their environmental, health, safety, risk and social impacts. The key sectors we serve include:

- Energy;
- Technology, media and telecommunications;
- Chemical and pharmaceutical;
- Finance;
- Mining and minerals; and
- Manufacturing.

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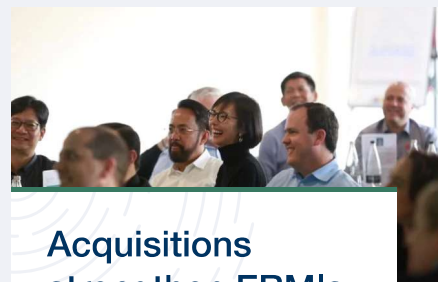
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Our value chain

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Acquisitions strengthen ERM's capabilities

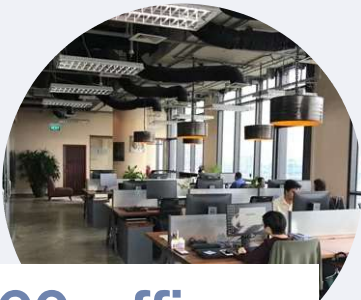
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2020 Statistics —



5,500+
employees worldwide





160 offices
in 40+ countries



20,000+
projects each year



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Impact with clients

We recognize that our greatest impact is through work we do with our clients.

By providing strategic consulting and technical services in the environmental, health and safety (EHS), risk and social areas, we are shaping a sustainable future with the world's leading organizations. We most frequently do this for companies that have the biggest impact on the planet – including those in the energy; chemical and pharmaceutical; technology, media and telecommunications; mining and minerals; manufacturing; and other important industries.

We see three emerging themes that will influence our clients' decisions in the coming years: building business resilience; transitioning to a lower carbon economy; and focusing on environment, social and governance (ESG) issues. Threading through these themes is the role of digital technology as a key enabler through efficiencies, analyses and insights from complex data. We can deliver greater impact by working closely with our clients as they "build back better" to meet their ambitious agendas.

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Our performance

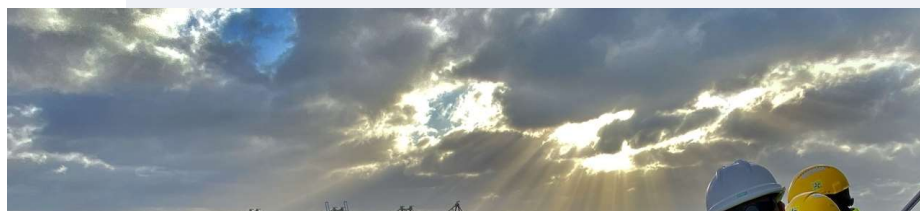
FY20 target

Achieve growth targets of 25% in FY20 from identified integrated solutions within the Services Innovation and Growth Plan.

Result

Achieved 13% growth.

See [FY20 performance](#).





Business resilience

ERM helps partners to understand vulnerabilities in their value chains and to build resilience to respond to immediate and longer-term shocks.

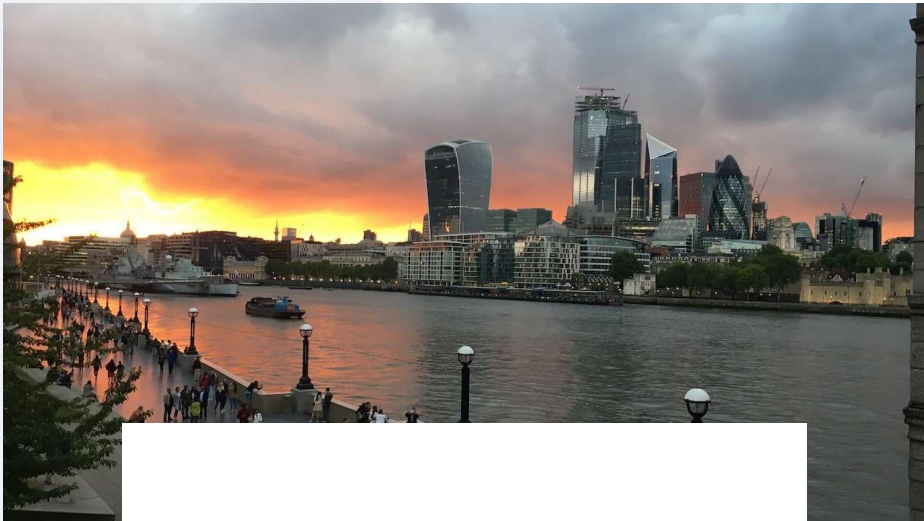
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Low carbon economy transition

By reducing greenhouse gas emissions and responding to the impacts of climate change, ERM helps clients transition to a low carbon economy.

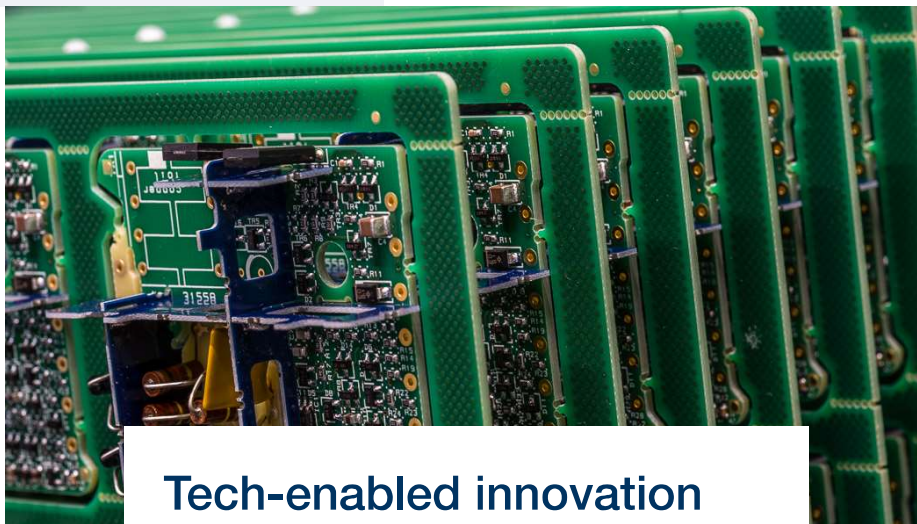
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ESG and sustainable finance

We work with companies and investors to identify, understand, manage and disclose key environmental, social and governance issues.

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Tech-enabled innovation

We co-develop and operationalize digital transformations that support our clients' sustainability strategies and performance.

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Our performance —

Performance against FY20 targets

The table below provides a snapshot of ERM's performance towards our FY20 targets. We considered the FY20 results as we set our targets for FY21.

FY20 material topics	FY20 target	Performance against FY20 targets
	<ul style="list-style-type: none"> No fines or nonmonetary sanctions for material noncompliance with laws or regulations. 	<ul style="list-style-type: none"> No fines or nonmonetary sanctions for material noncompliance in FY20.
Governance	<ul style="list-style-type: none"> 100% completion of ERM business conduct and ethics mandatory new starter training requirements. 	<ul style="list-style-type: none"> 92% of new starters completed mandatory new starter training requirements in FY20. We continue to fine-tune our systems to ensure all mandatory training will be completed on schedule.
	<ul style="list-style-type: none"> Increase gender diversity among Senior Consultants, Technical Directors and Partners by 10% over previous year. 	<ul style="list-style-type: none"> Partners gender diversity increased 1.2%. Senior Consultants and Technical Directors gender diversity increased 0.3%. We recognize past efforts have fallen short, and we are focusing greater resources at the executive, business unit and office levels to improve diversity in hiring and promoting.
Our people	<ul style="list-style-type: none"> Develop ERM Global Inclusion Leadership Index and baseline. 	<ul style="list-style-type: none"> ERM Global Inclusion Leadership Index developed and baseline established.
	<ul style="list-style-type: none"> Improve the Employee Engagement Survey Inclusion score from the baseline by 10%. 	<ul style="list-style-type: none"> Employee Engagement Survey Inclusion score increased from baseline by 12%.
Occupational health and safety	<ul style="list-style-type: none"> Days Away from Work case (DAWC) rate of 0.10 for ERM employees. 	<ul style="list-style-type: none"> Days Away from Work case (DAWC) rate of 0.08 for ERM employees.
	<ul style="list-style-type: none"> No Life Impacting or Fatal Events¹ for ERM and subcontractor staff. 	<ul style="list-style-type: none"> No Life Impacting or Fatal Events for ERM and subcontractor staff.
	<ul style="list-style-type: none"> Achieve a Safety AT 	<ul style="list-style-type: none"> Achieved a Safety AT ERM global score of 90.2



Performance against FY20 targets

ERM² global score of 65.

Achieved a Safety AT ERM global score of 80.2.

FY20
material
topics

FY20 target

Performance against FY20 targets

	<ul style="list-style-type: none"> Improve the Employee Engagement Survey well-being question³ score from the baseline by 10%. 	<ul style="list-style-type: none"> Employee Engagement Survey well-being question score decreased from baseline by 1%. The well-being of our employees remains a focus, and through the survey we have a better understanding of what changes need to be made to improve our performance.
Climate change	<ul style="list-style-type: none"> Remain on track to meet 2025 SBTi targets. 	<ul style="list-style-type: none"> On track to meet our two 2025 SBTi targets.
Innovating with clients and other leading organizations	<ul style="list-style-type: none"> Achieve growth targets of 25% in FY20 from identified integrated solutions within the Services Innovation and Growth Plan. 	<ul style="list-style-type: none"> Increased growth of 13% from identified integrated solutions within the Services Innovation and Growth Plan. Despite on-track growth during the first half of FY20, second half market weakness resulted in slower growth than expected with respect to integrated solutions.
Contributing to society and local communities	<ul style="list-style-type: none"> Contribute 1% of prior year profits to support sustainability initiatives around the globe, primarily through the ERM Foundation. Set impact-based targets for ERM Foundation contribution to the SDGs (based on FY19 baseline). 	<ul style="list-style-type: none"> Contributed 1% of prior year profits to support sustainability initiatives. Impact-based targets for ERM Foundation contribution to the SDGs established.

¹ Life Impacting Events are defined as any work-related injury/illness resulting in permanent disability (to include partial and/or total disability).

² The Safety AT ERM score includes an evaluation of nearly all aspects of our overall program (including safety management system self-assessment scoring). The scores are calculated at the business unit level, and the global score is derived by calculating a weighted average of each operational business unit score (weighting based on hours worked). A target of 65 was given to each business unit and region for FY20.

³ The Employee Engagement Survey question on well-being is: "The company supports me in achieving a reasonable balance between my work life and personal life."

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