



Sustainability Report 2014

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Global Data FY14

Data relevant to our global operations in FY14 are presented in the following subsections. The data are grouped, where applicable, in alignment with the focus areas presented in this report. Data that relates to specific GRI G4 indicators are labelled in each table (e.g.). More information on the location of G4 content within this Report can be found in our **GRI Content Index**.

All financial data are reported in U.S. dollars, with exchange rates noted as relevant.

Our People

The total number of employees for each region, and the Group function by employment type is set out below. This is calculated on a headcount basis, according to agreed definitions.

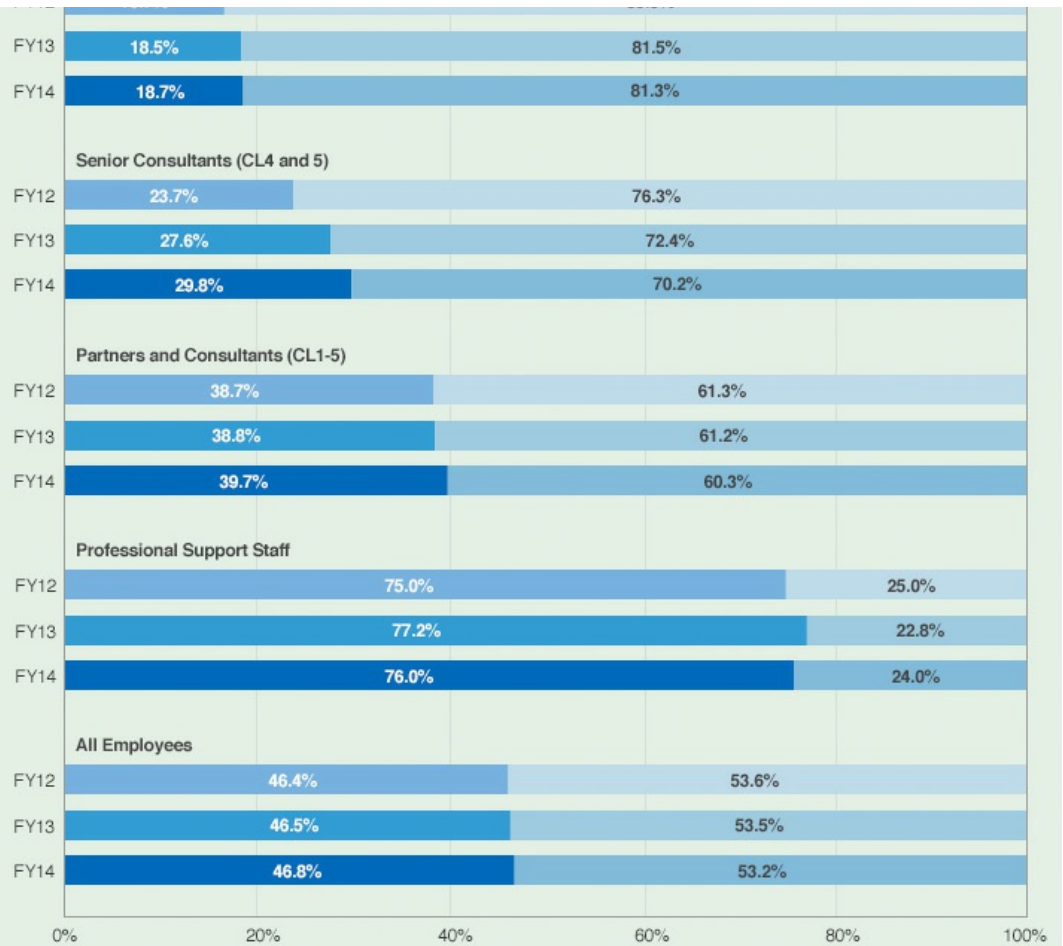
Global Employees by Employment Type (Headcount) FY14

	Permanent	Casual ¹	Fixed Term	Intern (paid)	Leave (paid)	Leave (unpaid)	Total
Europe, Middle East and Africa	928	—	56	4	9	13	1,010
Asia Pacific	851	12	36	3	—	17	919
Americas	2,181	36	119	12	14	4	2,366
Specialty Global Businesses	351	—	—	1	—	—	352
Group	197	1	3	—	—	—	201
TOTAL	4,508	49	214	20	23	34	4,848

1. A casual employee is a person hired to work occasional and irregular hours on an as-needed basis or to provide supplemental help during periods of unusual circumstances.

The ERM KPI data related to diversity is outlined in the **People section** of this report. The additional information below sets out other parameters that we monitor to assess changes year on year — and how these may in turn impact the business now and into the future.





Age Diversity - Global and Regional Summary FY13-14 LA 12



	25 Years or Less		26 - 34 Years		35 - 44 Years		45 - 54 Years		55+ Years	
	FY13	FY14	FY13	FY14	FY13	FY14	FY13	FY14	FY13	FY14
Europe, Middle East and Africa	7.0%	4.7%	41.9%	41.1%	32.0%	32.5%	14.9%	17.0%	4.2%	4.8%
Asia Pacific	12.0%	10.7%	49.4%	47.6%	28.0%	30.4%	7.9%	8.4%	2.7%	3.0%
Americas	8.5%	8.0%	30.5%	29.1%	27.2%	27.7%	19.4%	20.4%	14.4%	14.8%
Specialty Global Businesses	16.1%	15.9%	36.2%	38.4%	23.2%	20.5%	17.0%	17.3%	7.4%	8.0%
Group	2.5%	2.0%	18.8%	21.9%	33.5%	29.9%	34.5%	36.8%	10.7%	9.5%
TOTAL	8.9%	8.6%	30.3%	29.7%	27.2%	27.0%	20.1%	21.1%	13.4%	13.6%

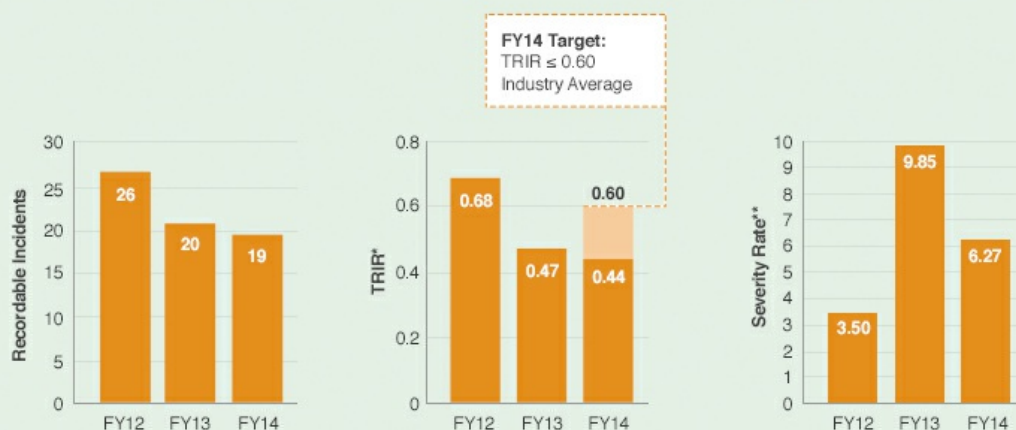
Health and Safety (H&S)

We track a number of leading and lagging H&S indicators that are presented to management, the Board and employees on a regular basis. Key indicators are set out in the **H&S section**. Additional information is provided below and is used by the business to assess trends across regions, and on a year to year basis.

Details of the movement in trends in some of our key indicators at a regional level are set out in the footnotes to the table below. The difference between regions in performance is due to factors including: number of FTEs; maturity of systems and processes; nature of client work; and the operating context in some emerging economies. We use this information to target areas of greater risk, and to share best practices.

Health and Safety Data – Global and Regional Summary FY12-14

LA-6



	Recordable Incidents			TRIR*			Severity Rate**		
	FY12	FY13	FY14	FY12	FY13	FY14	FY12	FY13	FY14
Europe, Middle East and Africa	7	4	4	0.82	0.44	0.47	0.70 ¹	0.99	29.68 ³
Asia Pacific	6	3	0	0.69	0.34	0.00	0.00	0.00	0.00
Americas	11	10	14	0.53	0.46	0.63	1.87 ¹	18.82 ²	0.94
Group and Specialty Global Businesses	2	3	1	1.08	1.00	0.24	0.00	1.33	0.00
TOTAL	26	20	19	0.68	0.47	0.44	3.50 ¹	9.85 ²	6.27

#This data includes full-time ERM employees only and does not include independent contractors at this time due to system limitations.

*Total Recordable Incident Rate (TRIR) is the number of recordable injuries and illnesses multiplied by 200,000 (with 200,000 hours equivalent to 100 employees working a 40-hour week for 50 weeks of the year) and divided by the total number of hours worked by all employees.

**Severity rate is the total number of days away from work and restricted-duty days multiplied by 200,000 and divided by the number of hours worked by all employees.

1. Previous data reported for FY12 has been corrected to include both days away from work and restricted duty days. Previous reports for this year only included days away from work.

2. This value has been updated from the FY13 report to accurately reflect current data of 368 days lost time and 40 days restricted duty (The increase for FY13 compared to FY12 resulted from three injuries: a broken bone injury in Colombia due to an office-related fall, and two employees injured in a single automobile accident in Peru, where the ERM employees were passengers in a vehicle driven by a client-provided driving service. All employees have returned to full duty)

3. 218 days lost time, 33 days restricted duty (The increase in severity rate compared to FY13 resulted from two injuries: a compound leg fracture in Central Europe due to a fall in the field, and an employee who contracted a bacterial infection while working/traveling in Africa. As of August 31, 2014 the employee who sustained the compound fracture has returned to full duty. The employee who sustained the infection is still undergoing medical treatment.)

Environment

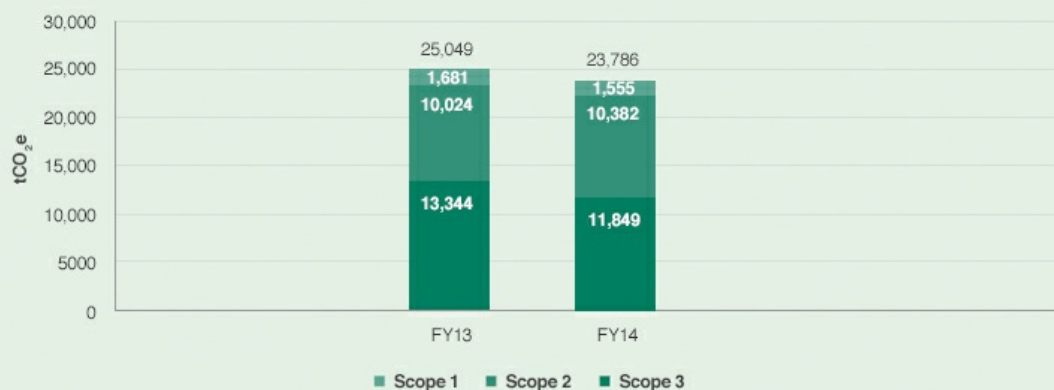
We calculate our emissions using The Greenhouse Gas Protocol: a Corporate Accounting and Reporting Standard (Revised Edition) and report our emissions as follows:

- Scope 1: Direct emissions from operations we own or control;
- Scope 2: Indirect emissions from the generation of purchased electricity, heating, cooling and steam that we consume/use; and
- Scope 3: Other indirect emissions that occur outside ERM (e.g., business travel).

From the table below, it is evident that there is variability in emissions across our operating footprint. This can be accounted for due to a number of factors including FTE (the Americas comprise nearly half our business); climatic conditions - particularly extreme conditions; and local sources of energy. Our approach to supporting the development and implementation of local office and business unit based Action Plans enables tailored responses to local conditions, within the framework of a global target. This approach applies to all components of our total GHG emissions, including office energy use and business travel.

Total GHG Emissions by Scope FY13-14

EN-15 EN-16 EN-17



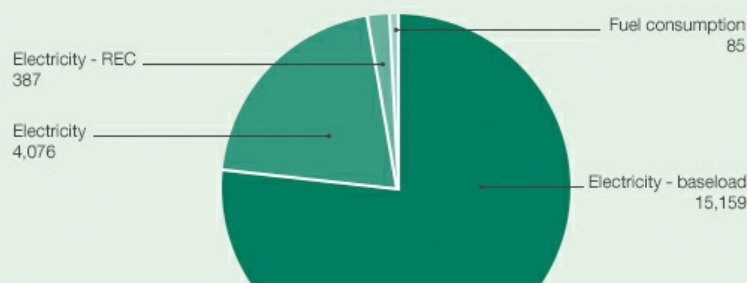
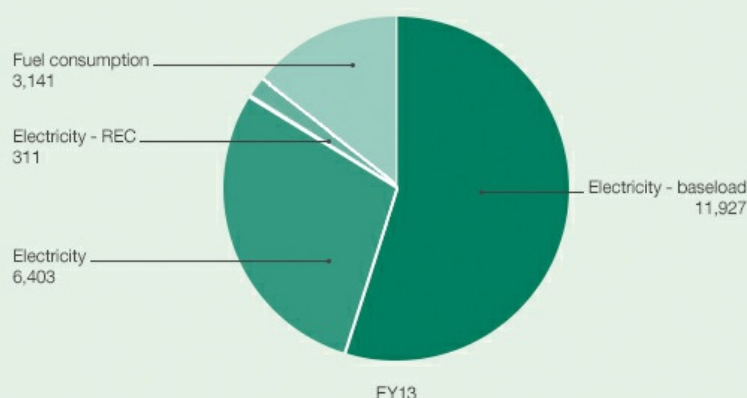
	Scope 1 ¹		Scope 2 ²		Scope 3 ²		TOTAL	
	FY13	FY14	FY13	FY14	FY13	FY14	FY13	FY14
Europe, Middle East and Africa	642	490	1,619	1,995	2,395	2,197	4,656	4,682
Asia Pacific	132	130	2,936	3,139	3,720	2,202	6,788	5,470
Americas	907	936	5,469	5,248	5,998	6,078	12,374	12,262
Specialty Global Businesses ³	N/A	N/A	N/A	N/A	764	901	764	901
Group ³	N/A	N/A	N/A	N/A	466	471	466	471
TOTAL	1,681	1,555	10,024	10,382	13,344	11,849	25,049	23,786

1. Gases included in Scope 1 calculation include carbon and other gases (e.g., R-134a, R-22, R-410A).

2. Only carbon is included in Scope 2 and 3 emissions as the most material gas source.

3. Scope 1 and 2 emissions from Specialty Global Businesses and Group are included in the data for the ERM region in which employees home offices are located.

Office Energy Use (MWh) - Global and Regional Summary FY13-14



FY14

Energy Type (MWh)	Electricity — baseload ²		Electricity		Electricity — REC ³		Fuel consumption		TOTAL	
Region ¹	FY13	FY14	FY13	FY14	FY13	FY14	FY13	FY14	FY13	FY14
Europe, Middle East and Africa	1,683	2,797	1,548	1,306	30	106	1,193	—	4,454	4,209
Asia Pacific	2,647	2,939	1,232	1,117	73	64	183	16	4,135	4,136
Americas	7,597	9,423	3,623	1,652	208	216	1,765	69	13,193	11,360
TOTAL	11,927	15,159	6,403	4,076	311	387	3,141	85	21,782	19,706

1. Employees from Specialty Global Businesses and Group are included in the data for the ERM region in which their home offices are located.
2. The fraction of shared resources for which ERM is responsible in multiple-occupant buildings, where this amount is not already reported or included in office billings.
3. REC — Renewable Energy Certificate, i.e., the tradable part of generated electricity from renewable resources representing attributes such as GHG emissions.

Business Travel Emissions* by Region FY14



* Business travel emissions total includes all Scope 3 emissions (11,849 tCO₂e) plus Scope 1 emissions associated with fuel consumption for lease car vehicles (924 tCO₂e).

Business Travel Emissions by Mode of Transport FY13-14

Travel Type	FY13 (tCO ₂ e)	FY14 (tCO ₂ e)
Air	10,287	8,786
Road ¹	3,710	3,681
Rail	231	306
TOTAL	14,228	12,774

1. Includes Scope 1 and 3 car travel.

Community

ERM has a target of contributing 1% of our prior year's profits to sustainability initiatives, primarily through the ERM Foundation. As set out in the table below, this was achieved in FY13-14, with increased investment this year.

As set out in the **Community section**, our contribution consists of support through pro-bono hours, company matching funds and operational support for the ERM Foundation and Low Carbon Enterprise Fund (LCEF) team and professional services.

Global Sustainability Initiatives: ERM's Contributions FY13-14

ERM Investments

FY13 Total (US \$'000)

FY14 Total (US \$'000)

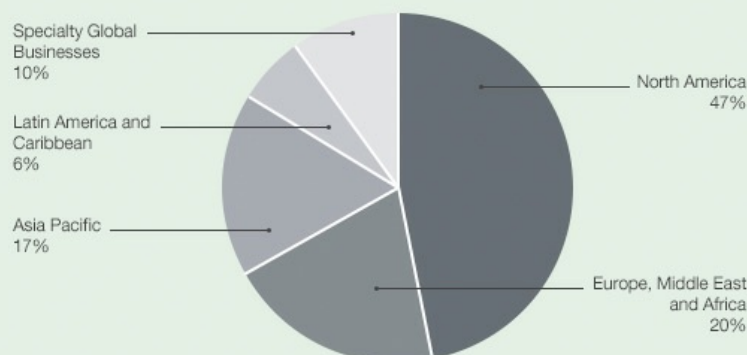
ERM Investments	FY13 Total (US \$'000)	FY14 Total (US \$'000)
Direct contributions		
Matching funds ²	130	162
Charitable contributions ³	62	62
Operational support ⁴	533	592
Memberships ⁵	103	119
TOTAL	1,062	1,438
Percent of Profit ⁶	1.04%	1.41%
Employee contributions		
Fundraising ⁷	213	222

1. Pro bono hours are registered by consultants on approved projects. Pro bono time is calculated at 80 percent of hourly chargeout rate.
2. Matching funds — on a 50 cents in the dollar (North America) or dollar for dollar basis (other regions) in FY13. This was adjusted to 75 cents in the dollar for all regions in FY14.
3. Charitable contributions - made to organizations other than The ERM Foundation.
4. Operational support - includes salaries and on-costs for employees responsible for the ongoing operations of the LCEF and Foundation, and other professional support costs.
5. Memberships — membership fees for global sustainability focused organizations, where ERM actively contributes to thought leadership activities.
6. Calculated from FY13 Earnings Before Interest, Tax and Amortization (EBITA) of \$102,292,000. Total contribution of \$1,062,000 equals 1.04% of EBITA in FY13. Decision taken in FY14 to calculate percentage of previous year profit. Therefore, FY14 percentage calculated using FY13 EBITA figure.
7. Employee fundraising — funds raised by employees to support The ERM Foundation and other charities/not-for-profit-organizations.

Our Clients

In addition to the information provided in the **Financial Performance** and **Client** sections, additional data is provided on sales by region, and by sector.

Sales by Region FY14



Sales by Industry Sector FY14



* Other includes transport, government, financial/legal, high tech and telecommunications, aerospace, printing & publishing, pulp and paper, textiles and apparel, services and entertainment, and others.

Financial Performance

ERM's historical financial performance FY11-14 is outlined in the **Financial Performance** section of this report.

The following table summarizes the direct economic value generated and distributed by ERM. It describes the financial benefits we have created for stakeholders, in line with G4 presentation requirements.

Economic Value Generated and Distributed FY12-14

US\$M	FY12	FY13	FY14
Net revenues	572	658	680
Direct economic value distributed			
Operating costs ¹	(73)	(77)	(75)
Employee wages and benefits ²	(407)	(470)	(488)
Payments to providers of funds ³	(22)	(28)	(25)
Payments to government ⁴	(24)	(27)	(27)
Community investments	(1)	(1)	(1)
Economic value retained ⁵	45	55	64

1. Includes all operating costs excluding staff costs, depreciation and community investments.

2. Includes total staff costs; excludes labor costs for community investments.

3. Includes all interest on ERM bank debt.

4. Includes tax charge; excludes deferred tax.

5. Calculated as the difference between economic value generated and economic value distributed.