

Our performance data

ERM Sustainability Report 2021

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The business of sustainability



Overview of content

Performance data	Pages
<u>Business conduct & ethics data</u>	3 - 6
<u>Our people data</u>	7 – 12
<u>Health, safety & well-being data</u>	13 – 20
<u>Climate-related risk data</u>	21 – 33
<u>Contributing to society & local communities data</u>	34 - 35
<u>Client satisfaction data</u>	36 - 37



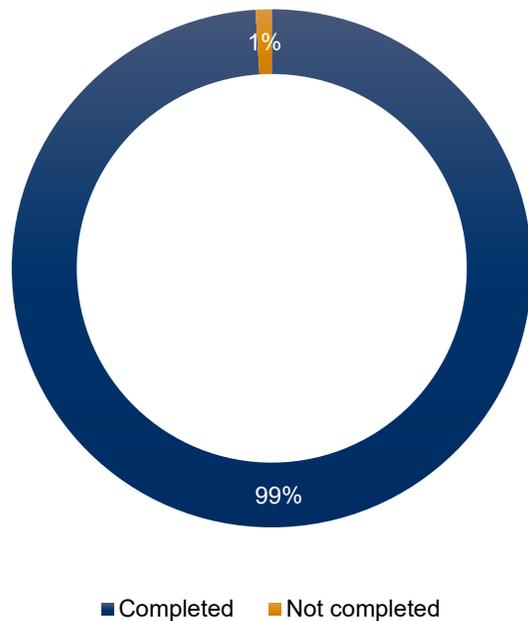
Business conduct & ethics data

Business conduct & ethics data

Business conduct & ethics new starter training

GRI 102-17

Percentage completion of ERM business conduct and ethics mandatory new starter training requirements¹



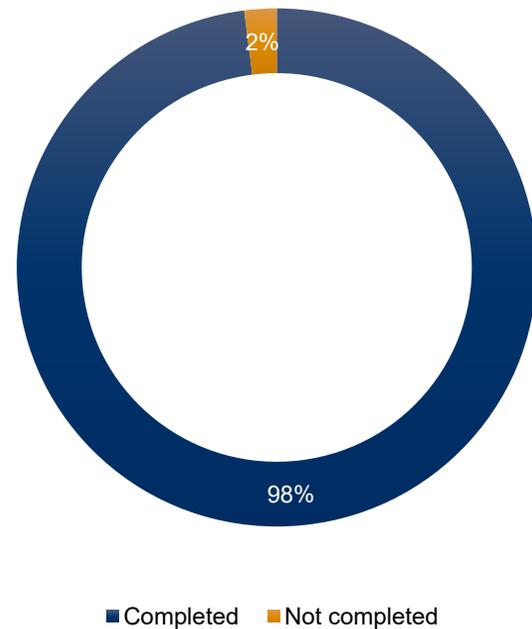
¹Data subject to a 1% error rate.

Business conduct & ethics data

Business conduct & ethics refresher training

GRI 404-2

Percentage completion of required refresher training for employees with designated due dates on or before 31 March 2021¹



¹Data subject to a 1% error rate.

Business conduct & ethics data

Fines or nonmonetary sanctions

GRI 419-1

Compliance with laws and regulations:

Fines or nonmonetary sanctions for material noncompliance with laws or regulations:

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

¹Data subject to a 1% error rate.



Our people data

Our people data

Employment contract & type

GRI 102-8

Employees by employment contract, by gender FY21

	Permanent	Temporary	Total
Female	2,540	257	2,797
Male	2,540	377	2,917
Nonbinary	1	0	1
Not indicated	1	0	1
Total	5,082	634	5,716

Employment type, by gender FY21

	Permanent	Temporary	Total
Female	2,392	405	2,797
Male	2,562	355	2,917
Nonbinary	1	0	1
Not indicated	1	0	1
Total	4,956	760	5,716

Employees by employment contract, by region FY21

	Permanent	Temporary	Total
Asia Pacific	894	91	985
Europe, Middle East and Africa	1,230	126	1,356
Latin America and Caribbean	478	21	499
North America	1,888	331	2,219
Global Businesses	368	60	428
Group	224	5	229
Total	5,082	634	5,716

Our people data

New hires

GRI 401-1

New hires, by gender FY21

	Total Number	Rate
Female	458	45.5%
Male	540	53.6%
Not indicated	9	0.9%
Total	1,007	

New hires, by career level FY21

	Female	Male	Not indicated	Total
Partners	8	25	0	33
Senior Consultants ¹	28	72	0	100
Consultants ²	347	405	9	761
Professional Support	75	38	0	113
Total	458	540	9	1,007

¹ Senior consultants include all consultants at ERM career levels 4 and 5

² Consultants include all consultants at ERM career levels entry to level 3.

New hires, by region FY21

	Total Number	Rate
Asia Pacific	208	20.7%
Europe, Middle East and Africa	224	22.2%
Latin America and Caribbean	36	3.6%
North America	357	35.5%
Global Businesses	163	16.2%
Group	19	1.9%
Total	1,007	

Our people data

Voluntary turnover GRI 403-9

Voluntary turnover, by gender FY21

	Total Number	Rate
Female	306	12.1%
Male	300	11.8%
Total	606	12.0%

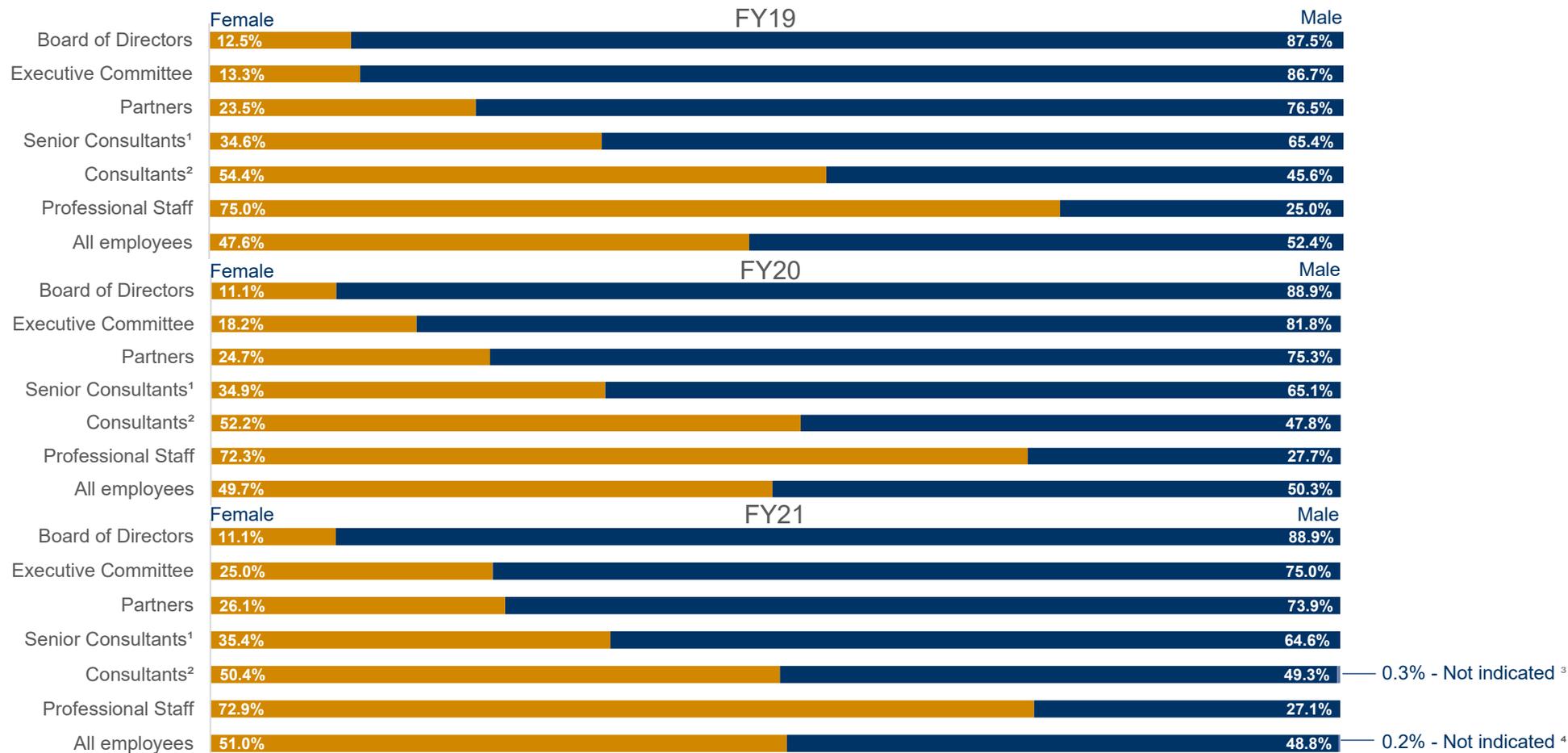
Voluntary turnover, by region FY21

	Total Number	Rate
Asia Pacific	148	16.3%
Europe, Middle East and Africa	147	12.1%
Latin America and Caribbean	41	12.0%
North America	219	8.5%
Global Businesses	32	8.3%
Group	19	11.3%
Total	606	12.0%

Our people data

Diversity by gender & age GRI 405-1

Percentage of employees, by gender FY19 – FY21



¹ Senior Consultants include all consultants at ERM career levels 4 and 5.

² Consultants include all consultants at ERM career levels entry to level 3

³ 0.3% of consultants responded that 'I choose not to indicate'.

⁴ 0.2% of total employees responded that 'I choose not to indicate'.

Our people data

Diversity by gender & age

GRI 405-1

Percentage of employees, by age group FY21

	Under 30	30 - 50	Over 50	Not indicated
Board of Directors	0.0%	22.2%	77.8%	0.0%
Executive Committee	0.0%	0.0%	100.0%	0.0%
Partners	0.0%	44.6%	55.2%	0.2%
Senior Consultants ¹	0.2%	57.0%	42.8%	0.0%
Consultants ²	35.9%	55.2%	8.6%	0.3%
Professional Support	11.5%	62.0%	26.1%	0.4%
All employees	22.0%	55.4%	22.3%	0.3%

¹ Senior Consultants include all consultants at ERM career levels 4 and 5.

² Consultants include all consultants at ERM career levels entry to level 3.

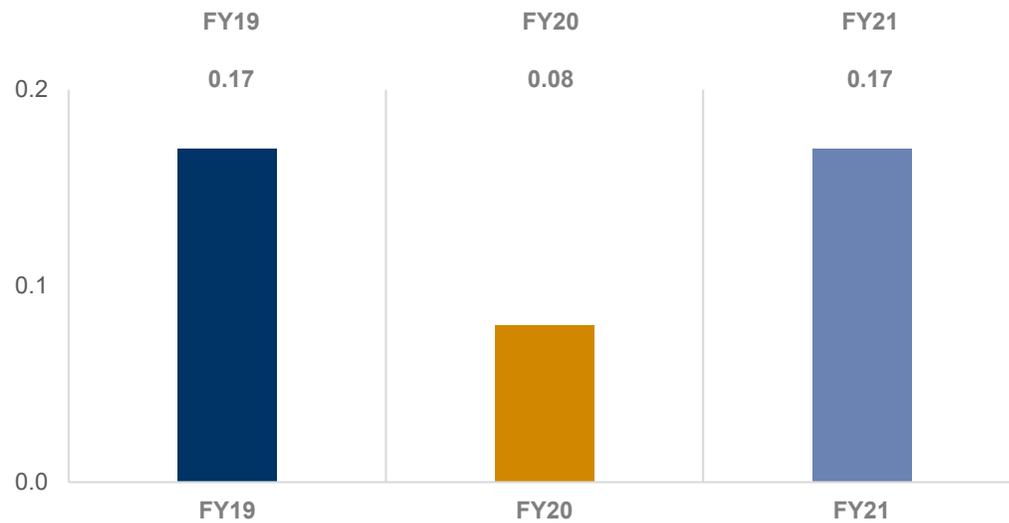


Health, safety & well-being data

Health, safety & well-being data

DAWC rate

Days away from work case (DAWC) rate FY19 – FY21 ^{1 2}



¹ Days away from work cases (DAWC) is the number of days away from work 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.

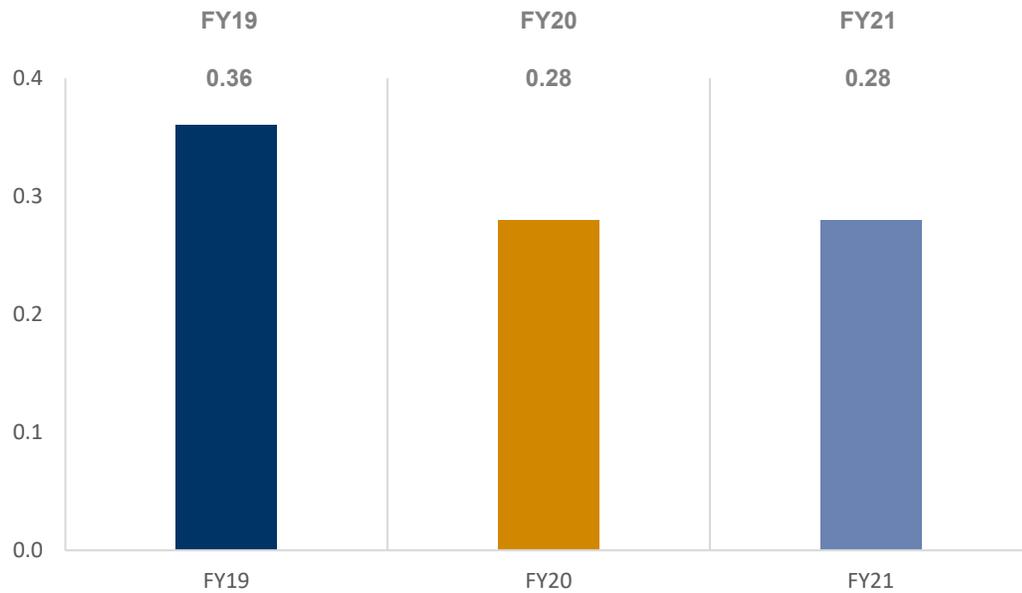
² Days away from work cases (DAWC) rate tracks any work-related injuries or illness that results in the injured/ill worker being unable to work for 1 or more days following the event. ERM tracks this metrics for our sustainability targets and goals.

Health, safety & well-being data

TRIR

GRI 403-9

Total recordable incident rate (TRIR) FY19 – FY21 ^{1 2}



¹ Data includes ERM employees only.

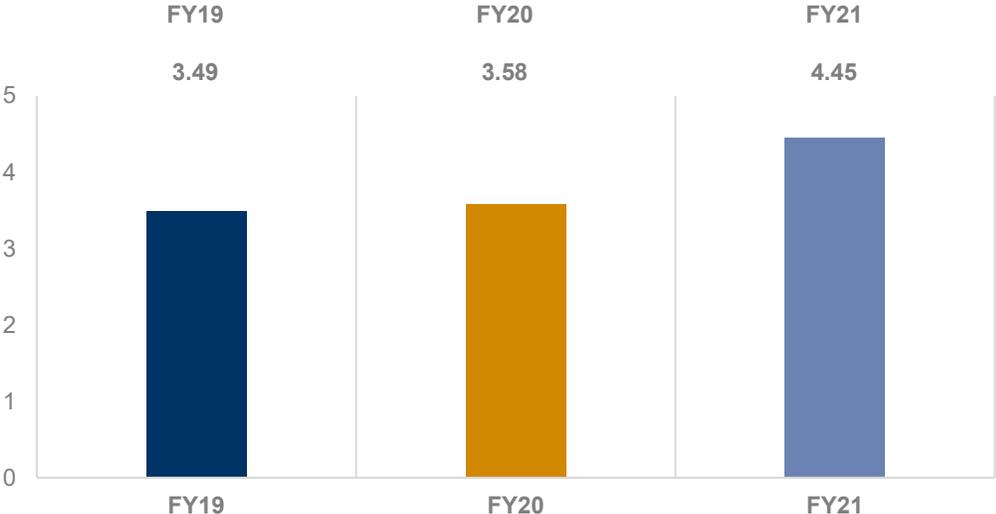
² Total Recordable Incident Rate (TRIR) is the number of recordable injuries and illnesses multiplied by 200,000 (with 200,000 hours equivalent to 100 employees working a 40-hour week for 50 weeks of the year) and divided by the total number of hours worked by all employees.

Health, safety & well-being data

Severity rate

GRI 403-9

Severity rate FY19 – FY21 ^{1 2 3}



Severity rate, by region FY19 – FY21 ^{1 2 3}

	FY19	FY20	FY21
Asia Pacific	0.00	0.00	0.00
Europe, Middle East and Africa	3.84	0.77	3.15
Latin America and Caribbean	1.86	2.92	8.57
North America	5.58	7.01	7.06
Global Businesses	0.00	0.00	0.00
Group	0.00	0.00	0.00
Total	3.49	3.58	4.45

¹ Data includes ERM employees only.

² Severity rate is the total number of days away from work and restricted-duty days 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.

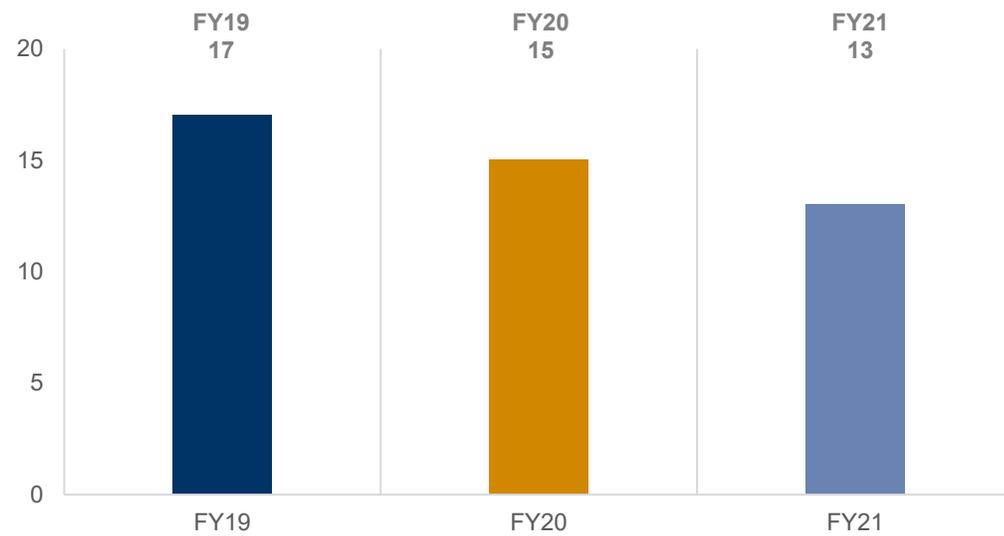
³ Severity rates can vary due to number of hours worked, and the severity rate can be highly influenced by a single work-related injury or illness.

Health, safety & well-being data

Recordable incidents

GRI 403-9

Number of recordable incidents FY19 – FY21 *



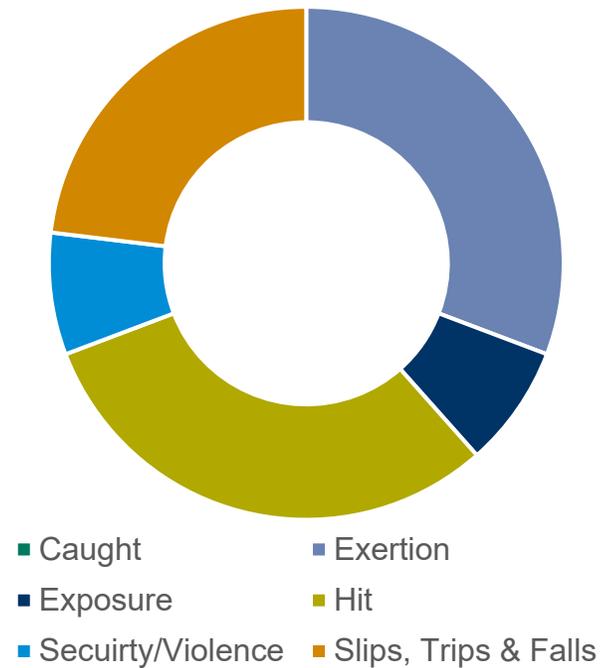
*Data includes ERM employees only.

Health, safety & well-being data

Recordable incidents by type

GRI 403-9

Recordable incidents, by type FY21



Number of recordable incidents, by type FY19 – FY21

	FY19	FY20	FY21
Caught ¹	1	0	0
Exertion ²	1	3	4
Exposure ³	3	5	1
Hit ⁴	5	5	4
Security/Violence ⁵	1	0	1
Slips, trips & falls ⁶	6	2	3
Total	17	15	13

¹ Includes caught on, in or under.

² Includes ergonomic (office or field) and fatigue.

³ Includes chemical and environmental exposures.

⁴ Includes hit by and against.

⁵ Includes aggression/threats towards personnel.

⁶ Includes falls on stairs, falls to lower levels, falls from height, falls on same level, and slip/trips from stairs..

Health, safety & well-being data

Subcontractors

GRI 403-9

Subcontractors injury and illness FY19 – FY21 *

	FY19	FY20	FY21
Recordable injuries	8	5	1
Injury/illness incidents	43	33	21
Near miss	53	54	28
Total	104	92	50

*This data includes subcontractor workers only. A subcontractor for ERM provides services on an ERM project ultimately for an ERM-external client. This includes lower-tier subcontractors.

Health, safety & well-being data

Safety AT ERM Score

GRI 403-5

Safety AT ERM Score FY19 – FY21 ¹

	FY19	FY20	FY21
Asia Pacific	47.3	92.8	86.4
Europe, Middle East and Africa	52.3	93.5	86.8
Latin America and Caribbean	70.4	82.2	94.3
North America	52.8	89.6	92.0
Global Businesses ²	42.2	65.4	38.4
Group ²	30.0	21.0	31.0
Global score ³	54.9	90.2	89.9

¹ The Safety AT ERM score includes an evaluation of our overall program. 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 (weighted based on hours worked). A target of 75 is given to each business unit and region for FY21.

² For Global Businesses, the maximum scoring potential is 75 instead of 100. Group does not have a goal as they are not considered an operational business unit.

³ The global score does not include Global Business or Group performance, only the four main regions.



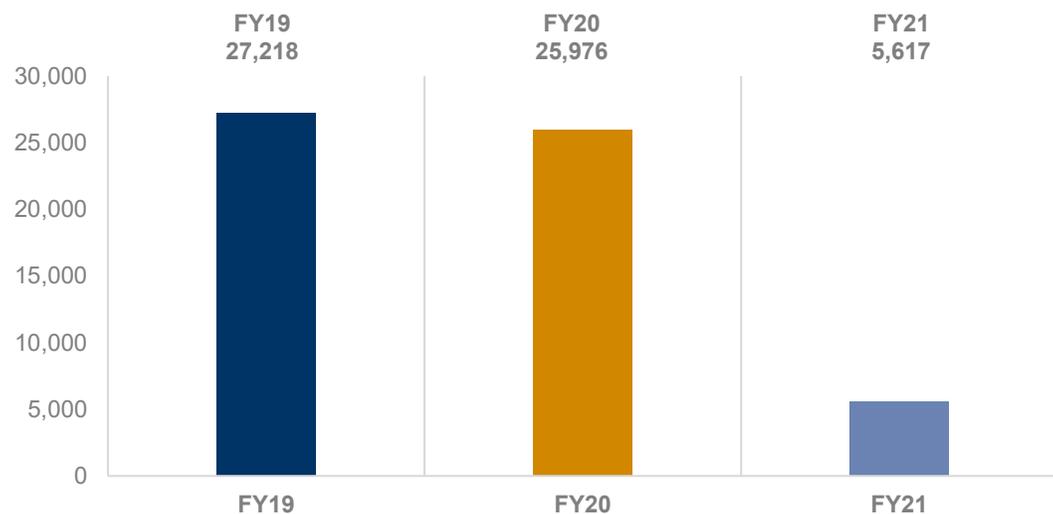
Climate-related risk data

Climate-related risk data

Total GHG emissions

GRI 305-1, GRI 305-2, GRI 305-3

Total GHG emissions FY19 – FY21 (tCO₂e) *



* Total GHG emissions include Scopes 1, 2 and 3 emissions.

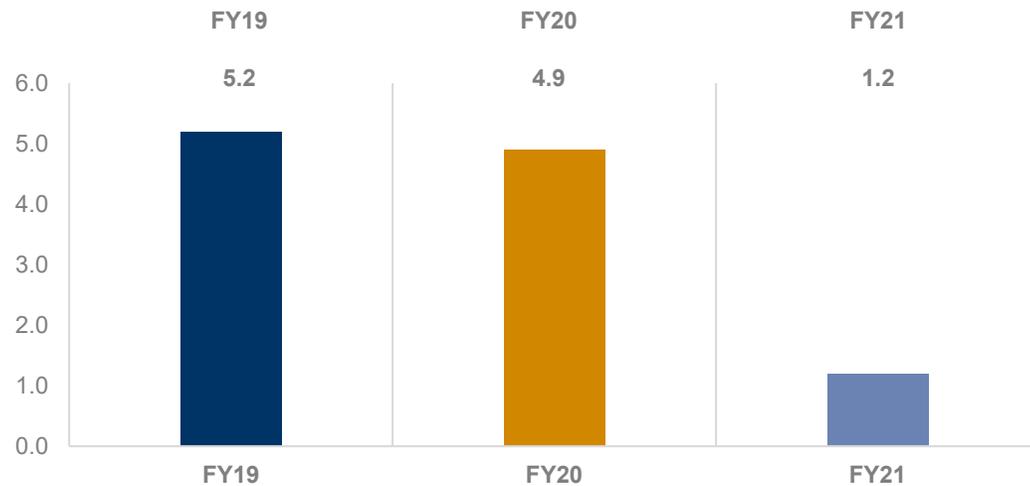
Total GHG emissions, by region FY19 – FY21 (tCO₂e) *

	FY19	FY20	FY21
Asia Pacific	4,102	3,570	1,125
Europe, Middle East and Africa	4,694	4,531	1,049
Latin America and Caribbean	1,475	1,273	207
North America	15,386	15,361	3,165
Global Businesses	563	503	33
Group	998	738	38
Total	27,218	25,976	5,617

Climate-related risk data

Total GHG emissions intensity

GRI 305-4

GHG emissions intensity FY19 – FY21 (tCO₂e/FTE)^{1 2}

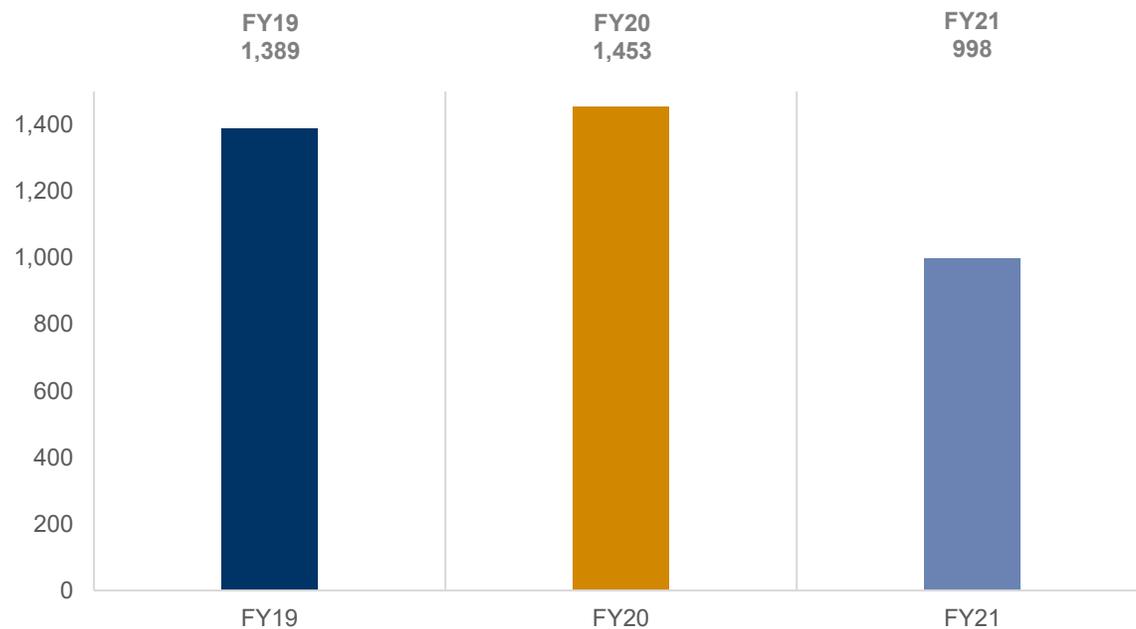
¹ Total GHG emissions normalized by average full-time equivalent employees (FTEs).

² The disruption resulting from the COVID-19 pandemic significantly impacted ERM's GHG emissions in FY21.

Climate-related risk data

Scope 1 emissions GRI 305-1

Scope 1 emissions FY19 – FY21 (tCO₂e) ^{1 2}



Scope 1 emissions, by region FY19 – FY21 (tCO₂e) ^{1 2}

	FY19	FY20	FY21
Asia Pacific	80	77	53
Europe, Middle East and Africa	512	445	322
Latin America and Caribbean	36	27	15
North America	760	903	608
Total	1,389	1,453	998

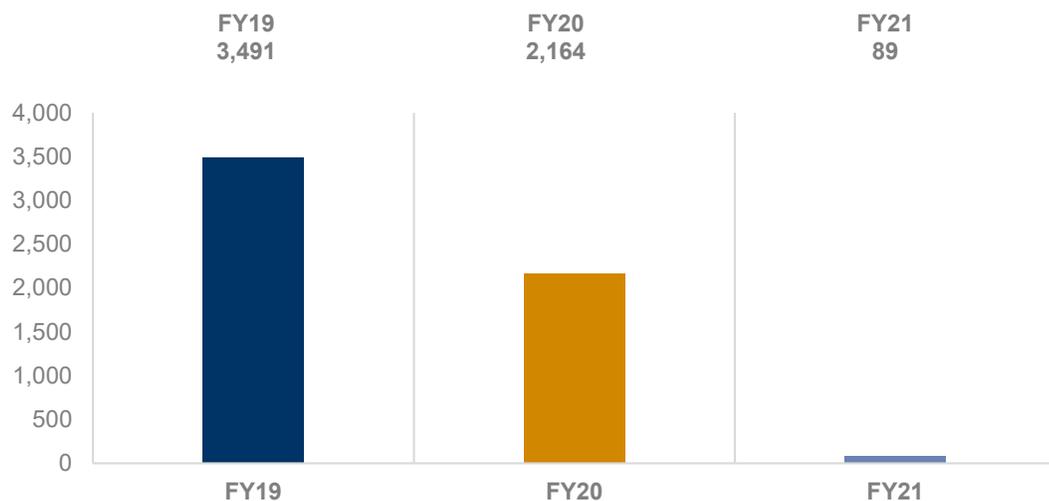
¹ Scope 1 includes direct emissions from operations we own or control.

² Emissions from Global Businesses and Group are included in data for the ERM region in which employees' home offices are located.

Climate-related risk data

Scope 2 emissions GRI 305-2

Scope 2 emissions FY19 – FY21 (tCO₂e) ^{1 2}



Scope 2 emissions, by region FY19 – FY21 (tCO₂e) ^{1 2}

	Location-Based			Market-Based		
	FY19	FY20	FY21	FY19	FY20	FY21
Asia Pacific	733	667	443	733	667	12
Europe, Middle East and Africa	427	416	268	414	271	2
Latin America and Caribbean	98	81	45	98	81	0
North America	2,245	2,179	1,292	2,245	1,145	75
Total	3,503	3,344	2,048	3,491	2,164	89

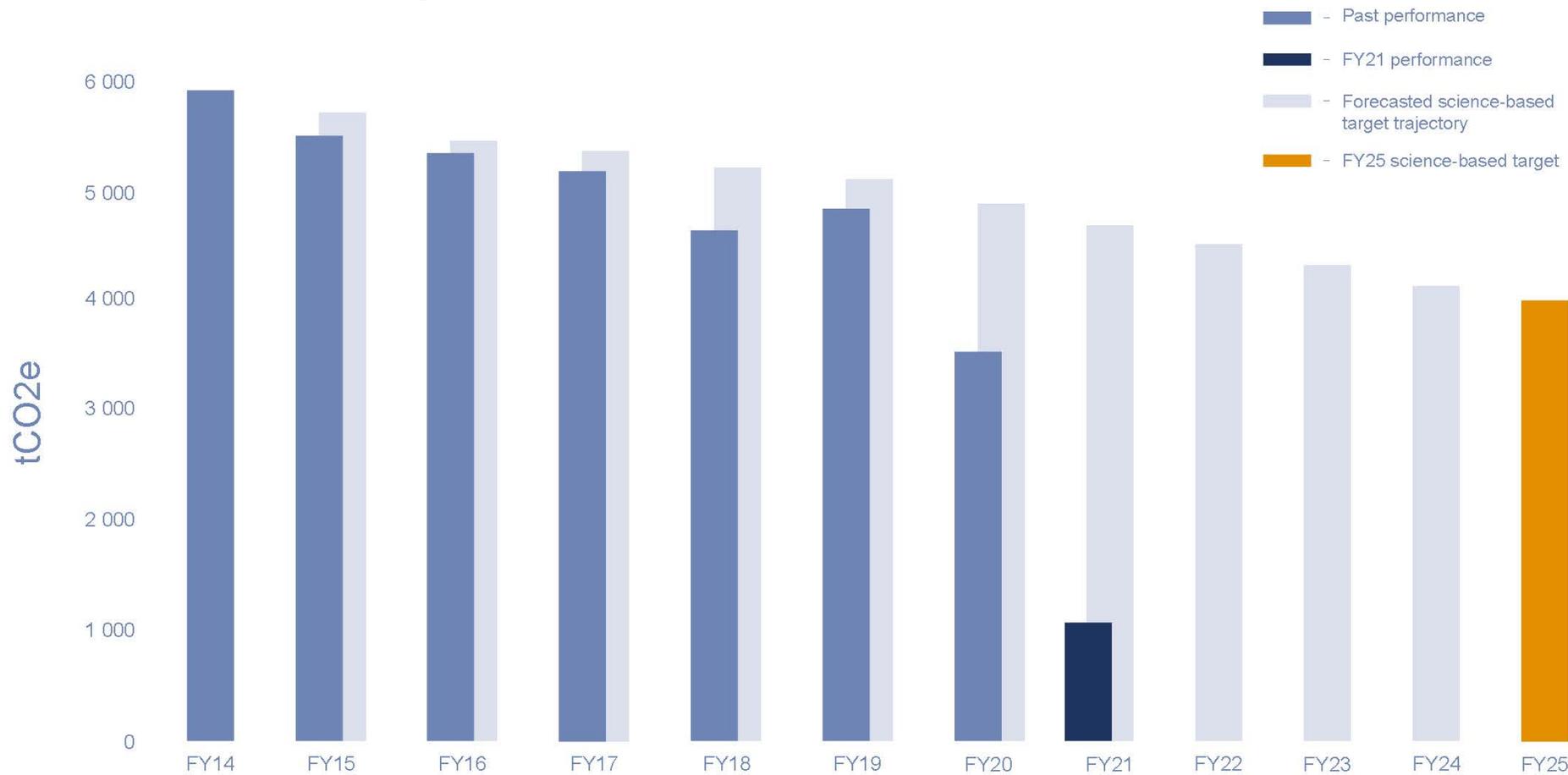
¹ Scope 2 includes indirect emissions from purchased electricity.

² Emissions from Global Businesses and Group are included in the data for the ERM region in which employees' home offices are located.

Climate-related risk data

Scope 1 & 2 trajectories

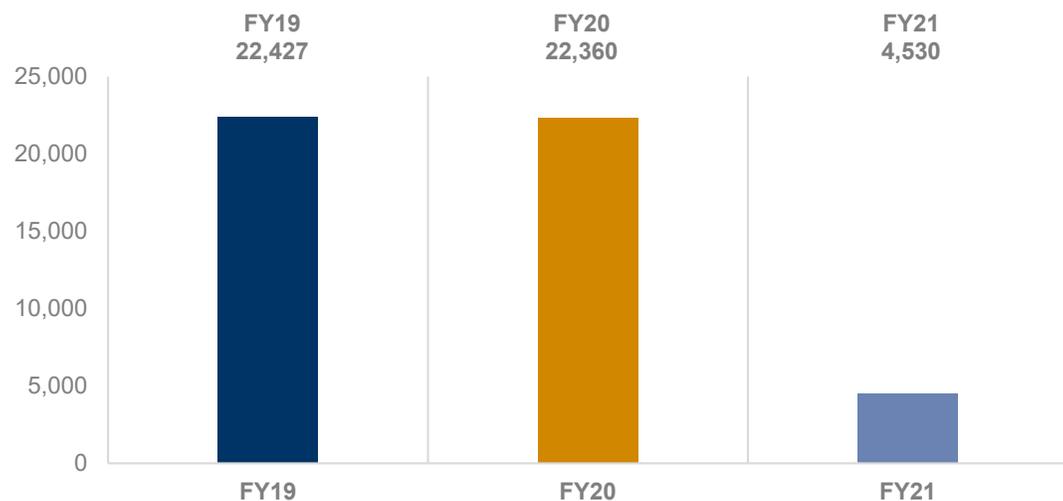
SBT Scope 1 & 2 performance (tCO₂e)



Climate-related risk data

Scope 3 emissions GRI 305-3

Scope 3 emissions FY19 – FY21 (tCO₂e) ^{1 2}



Scope 3 emissions, by region FY19 – FY21 (tCO₂e) ^{1 2}

	FY19	FY20	FY21
Asia Pacific	3,288	2,826	1,059
Europe, Middle East and Africa	3,857	3,815	726
Latin America and Caribbean	1,340	1,165	192
North America	12,381	13,313	2,482
Global Businesses	563	503	33
Group	998	738	38
Total	22,427	22,360	4,530

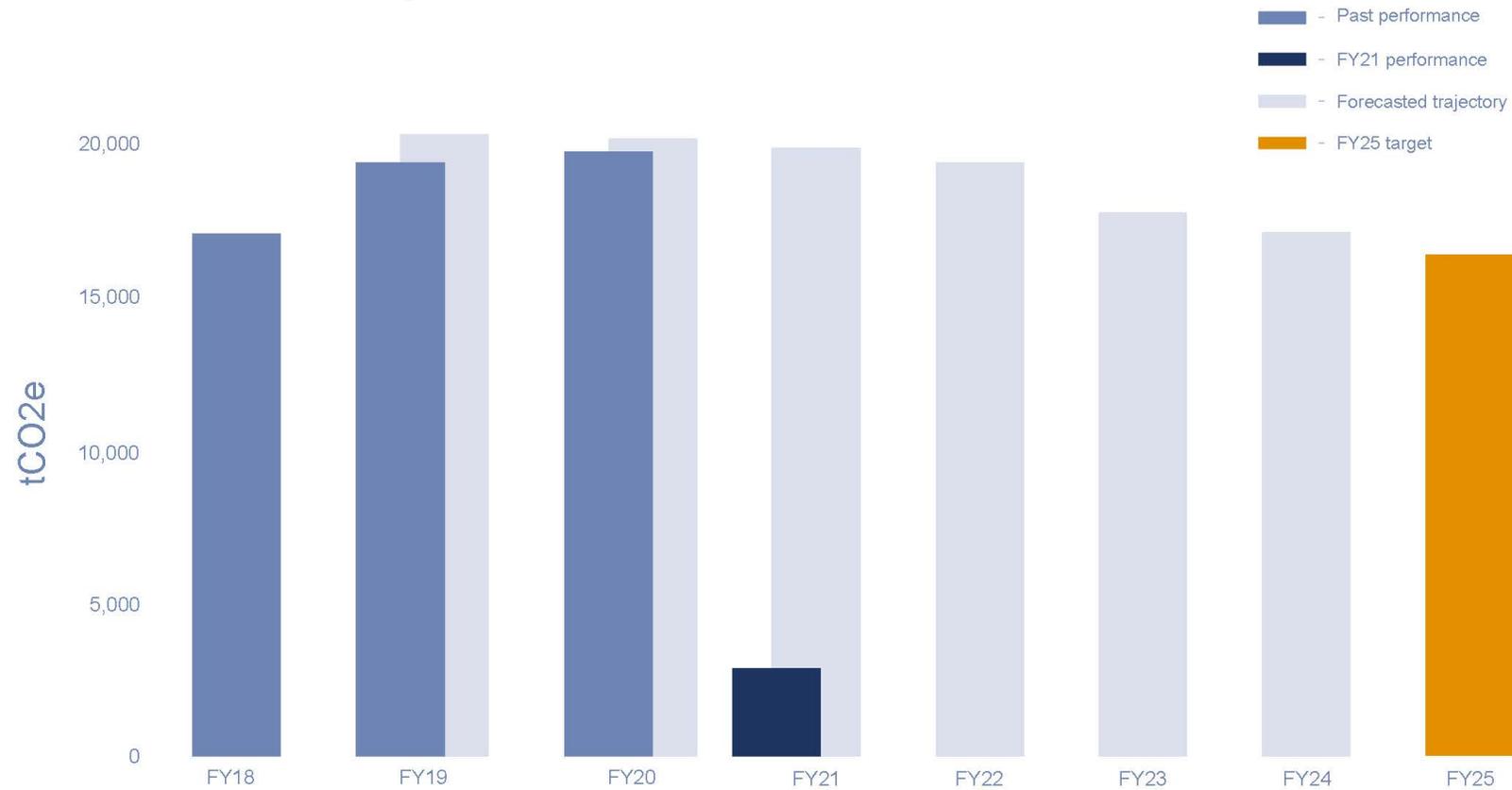
¹ Scope 3 includes other indirect emissions that occur outside ERM (business travel, employee commuting, shared space electricity, and transmission and distribution losses).

² The reduction in Scope 3 emissions in FY21 was caused by significantly less business travel and employee commuting.

Climate-related risk data

Scope 3 trajectory

SBT Scope 3 performance (tCO₂e) *



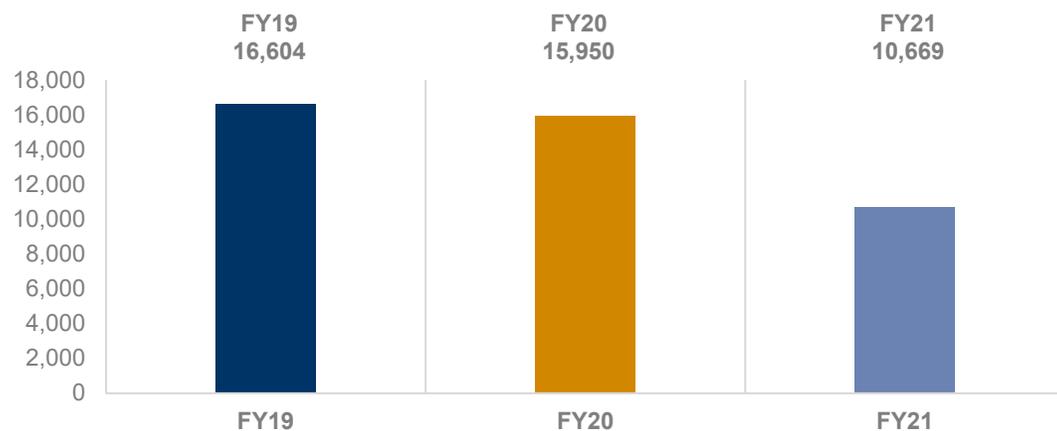
* ERM has set a science-based target for business travel and employee commuting, covering 73% of the total Scope 3 inventory.

Climate-related risk data

Global office energy use

GRI 302-1, GRI 302-2, GRI-302-4

Global office energy use FY19 – FY21 (MWh) ^{1 2}



Global office energy use, by type FY19 – FY21 (MWh) ^{1 2}

	FY19	FY20	FY21
Office electricity from non-renewable sources	7,649	4,677	22
Electricity from renewable sources	302	3,089	4,924
Fuel consumption	2,954	3,283	2,644
Scope 3 other electricity	5,699	4,901	3,079
Total	16,604	15,950	10,669

¹ Employees from Global Businesses and Group are included in the data for the ERM region in which their home offices are located.

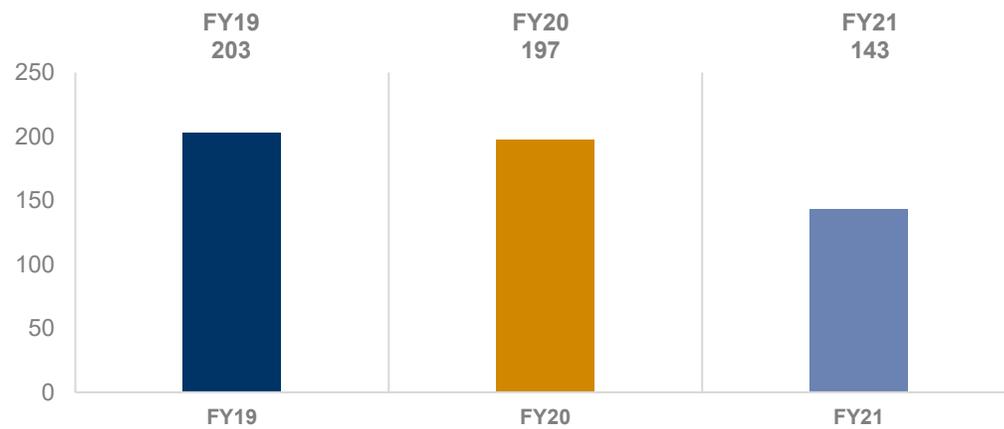
² For reporting purposes, only MWh using the regular method are included and upstream MWh are excluded.

Climate-related risk data

Global energy use intensity

GRI 302-1, GRI 302-2, GRI-302-4

Global energy use intensity FY19 - FY21 (KWh/m²) *



* Total global energy use normalized by total office floor space.

Climate-related risk data

References

Data presented here supports the climate risk section of this report. All emissions data presented is expressed as carbon dioxide equivalent (CO₂e) and includes all Kyoto gases and refrigerants. ERM uses the Fifth Assessment Report as a source of global warming potential (GWP) without climate feedback. The detailed reference table can be found below.

All data has been calculated using a market-based approach, unless otherwise stated. For further information on market-based methods, please refer to <http://www.ghgprotocol.org>.

Gas	Activity	Geography	Reference
CO ₂ , CH ₄ , N ₂ O	Passenger car (all sizes and fuel types)	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO ₂ , CH ₄ , N ₂ O	Passenger car (all sizes and fuel types)	North America and countries outside Europe	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020. and EPA (2020). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2018. United States Environmental Protection Agency.
CO ₂ , CH ₄ , N ₂ O	Gasoline car	Canada	EC (2021). National Inventory Report. Greenhouse Gas Sources and Sinks in Canada: 1990 - 2019. Environment Canada.
CO ₂ , CH ₄ , N ₂ O	Gasoline and Diesel cars	Australia	Commonwealth of Australia 2020 (Department of the Environment and Energy). National Greenhouse Account Factors (NGA) - Australian National Greenhouse Accounts. October 2020.
CO ₂ , CH ₄ , N ₂ O	Petrol and diesel use	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO ₂ , CH ₄ , N ₂ O	Gasoline and Diesel use	North America and countries outside Europe	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020.
CO ₂ , CH ₄ , N ₂ O	LPG	South America	GHG Protocol Brazil (2020). Ferramenta GHG Protocol 2020. Versão 2020.V1.2. Programa Brasileiro GHG Protocol. (https://www.ghgprotocolbrasil.com.br/).
CO ₂ , CH ₄ , N ₂ O	Motorcycle	World	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO ₂ , CH ₄ , N ₂ O	Taxi	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO ₂ , CH ₄ , N ₂ O	Trucks	US and countries outside Europe	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020. and EPA (2020). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2018. United States Environmental Protection Agency.
CO ₂	Auto-rickshaw	Asia	India GHG Program, India Specific Road Transport Emission Factors (2015).
CO ₂ , CH ₄ , N ₂ O	Bus	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting..

Climate-related risk data

References

Gas	Activity	Geography	Reference
CO2, CH4, N2O	Bus	North America and countries outside Europe	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020.
CO2, CH4, N2O	Light rail	World	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	National rail	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	National rail (intercity)	North America and countries outside Europe	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020.
CO2	AVE Train	Spain	RENFE (2017). Informe Anual de Responsabilidad Social, Empresarial y Gobierno Corporativo. (http://www.renfe.com/EN/empresa/RSE/InformesRSEyGobiernoCorporativo.html)
CO2e	TGV train	Europe	SNCF (2018). Information sur la quantité de gaz à effet de serre émise à l'occasion d'une présentation de transport.
CO2e	Thalys train	Europe	Thalys (2016). Thalys Carbon Footprint 2016. (https://www.thalys.com/img/1505743154/pdf/developpement.../bilan-carbone-en.pdf Accessed August 2018).
CO2, CH4, N2O	Eurostar	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	Underground	World (except North America)	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	Transit rail	North America	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020.
CO2, CH4, N2O	Ferry	World	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	Flights – all hauls and classes	World	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	District heating (natural gas CHP)	World	IPCC (2006). Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual. Intergovernmental Panel on Climate Change. Cambridge University Press, Cambridge.
CO2, CH4, N2O	District heating (steam)	North America	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020.
CO2	District heating	Germany	AGFW (2017). Liste der CO2-Bescheinigungen nach FW 309-6 nach Städten sortiert.
CO2, CH4, N2O	Electricity (incl. T&D losses)	UK	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.

Climate-related risk data

References

Gas	Activity	Geography	Reference
CO2, CH4, N2O	Electricity (incl. T&D losses)	US	EPA (2021). eGrid2019. Release : 23/02/2021. (https://www.epa.gov/energy/emissions-generation-resource-integrated-database-egrid). Accessed April 6, 2021).
CO2, CH4, N2O	Electricity (incl. T&D losses)	Canada	EC (2021). National Inventory Report. Greenhouse Gas Sources and Sinks in Canada: 1990 - 2019. Environment Canada.
CO2, CH4, N2O	Electricity (incl. T&D losses)	World (except UK, US, Canada and Australia)	United Nations (2021). UN Statistics Division - Energy Balance Visualizations. (https://unstats.un.org/unsd/energystats/dataPortal/) and IPCC (2006). Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual. Intergovernmental Panel on Climate Change. Cambridge University Press, Cambridge.
CO2e	Electricity (incl. T&D losses)	Australia	Commonwealth of Australia 2020 (Department of the Environment and Energy). National Greenhouse Account Factors (NGA) - Australian National Greenhouse Accounts. October 2020.
CO2e	Electricity residual mix	Europe	AIB (2020). European Residual Mixes 2019. Version 1.0, 29th May 2020. Association of Issuing Bodies.
CO2, CH4, N2O	Natural gas	Canada	EC (2021). National Inventory Report. Greenhouse Gas Sources and Sinks in Canada: 1990 - 2019. Environment Canada.
CO2, CH4, N2O	Natural gas	Europe	Department for Business, Energy and Industrial Strategy (2020). 2020 Government GHG Conversion Factors for Company Reporting.
CO2, CH4, N2O	Natural gas	Australia	Commonwealth of Australia 2020 (Department of the Environment and Energy). National Greenhouse Account Factors (NGA) - Australian National Greenhouse Accounts. October 2020.
CO2, CH4, N2O	Natural gas	US	EPA (2020). GHG Emission Factors Hub. Center for Corporate Climate Leadership. March 2020. and EPA (2020). Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990-2018. United States Environmental Protection Agency.
HCFC123, R11, R12, R401a, HFC134a, R407c, R410a	Refrigerants	World	IPCC (2013). IPCC Fifth Assessment Report: Climate Change 2013. Intergovernmental Panel on Climate Change. Cambridge University Press, Cambridge.



**Contributing to society &
local communities data**

Contributing to society & local communities data

Society

GRI 201-1

Community investments FY19 – FY21 (\$',000)¹

	FY19	FY20	FY21
Pro bono time – ERM Foundation ²	331	269	132
Pro bono time – Strategic partners ³			281
In-kind support ⁴	297	492	198
DIRECT CONTRIBUTIONS			
Matching funds ⁵	183	185	179
Charitable contributions ⁶	12	12	12
Membership ⁷	182	216	148
Total	1,005	1,175	949
Proportion of profit ⁸	1.05%	1.00%	0.82%
Employee contributions ^{9, 10}	141	198	69

¹ From FY21, the presentation of information has changed. In-kind support has been moved from Direct contributions, with pro bono support to Strategic partners listed separately.

² Pro bono hours are registered by consultants on approved ERM Foundation projects. For ERM Foundation projects, pro bono time is calculated at 80 percent of hourly chargeout rate.

³ From FY21, the pro bono time of ERM employees provided to ERM's strategic partners has been split out from in-kind support to provide visibility to this contribution.

⁴ In-kind support includes salaries and direct costs for employees responsible for the ongoing operations of the ERM Foundation. Prior to FY21 pro bono time provided by ERM to external partners was included in this calculation.

⁵ Matching funds are made on a 75 cents for each dollar donated basis, for most employee donations in all regions. From FY18, a percentage of this budget was also used for 'seed funding' as part of a new program to support longer-term partnerships with nonprofit organizations, particularly in geographies where employee-led fundraising is more challenging.

⁶ Charitable contributions made to organizations other than The ERM Foundation.

⁷ Membership fees for global sustainability-focused organizations, where ERM actively contributes to thought leadership activities.

⁸ Calculated from prior fiscal year's Earnings Before Interest, Tax and Amortization (EBITA). Therefore, FY21 percentage calculated using FY20 EBITA figure etc.

⁹ Funds raised by employees to support the ERM Foundation and other charities/nonprofit organizations.

¹⁰ In FY21, there was a reduction in funds disbursed due to the impacts of the pandemic.

Financial information

GRI 201-1

Community investments FY19 – FY21 (\$',000)

This information can be found in the Financial Overview section on our website (erm.com). FY21 data will be updated when finalized in late 2021.

Please [click here](#) for more information.



Client satisfaction data

Client satisfaction data

Client satisfaction results

ERM's services support our clients' environmental, health, social, safety and sustainability needs across the entire life cycle of the business.

Our FY21 target for tracking client satisfaction was to increase the average number of services provided to key clients by 10% (based on a 3-year rolling average). An objective of our key client program is to support our clients across a greater range of their sustainability needs, which would in turn access more of ERM's eight service lines. This metric was designed to be a proxy measurement for satisfaction based on the assumption that if a client has a high level of satisfaction from an engagement, they are more likely to engage ERM in other areas of the business.

In FY21, we increased growth in the average number of services provided to key clients by 6% (3-year rolling average). We saw steady growth in the number of key clients accessing the breadth of ERM services in FY21 despite the disruptions caused by the pandemic. Key clients have been working with ERM for a longer period of time and by definition are larger accounts with a wider spectrum of engagements. These strong relationships enabled us to adapt our response to changing client needs.

We continue to evolve our measurement of client satisfaction and therefore set a target for FY22 to establish an independent and verifiable client satisfaction process.



Photo credit: Suhas Fuladi, India

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The business of sustainability

