



Asia, Australia & New Zealand

SUSTAINABILITY REPORT 2026: REGIONAL PATHWAYS TO GLOBAL IMPACT

Our regional operations



Photo credit: Muhan Xu

The wider Asia Pacific region accounts for almost half of global GDP and is central to the economic and societal transition we are experiencing. Its scale, pace of development and role in global value chains positions the region as both a critical driver of change and a significant source of opportunity. Integral to this is Australia, where mature regulatory frameworks, strong capital markets, and natural resource endowments drive opportunities in the energy transition.

Demand for our services continues to grow across decarbonization, climate and nature-related risk management, new market entry, and sustainable finance. We are seeing sustained outbound investment from China in clean energy technologies, including solar, wind, and battery supply chains. In addition, there is investments in infrastructure development across Southeast Asia and India as well as Africa, Eastern Europe and other emerging economies and remains a key growth driver. ERM is supporting clients from new market entry through permitting, delivery, and financing, through to asset retirement.

With a strengthening Japanese economy, we are working with advanced manufacturing, sustainable investment, and technology sectors, including rapid growth in data centers. There is also a focus on nature, and the risks and opportunities for companies and investors alike.

In Australia and New Zealand (ANZ), growth is concentrated in the renewable energy system



Nat Vanitchyangkul
*Regional CEO,
Asia*

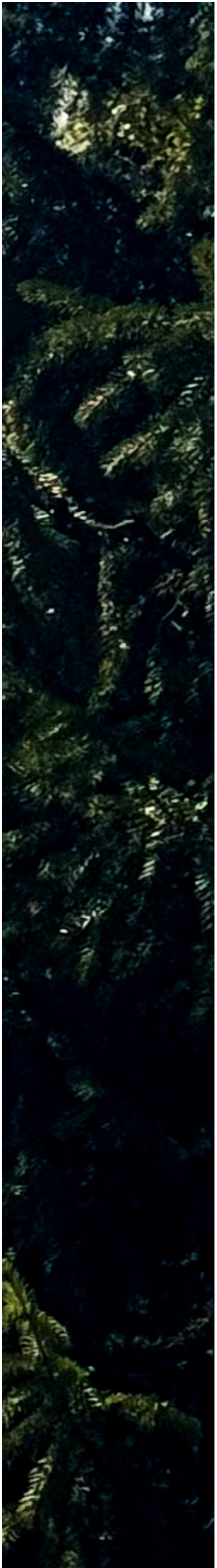


Michael Gaggin
*ANZ Business Unit
Managing Partner*

from grid infrastructure to critical minerals, repurposing retiring energy and industrial assets an increasing focus on climate and nature-related risk, and integrated sustainability performance and disclosure, with the advent of robust new federal government requirements.

Our people are central to partnering with clients across our diverse region. With offices across Asia and a strong presence in ANZ, we combine deep local insight with global capability to deliver consistent, high-quality outcomes.

We are optimistic about the future and the opportunities it presents in the wider Asia Pacific region, which we are well positioned to capitalize upon.



Contents

Asia, Australia & New Zealand

Our operations	5
Our people	6
GRAMs	7
Highlights	8
Our work with clients	9
Case studies	10
Showcasing technical innovation	13
Operationalizing sustainability	14
Stakeholder collaborations	15
Spotlight on the ERM Foundation	16

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Follow us on:



Our operations

With diverse technical teams spanning across Asia, and ANZ we are ideally positioned to support our clients to create solutions to pressing sustainability challenges and deliver positive impact. ERM maintains a strong emphasis on cross-collaboration and capacity building to ensure both our clients and workforce are at the forefront of innovative solutions.

14
countries

26
offices

1,668
employees across
the region

6,400+
projects worked
on in FY26

Celebrating 30 years of ERM India

This year marked a significant milestone for ERM India as we celebrated three decades of being operational in the country. This is a celebration of every employee whose passion, expertise, and values have shaped ERM India and continue to deliver impact.



COUNTRIES WITH ERM LOCATIONS

ERM OFFICE LOCATIONS

Our people

Our 1,668 Asia and ANZ colleagues are spread across 14 countries, spanning India, China and Indonesia through to Australia. ERM brings extensive technical expertise and in-depth understanding of the diverse social, economic, and physical environments across the region. Our employees are passionate about our purpose, and we are equally committed to providing a rewarding workplace where they feel recognized and supported to grow their career.

Our commitment to inclusion is reflected in our diversity, inclusion, and belonging initiatives, as well as through our community-driven Employee Resource Groups like the Asian Professionals Network, which honor and support communities historically underrepresented in the workplace.

Driven by ERM's culture of caring about the wellbeing of our people, our clients, and our supply chain, ensuring everyone is safe is at the core of who we are and what we do. ERM is committed to both the physical safety and overall wellbeing of our people. We recognize that these go hand in hand in creating a working environment where individuals can innovate and perform at their very best. A combination of local initiatives, structured support, and global programs enable us to offer employees, and our clients, the full benefit of our health, safety, and wellbeing expertise.

The following pages highlight some of the great achievements of our people throughout the year.

Psychosocial safety for our project teams

Working closely with our project teams, our Health and Safety Leads have increased awareness of psychosocial risks through dedicated engagement sessions and Safety Moments. The training outlines the regulatory framework for managing psychosocial risks, emphasizing that psychosocial hazards arising from work design, environments, systems, and interactions can cause both psychological and physical harm. It also reinforces the organizational benefits of proactive management – such as reduced absenteeism, lower injury costs, and improved performance – and sets out a practical framework involving hazard identification, risk assessment, control implementation, and ongoing monitoring and consultation with workers.



Photo credit: Meg Lawson

Safety success story

Demonstrating that we can operate safely and effectively even in the most challenging of conditions, ERM delivered consulting services on a major remote resource development project in a province of Pakistan rated as an extreme security risk. Comprehensive pre-deployment planning, undertaken in close collaboration with the client, relevant security agencies, and local authorities, ensured that all foreseeable risks were effectively managed before field activities commenced. As a result, a globally integrated project team, comprising specialists from Asia and ANZ, and Europe, Middle East and Africa, completed the assignment without incident.

GRAMs



CLIENT FOCUS DELIVERY



IGNITING ERM CULTURE



INNOVATION



SALES SUPERSTAR



HEALTH AND SAFETY EXCELLENCE

ERM holds quarterly Global Recognition Awards Moments (GRAMs) celebrate the contributions our employees make to deliver on our purpose of shaping a sustainable future. Below highlights this year’s winners across Asia and ANZ.



Aashirwad Bywar INDIA	Chris Mann AUSTRALIA	Huud Alam INDONESIA	Kantapong Boonsirisinphan THAILAND	Michelle Choong SINGAPORE	Peljee Batbayar JAPAN	Shotaro Nakagawa JAPAN	Volta R.T Gurning JAPAN	Albert Ng MALAYSIA	Charlie Gianfriddo AUSTRALIA	Chihiro Sakata JAPAN	Shenna van Melick AUSTRALIA
Abhijeet Singh INDIA	Debabrata Ghosh INDIA	Ian Stockton AUSTRALIA	Kapil Grover INDIA	Ming Ren Tan MALAYSIA	Phuong Thai CHINA	Sibyl Ren CHINA	Vyoma Uchil INDIA	Devasena Saravanan HONG KONG	Naoyuki Watanabe JAPAN	Hyosun Hur KOREA	Yasuko Onoue JAPAN
Adarsh Das INDIA	Duo Ma CHINA	Isabelle Moller AUSTRALIA	Khairulla Aben AUSTRALIA	Minh Tri Nguyen VIETNAM	Phuong Uyen Nguyen CHINA	Sophie Butcher AUSTRALIA	Wenhai Wang CHINA	Farid Zakwan MALAYSIA	Pasindu Samaranayake HONG KONG	Naomi Lee KOREA	
Alexa Muratore AUSTRALIA	Eleanore Yip THAILAND	Jayanthi Raju Vadivelu INDIA	Kirti Jain INDIA	Muhan Xu CHINA	Puey Hua Tang SINGAPORE	Srishti Bishnoi SINGAPORE	Wesley Tang HONG KONG	Jo-Ann Chan MALAYSIA	Prashant Dash INDIA	Noel Kim KOREA	
Anshuman Gupta INDIA	Elizabeth Rich AUSTRALIA	Jenny Choi KOREA	Kun Hsu TAIWAN	Nadiah Kasmadi MALAYSIA	Quyen Nguyen CHINA	Subhojyoti Chowdhury INDIA	Zac Rosenberg AUSTRALIA	Kristy Wong HONG KONG	Raunak Thakur INDIA	Scott Mainey AUSTRALIA	
Aruna P INDIA	Ella Li SINGAPORE	Jia Yi Gooi SINGAPORE	Larry Lai TAIWAN	Nam Le CHINA	Rahul Prasad INDIA	Suchada Buakaew THAILAND		Ky Vo VIETNAM	Swati Priya INDIA	Winee Tammaruk THAILAND	
Bize Yang CHINA	Frederico Tomé SINGAPORE	Jie Xi Wong MALAYSIA	Lisa Lin TAIWAN	Natalie Shade AUSTRALIA	Rahul Tiwari INDIA	Swee Heong Goh SINGAPORE		Michael Ma CHINA	Ujjwal Gupta INDIA		
Candice Yung SINGAPORE	Giao Nguyen VIETNAM	Jinlong Chen CHINA	Lois Sevestre TAIWAN	Nazirah Sukari MALAYSIA	Riley Shaw AUSTRALIA	Syifaa Ismail MALAYSIA		Mimi Bohlken AUSTRALIA	Vellan Nagapan INDIA		
Carina Kartono HONG KONG	Glenn Murray AUSTRALIA	Joana Cruz HONG KONG	Lynda Tilbrook AUSTRALIA	Nguyen Le CHINA	Ronak Agrawal INDIA	Thanakorn Lertruangpanyawut THAILAND		Rajat Mohan INDIA			
Carmen Lim HONG KONG	Hailey Bowden AUSTRALIA	Joe Jiao CHINA	Maesha Gusti Rianta INDONESIA	Nicholas Zajicek AUSTRALIA	Sakari Miyagi JAPAN	Ting Yik Saw MALAYSIA		Rocky Li CHINA			
Charlotte Huang CHINA	Hanh Nguyen VIETNAM	Joey Shanahan AUSTRALIA	Manoj Sivaraj INDIA	Nualnapha Chompootawat THAILAND	Sanjukta Deb INDIA	Tom Abbott AUSTRALIA		Siddhartha Ganguly INDIA			
Cheryl Chiu TAIWAN	Harris Wong HONG KONG	Joy Yin CHINA	Maree Angus AUSTRALIA	Nurul Syazana MALAYSIA	Sarah Nainggolan JAPAN	Tony Hong TAIWAN		Simon Au SINGAPORE			
Chia Lynn Goh SINGAPORE	Howard Simpson AUSTRALIA	Junko Taira JAPAN	Marine Krieger HONG KONG	Olivia Roy INDIA	Scarlett Li CHINA	Vico Woo HONG KONG		Simon Cheng HONG KONG			
Chieri Yamamoto JAPAN	Hua Ju JAPAN	Kaho Hohzoh JAPAN	Miao Xue CHINA	Pei Fang Chua SINGAPORE	Shizhe Wu CHINA	Vinh Hoang CHINA		Sohini Patel INDIA			

Highlights

People are at the heart of business and here we showcase a small selection of the many contributions ERM employees made to support their local communities and environment.



- 1. Employees from Vietnam and Australia delivering client work in Laos.
- 2. Our Mumbai, India team organized a one-day trek for team members to connect in nature.
- 3. The Adelaide, Australia office participated in a local habitat restoration event, working alongside volunteers to remove invasive plants and support the health of a local creek ecosystem.



- 4. ERM China came together for their annual all staff event.
- 5. Employees in Brunei getting together for a team away day.
- 6. In Kuala Lumpur, Malaysia employees took part in away days, promoting team building and collaboration.



Our work with clients

In the following pages we showcase a snapshot of the 6,400+ projects which we have delivered in the region during FY26, from facilitating renewable energy development in Japan, Philippines and Vietnam, through to monitoring modern slavery risk in the Australian property and construction sector.

At ERM, we work with clients across a range of sectors and industries, mobilizing teams with the combination of strategy, technical expertise and operational delivery required to navigate the most complex of sustainability challenges.

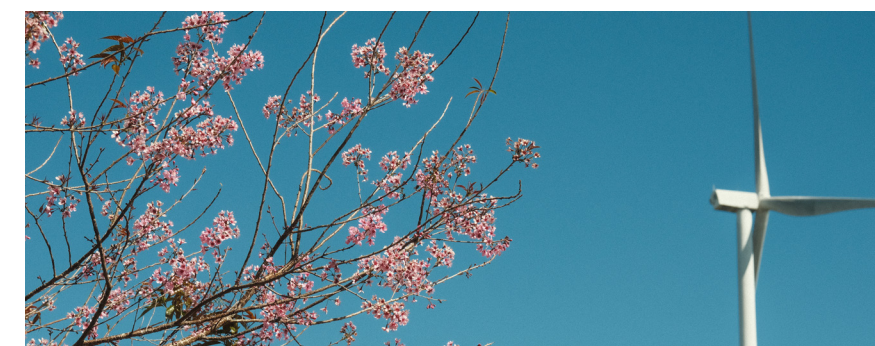
We harness our multidisciplinary expertise to support clients address real business problems, creating lasting value through integrated, forward-thinking solutions.

Further information on our industries, services and solutions we provide within the region are available on erm.com.



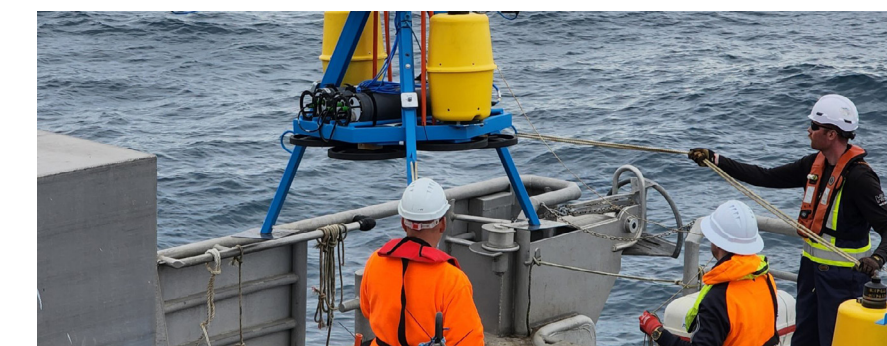
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Turning power savings into renewable growth



READ NOW

Sustainability of renewable energy



READ NOW

Baseline marine survey program



READ NOW

Driving impact through sustainable finance innovation



READ NOW

Indicators of the vulnerability to modern slavery across property and construction



READ NOW

Embedding sustainability into Vietnam's energy transition

Case studies

STRATEGY & TRANSFORMATION

Turning power savings into renewable growth

Pacific Metals engaged ERM to help turn Japan’s evolving electricity markets into a source of business and sustainability value. The work established a foundation for a more resilient and flexible power business by updating and implementing the power procurement and operation strategy, and creating headroom for further renewable energy sourcing.

ERM also supported Pacific Metals to verify how the flexibility of its industrial operations could support the wider power system as renewable generation increases. Through a proof-of-concept, ERM confirmed the potential for the company’s load flexibility to participate in the balancing market, opening a new business value while contributing to grid stability.

The project demonstrated how industrial energy users can move beyond cost management to become active participants in the energy transition. For Pacific Metals, the

work supports lower power costs, increased renewable energy use and a stronger role in enabling a more stable, lower-carbon regional energy system.

“ERM has been with us from the start, helping us turn power purchase strategy change into renewable growth and our flexibility into new business value in Japan.”

Jumpei Takada

*Assistant General Manager,
Electric Power Business Dept., Pacific Metals*

CLEAN ENERGY PROCUREMENT & RISK MANAGEMENT; CAPITAL PROJECTS & INFRASTRUCTURE

Sustainability of renewable energy

ERM was engaged by Vena Group to conduct gap analyses for Philippine developments, benchmarking against international standards, reviewing regulatory compliance, and preparing supplemental studies and management plans covering biodiversity, social impact, stakeholder engagement, and ESMPs.

“Working with ERM complemented our approach to environmental and social risk management across our portfolio, supporting greater rigour and consistency in the way we assess and manage E&S considerations.”

Mia Jarumayan

Head of Business Development, Vena Energy

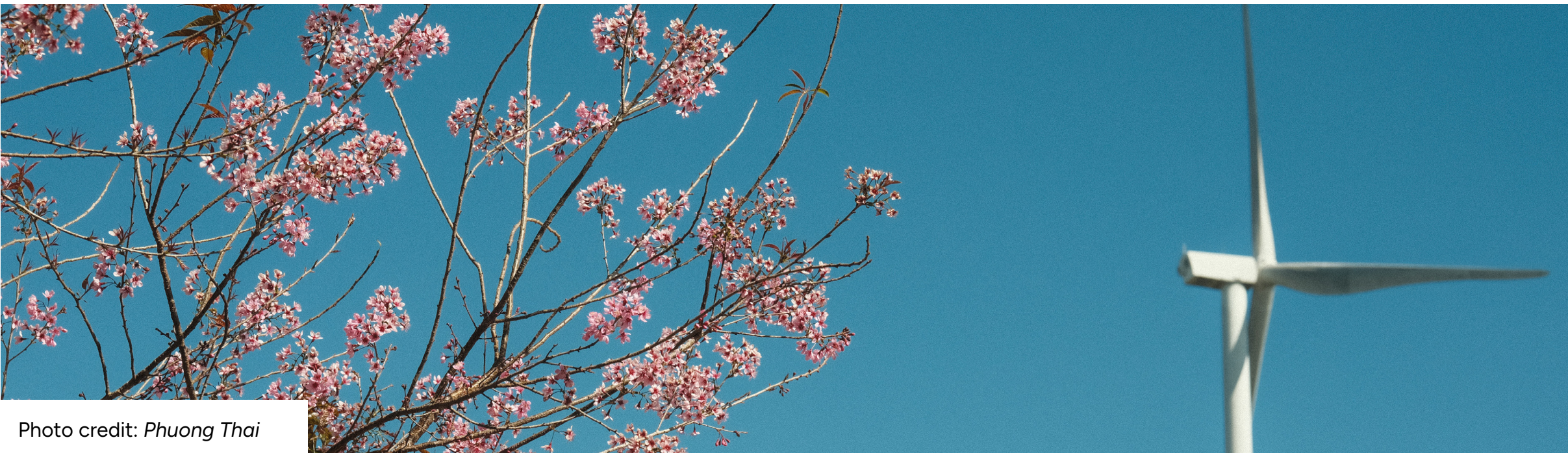


Photo credit: *Phuong Thai*

Case studies

ENERGY TRANSITION; NATURE & WATER

Baseline marine survey program

ERM was engaged to design and deliver a comprehensive marine baseline survey program to support the environmental impact assessment for a proposed offshore wind project in the Gippsland region of Australia.

The scope encompassed planning and coordination of multi-disciplinary surveys, including marine mammal, seabird, and benthic investigations, supported by both aerial and vessel-based methods as well as passive acoustic monitoring. ERM led survey design, contractor management, and data integration, working closely with specialist providers to safely mobilize field campaigns in challenging offshore conditions and to ensure data quality aligned with emerging regulatory expectations.

The project demonstrated ERM's ability to successfully deliver complex, multi-disciplinary marine survey programs, coordinating specialist contractors, survey platforms and methodologies while accommodating weather constraints, offshore logistics and evolving regulatory expectations.

“Being part of a campaign of this scale and complexity is incredibly rewarding, particularly working collaboratively with a combined client and ERM team and drawing on the experience of our global colleagues.”

Jenny Luk

Partner, ERM

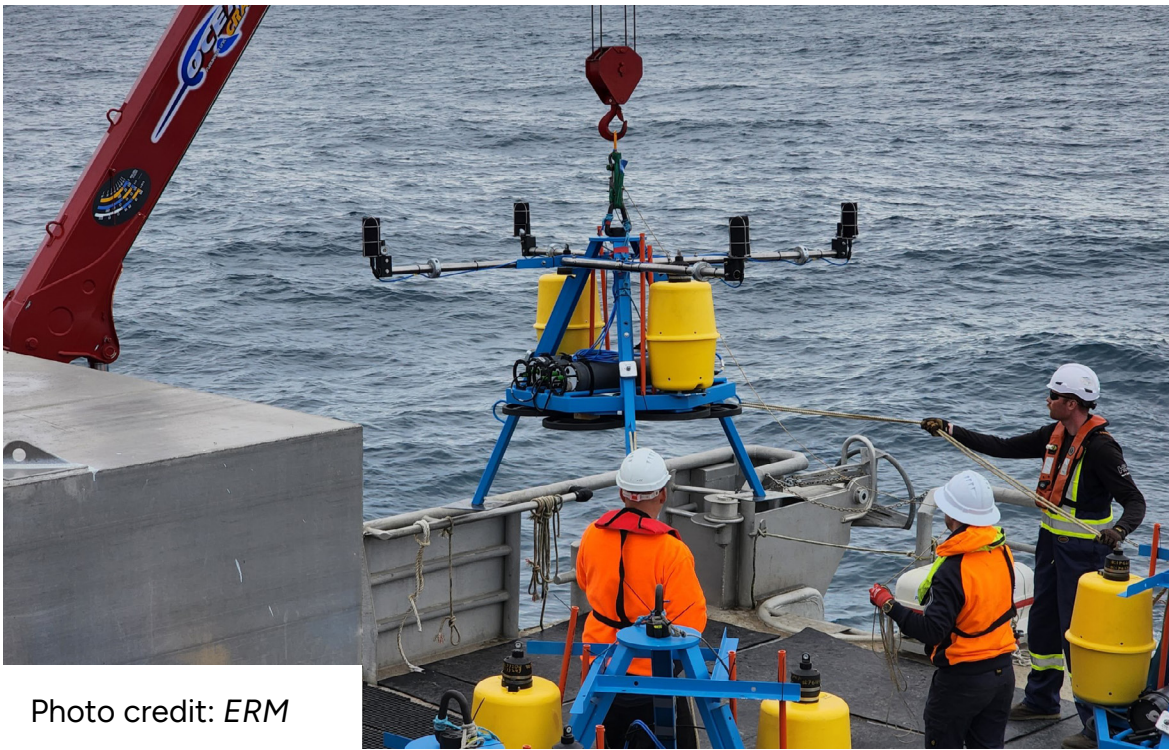


Photo credit: ERM

SUSTAINABLE FINANCE; COMPLIANCE & AUDITING

Driving impact through sustainable finance innovation

Since 2023, ERM has been continuously engaged by Luli Wood to support on its financing and ESG journey. For the lenders, during multiple transactions involving both Equator Principles Financial Institutions (EPFIs) and Multilateral Development Bank (MDB), ERM was engaged as independent environmental and social (E&S) consultant to undertake an environmental and social due diligence, E&S Audit, and E&S monitoring program, as well as issuer of Second Party Opinion for the facilities recognized as green loan. For the company, ERM acts as the partner to support the corporation's continuous improvement of its environmental, social and governance (ESG) management and performance, including risk assessment, management system enhancement and capacity building, stakeholder engagement, supply chain management, and decarbonization.

The loan facility arranged by two EPFIs for the development of Luli Wood’s two new

wood processing plants was awarded as the “Environmental Finance’s Sustainable Debt Awards 2024 – Green Loan of the Year (APAC)”, for its pioneering innovations in sustainable building materials.

The work carried out by ERM accelerated both the sustainable finance, as well as the continual ESG improvement of the company, benchmarking international standard and industrial good practices. This has further strengthened the client’s attractiveness to sustainability-focused investors and financial institutions.

“ERM is our most trusted ESG partner, providing consistent and reliable support.”

Linhua Mao

Vice President, Luli Group

Case studies

SOCIAL IMPACT & HUMAN RIGHTS

Indicators of vulnerability to modern slavery across property and construction

Modern slavery is often hidden in plain sight. While companies may have mature approaches to safety, identifying red flags for forced labor requires monitoring of indirect workers’ pay, conditions, and ability to speak up safely.

ERM was engaged by the Property Council of Australia’s Modern Slavery Working Group to produce a publication to highlight indicators of worker vulnerability to modern slavery in the sector. ERM worked with Property Council members from industry, and partnered with the Domus 8.7 Remediation Service, who appointed a Lived Experience lead to engage with workers, integrate their experiences into the resource, and relate dozens of first-hand quotes.

The guidance helps companies to 'Commit' to build awareness of vulnerabilities, 'Assess' the vulnerability factors in operations and supply chains, and 'Act' to prevent and mitigate the abuse of vulnerability, with possible actions to address worker, workplace and systemic

factors. Examples include subcontracting, fast-paced timelines, use of labor hire, abuse of migrant status, and lack of supply chain visibility.

The publication was recognized by the Anti-slavery Commissioner of New South Wales with a commendation.

→ [READ THE REPORT](#)



ENERGY TRANSITION; COMPLIANCE & AUDITING

Embedding sustainability into Vietnam’s energy transition

Thai Binh LNG Power Joint Stock Company (TBLP) is developing the Thai Binh LNG-to-Power Project in Vietnam. As one of Vietnam’s nationally significant energy developments, the project is expected to strengthen energy security, support a more reliable and flexible power supply, and contribute to the country’s broader transition toward cleaner energy.

ERM is proud to support this important development through international-standard environmental and social advisory services. ERM’s role includes the Environmental Impact Assessment Gap Analysis, and Stakeholder Engagement Plan among other thematic management plans spanning health and safety, social issues, and emergency preparedness.

Through this work, ERM is helping the client to embed sustainability into decision-making by promoting meaningful engagement, fair and transparent livelihood restoration, local

employment opportunities, community health and safety, and accessible grievance mechanisms. The biodiversity and marine ecology assessments, together with careful review and proposed management measures of onshore and offshore risks, aim to help safeguard ecosystems while supporting a more inclusive, resilient and sustainable development pathway for affected communities.



Showcasing technical innovation

ERM’s Technical Paper and Publication Awards acknowledges our employees for their thought leadership at industry conferences and forums. Below we highlight this year's award winners from across the region, showcasing diverse expertise from sustainable finance solutions to cultural value mapping.

Sustainable Finance in Nature-based Solutions: Innovations and Practices

Arnab Basu
BANGALORE, INDIA

Assessing groundwater and surface water interactions through major ion analysis and continuous monitoring

Dana Windle
MELBOURNE, AUSTRALIA

Challenges of integrating Indigenous Ecological Knowledge in Environmental Impact Assessment

Denise True
PERTH, AUSTRALIA

Cultural Values Mapping: Its role in Wind Energy Development

Erin Finnegan
MELBOURNE, AUSTRALIA

Hydrogeological characteristics and considerations for basalt flood plains in an urban setting

Heath Pawley
MELBOURNE, AUSTRALIA

PFAS Groundwater Plume Interpretation and Confounding Transforming Precursors

Ken Kiefer
MELBOURNE, AUSTRALIA

Consulting on Heritage: Real World Impacts

Lorien Perchard
SYDNEY, AUSTRALIA

Operationalizing sustainability

At ERM, we believe that our own operational performance should serve as a reflection of the professional advice we provide for our clients. We are committed to demonstrating authentic leadership through operationalizing sustainability within our own business. Leveraging the expertise and innovation of our in-house specialists, our global sustainability programs focus on where we can have the most material impact and are implemented with the support of our regional leadership teams.

Our sustainable operational programs:

- **Climate, Nature & Water**
- **Social Impact & Human Rights**
- **Sustainable Supply Chain**
- **Impact & Reporting**

ERM Sustainability Network

Our people across the region play a critical role in embedding sustainability into our operational delivery. Led by our Regional Sustainability Leads and made up of representatives at all career levels across the region, our engaged Asia and ANZ Sustainability Network plays an important role in driving meaningful change across our business.

Sustainable commuting

Across Thailand, ERM employees are contributing to low-carbon and healthy commuting practices through the adoption and promotion of active transport. One example is Poom Siraprapasiri, who regularly completes a 20km round-trip to commute between his home and ERM’s Bangkok office by bicycle. Cycling has been his primary mode of transport since 2005, reflecting a longstanding commitment to a more sustainable mobility.

Beyond personal commuting, Poom has actively supported the development of safer and convenient cycling in Bangkok, working with the Bangkok Metropolitan Administration and civil society organizations to promote active transport solutions, including walking and cycling.

“Cycling to work and especially to client meetings allows me to communicate my personal passion and ERM’s commitment to sustainability.”

Poom Siraprapasiri

Consulting Partner, ERM



Photo credit: Poom Siraprapasiri

Stakeholder collaborations

ERM sponsors and attends industry and wider stakeholder collaboration events throughout the year, to drive technical innovation and progressing the corporate sustainability agenda.



1. ERM hosted a session on ‘Seizing the Opportunities of Sustainability Transformation’ during Capital Markets Malaysia ESG week.
2. A delegation of ERM attended the International Mining and Resources Conference in Australia.
3. ERM India hosted a strategic roundtable in Mumbai focused on the evolving landscape of data centers in India.



4. Navigating Transition Finance for Climate Action at the National Climate Governance Summit in Kuala Lumpur.
5. ERM sponsored ReThink and had a team from Hong Kong involved in different panels, including hosting a roundtable on corporate sustainability with WBCSD.

Spotlight on the ERM Foundation



The ERM Foundation works in partnership with nonprofit organizations and social enterprises to deliver meaningful impact in the communities in which we live and work, equipping organizations to create positive change long after our direct involvement has ended. We fund projects and programs that focus on supporting capacity building and sustainable development; tackling modern slavery and promoting human rights; and shaping a nature-positive and net-zero future.

Across the region, ERM employees supported the delivery of impactful projects and donated their time to support local community organizations through the provision of pro bono technical advice, fundraising and volunteering.

In Shanghai, employees regularly get together to host “plogging” events, combining jogging with litter picking, reinforcing our commitment to a cleaner and greener. In Brunei, employees partnered with a community outreach group to help upskill socio-economically challenged families in preparing, cooking and packing iftar meals during Ramadan.

Further information about the ERM Foundation and the projects it supports within the region and across the globe, can be found in the [ERM Foundation Annual Review](#).

5,200+

livelihoods supported
across the region

15,000+

hectares protected,
restored or rewilded

CASE STUDY

Supporting disaster risk mapping for PM Haze

Unsustainable development and the exploitation of peatlands have resulted in land becoming dry and exposed, increasing the risk of haze across Southeast Asia. This can negatively impact human health, forest resources, and biological biodiversity.

PM Haze is a Singaporean nonprofit organization working in collaboration with local Indonesian peatland communities to address the transboundary haze crisis, when haze from one country crosses boundaries into a neighbouring country. This year, the ERM Foundation provided technical pro bono support for disaster risk mapping.

Results from this risk mapping will enable stronger stakeholder engagement and provide a consolidated approach for impact data analysis and reporting. This will also support PM Haze to make advancements in their fundraising across Singapore by providing resources for better communication of impact.

“Our partnership with PM Haze, as the first pro bono Foundation project in Singapore, illustrates how we can apply our technical expertise to create meaningful impact – strengthening data-driven decision making and supporting community-led solutions to address the transboundary haze challenge.”

Fandy Suradji

Partner, ERM



Photo credit: PM Haze



Asia, Australia & New Zealand

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Sustainability is our business

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