



Europe, Middle East & Africa

SUSTAINABILITY REPORT 2026: REGIONAL PATHWAYS TO GLOBAL IMPACT

Our regional operations



Europe, Middle East & Africa

Photo credit: Lucca Kallenberger

Europe, the Middle East and Africa (EMEA) represents a highly diverse sustainability landscape, shaped by regulatory leadership, capital deployment, and new market priorities. Together, these dynamics position the region at the forefront of both setting new global standards, best practices and value creation opportunities.

Demand for our services remains strong across decarbonization, reporting, climate risk, and sustainable finance. Capital project development continues to drive the sustainable development of new assets, enabling the energy transition and our site investigation and remediation services are supporting clients in continental Europe to repurpose industrial sites to support new assets including renewables generations and data centers. Across Europe, The Corporate Sustainability Reporting Directive (CSRD) and other legislation is driving a step change in governance, data, and transparency, with organizations that focus on a materiality delivering stronger business performance.

In the Middle East, large-scale investment is accelerating energy transition ambitions, particularly in hydrogen, renewables, and infrastructure. We strengthened our presence in the region and continue to see strong investment from the large sovereign wealth funds, private capital and blended finance in strategic markets and assets, while recognizing the impacts of the ongoing conflict in the region.



Mathias Lelievre

Regional CEO, EMEA

Across Africa, infrastructure and resource development are expanding at a rapid pace, alongside increasing alignment with international sustainable financing requirements. Our clients look to us to support speed to market, while managing a complex array of social, environmental, and governance risks and opportunities.

We continue to innovate alongside our clients, including partnering to deploy advanced technologies for technical assessments in sensitive and complex locations.

The health and safety of our teams is paramount, and we again received a RoSPA Gold Award in the UK for our strong performance. I thank all the colleagues that ensure that our teams, those who work with us and the communities we operate in, go home safely.

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Our operations

With diverse technical teams spanning across Europe, Middle East, and Africa, 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.

17

countries

39

offices

2,245

employees across the region

8,700+

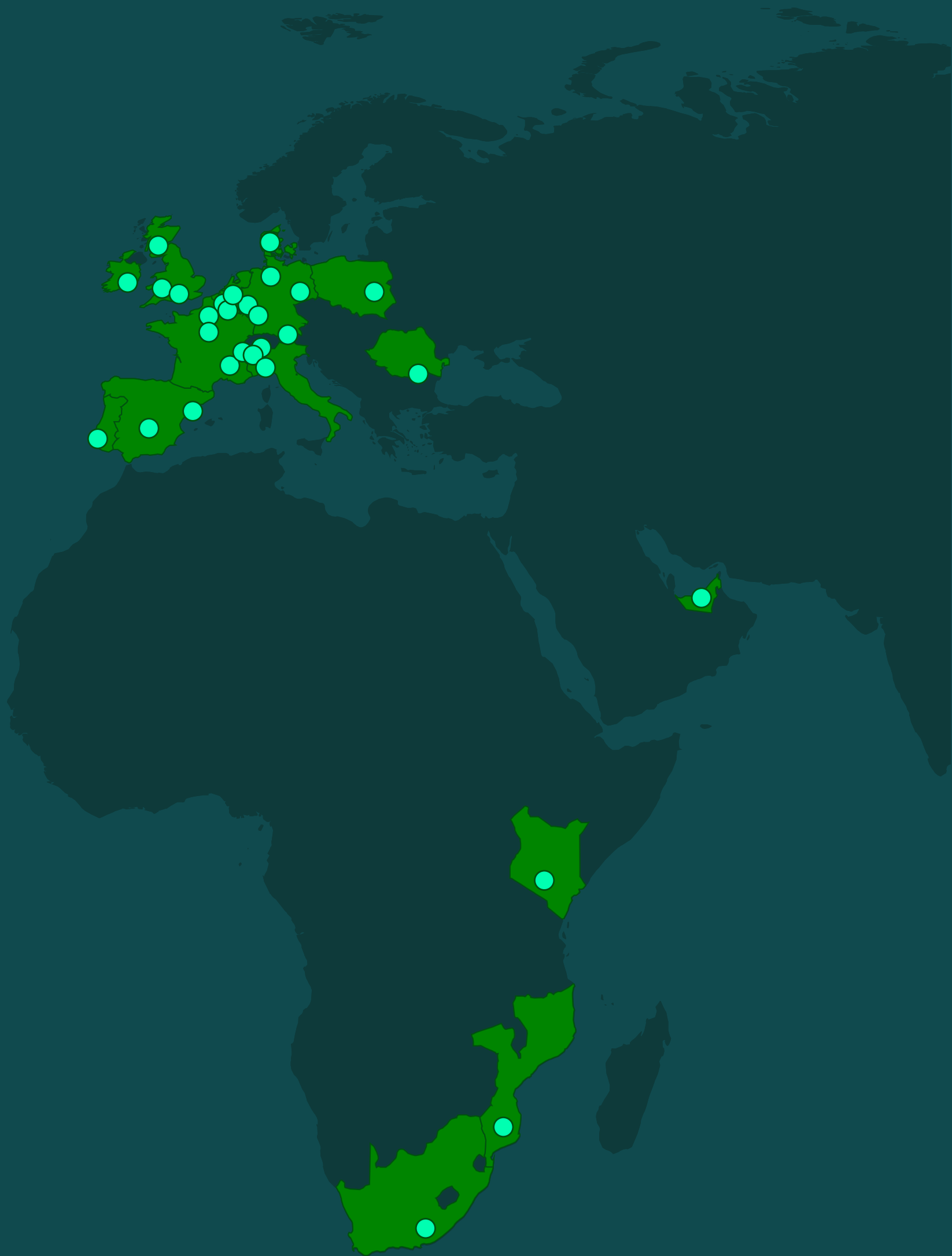
projects worked on in FY26

ERM expands its operations in the Middle East

ERM has established a new office in Abu Dhabi’s international financial center, AGDM, the dynamic free zone that is at the heart of the UAE’s ambition to become a global financial powerhouse. Our presence in the Middle East unlocks exciting opportunities, from closer access to clients to enhanced regional connectivity.



Photo credit: Mathias Lelievre



- COUNTRIES WITH ERM LOCATIONS
- ERM OFFICE LOCATIONS

Our people

We have 2,245 people located across 39 offices in EMEA, spanning from Edinburgh in Scotland through to Cape Town in South Africa. 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, which honor and support communities historically underrepresented in and across the breadth of our EMEA workplaces.

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.

ERM France holds Safety Breakfasts

Throughout FY26, ERM France hosted quarterly Safety Breakfasts, bringing together clients and ERM consultants to discuss a wide range of health and safety topics, including current challenges, solutions, practical implementation of programs, and best practices.

Celebrating 12 years of safety excellence in Northern Europe

ERM has earned its 12th consecutive Royal Society for the Prevention of Accidents (RoSPA) Achievement Award, a testament to our unwavering commitment to health, safety, environment, and quality. This accomplishment reflects the strength of health, safety, environment, and quality values across our Northern Europe business unit.



Photo credit: ERM

GRAMs



CLIENT FOCUS DELIVERY



CREATING A SUSTAINABLE FUTURE



IGNITING ERM CULTURE



INNOVATION



SALES SUPERSTAR



HEALTH AND SAFETY EXCELLENCE

ERM holds quarterly Global Recognition Awards Moments (GRAMs) to celebrate the contributions our employees make to deliver on our purpose to create a sustainable future. Below highlights this year’s winners spanning 12 countries within the region.



Alexander Sneyd
UK

Katie Cross
UK

Stephan Gaiser-Porter
UK

Annemie Boden
BELGIUM

Alison Cutler
UK

Sarah Middleton
UK

Amy Peacock
UK

Caroline Secretin
FRANCE

Camille Gomez
FRANCE

Alistair De Sousa
KENYA

Kirsty McColl
UK

Theresa Baumstark
SWITZERLAND

Charline Kaplan
BELGIUM

Amy Thomson
UK

Shreya Ghosh
FRANCE

Chris Hazell
UK

Elise Ravoire
FRANCE

Houssam Belaib
FRANCE

Aziz Hamideche
FRANCE

Luke Papet
UK

Thiago Mello
NETHERLANDS

Hana Douglas
UK

Anna Bruchhausen
GERMANY

Dean Kerr
SWITZERLAND

Lorenza Ponziani
ITALY

Silvia Calabrese
ITALY

Camila Avilés Ilama
UK

Maizie Edwards
UK

Victoria Peel
UK

Mattias Verbeeck
BELGIUM

Charisse Cruz
UK

Gail Burgess
UK

Pedro Flores
SPAIN

Cheryl Holmes
UK

Manjari Khandelwal
UK

Vivian Linecar
UK

Nick Borgions
BELGIUM

Christian Mueller
GERMANY

Israel Sanchez Pena
NETHERLANDS

Sifiso Siwela
SOUTH AFRICA

Danielle Bartlett
UK

Marina Beltri
SPAIN

Olga Vounaki
BELGIUM

Emma Albertone
NETHERLANDS

Jacqui Good
SOUTH AFRICA

Denis Acquati
ITALY

Marita Quitzau
GERMANY

Pierre Procureur
BELGIUM

Galin Grozev
UK

Kimberley Bradbury
UK

Elena Marino
BELGIUM

Marwan Saad
GERMANY

Timothy Struyve
BELGIUM

Jatan Gudka
UK

Sarah Fee
UK

Eloise Buck
UK

Nerea Alvarez
SPAIN

Julie Cassidy
UK

Federica Salandra
ITALY

Richa Priyadarshee
UK

Katarina Luptakova
UK

Hannah Foxley
UK

Robert Pearce-Higgins
UK

Keith Rowbottom
UK

Holly Scott
UK

Ruchi Singh
NETHERLANDS

Mina Lewis
UK

James Duffy
UK

Sandy Altmann
GERMANY

Musa Mutalu
UK

Kate Riley
UK

Sara Zanardi
SWITZERLAND

Highlights

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



- 1. Zain Rizvi completed his 27th annual sleepout to raise money for a homelessness prevention charity.
- 2. The Barcelona, Spain office celebrated International Women’s Day and Women’s History Month.
- 3. Employees in our Antwerp and Brussels, Belgium offices ran up to 20km to raise money to support greater access to education for children in need.



- 4. Employees across our South Africa offices completed their annual Santa Shoebox initiative, sharing gifts with children in their communities.
- 5. The Berlin, Germany office participated in tree planting to support the local environment.

Our work with clients

In the following pages we showcase a snapshot of the 8,700+ projects which we have delivered in the region during FY26, from supporting sustainable procurement in Dubai through to wind farm development in Malawi.

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.

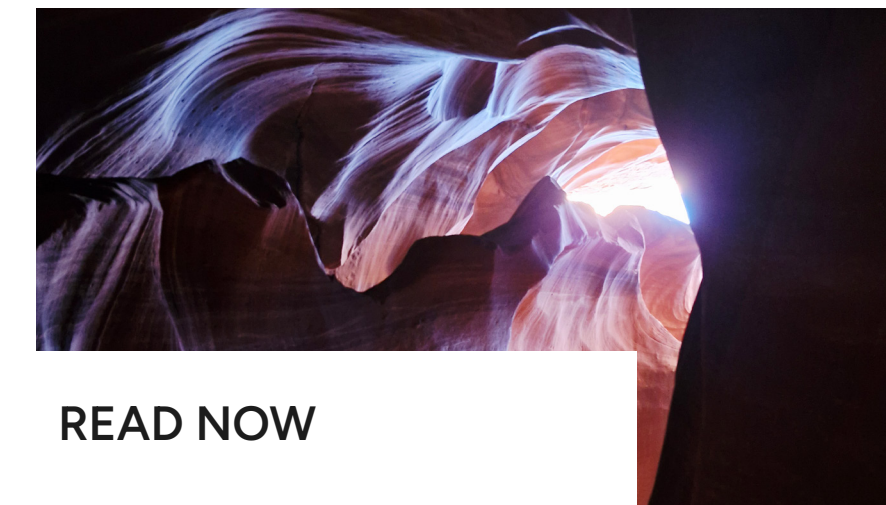
We harness our multidisciplinary expertise to support clients address real business problems, creating lasting value through integrated, forward-thinking solutions.

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



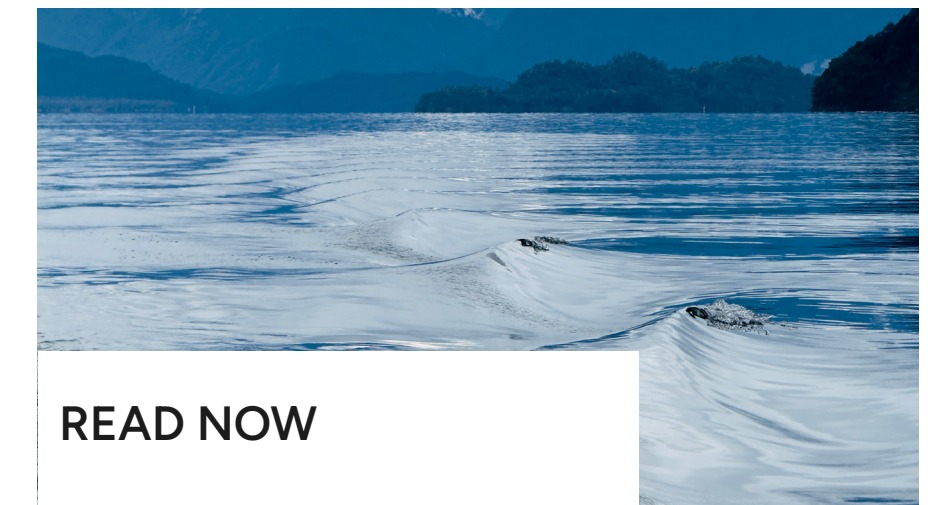
READ NOW

ERM launches report in collaboration with Unilever: “Bold Plans, Real Impact”



READ NOW

Dubai Holding: sustainable procurement playbook



READ NOW

ERM, Secaro, and AstraZeneca launch the Clean Heat Program



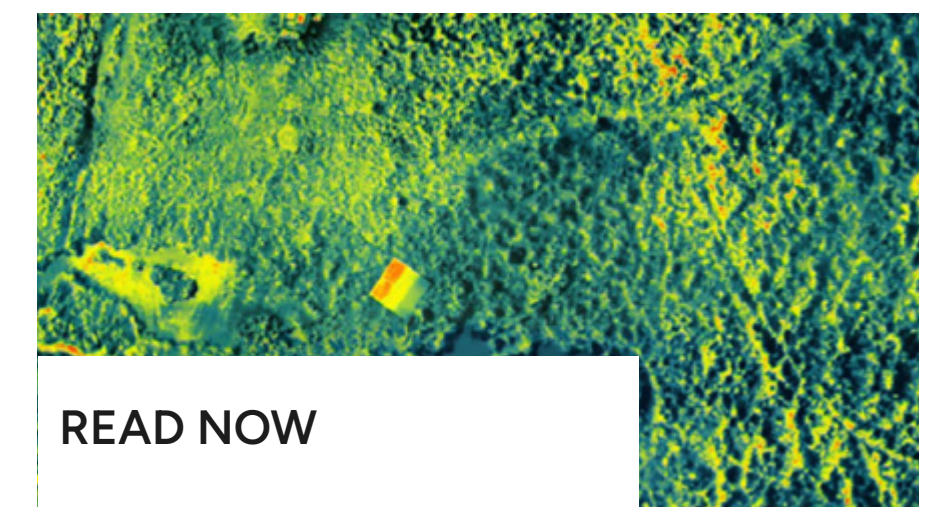
READ NOW

Environmental and social due diligence for offshore wind farm



READ NOW

Lender-ready ESHIA for Mzimba wind power project



READ NOW

Peatland intelligence: smarter surveys from the sky

Case studies

STRATEGY & TRANSFORMATION; TRANSITION

ERM launches report in collaboration with Unilever “Bold Plans, Real Impact”

ERM supported Unilever in the publication of their ‘Bold Plans, Real Impact’ report released in September 2025, ahead of New York Climate Week which sets out how businesses and governments can accelerate the shift towards a net-zero economy by aligning their climate strategies.

The report explores the practical ways in which corporate transition plans and Nationally Determined Contributions (NDCs) can catalyze one another, highlighting how ambitious NDCs, backed by policy and market incentives, can have the potential to deliver long-term economic benefits, such as new growth opportunities, energy security and job creation. This provides the private sector the confidence and incentives needed to continue to commit capital in line with national strategies.

The report includes examples of how Unilever and other companies are already putting this into practice, demonstrating that when corporate strategies and national

commitments begin to reinforce each other, companies and governments can generate bold action and real impact, accelerating the shift towards a net-zero economy.



→ [READ THE REPORT](#)

SUPPLY CHAIN; CLIMATE & NET-ZERO

Dubai Holding: sustainable procurement playbook

ERM has supported Dubai Holding, a globally diversified investment company bringing together seven operating companies across industries including asset management, real estate, and entertainment, to drive emissions reduction across Scopes 1, 2, and 3.

After completing a Scope 1 and 2 decarbonization roadmap for the client, ERM was engaged to develop a strategy, training, and implementation toolkit to support decarbonization across their most material sources of Scope 3 emissions. As part of this, ERM collaborated with Dubai Holding’s sustainability and procurement teams in the creation of a sustainable sourcing guide for procurement and toolkit to help buyers and category managers, identify and source lower-carbon products, and build internal alignment around sustainability in identified priority procurement categories.

To arrive at the recommendations, ERM conducted an analysis of spend and associated emissions to identify the priority categories and key carbon hotspots. A review of existing processes and strategies was then undertaken to enable ERM to provide guidance on creating a low-carbon sourcing guide for the prioritised main and subcategories, align internal stakeholders and securing critical buy-in across the business.



Photo credit: Tracy Banks

Case studies

CAPITAL PROJECTS & INFRASTRUCTURE; CLEAN ENERGY

ERM, Secaro, and AstraZeneca launch the Clean Heat Program

ERM has partnered with supply chain intelligence platform Secaro and AstraZeneca to launch the Clean Heat Program, designed to address the challenge of transitioning to low-carbon heat across complex global supply chains.

The program brings together Secaro's global supply chain intelligence platform with ERM's deep technical and advisory capabilities to provide practical, implementation-focused support that enables companies and their supply chains to overcome barriers to heat decarbonization often caused by limited data, technical complexity and financing challenges.

AstraZeneca has joined as a founding partner, working with peers and suppliers to address heat as a priority emissions hotspot. As part of this role, AstraZeneca will contribute to program development, shared learning, and cross-industry collaboration.

Secaro will provide a combination of environment supply chain data, new heat-specific insights, analytics, and solutions tools, as well as connections to expert implementation and finance partners. ERM will apply the insights provided by Secaro's platform to conduct detailed heat assessments and guide companies and suppliers through solution identification, business case development, investment pathways, and site-level implementation.

“By combining Secaro's data and ERM's technical expertise, we can accelerate the delivery of heat decarbonization projects that have struggled to move beyond preliminary assessment.”

Jon Hughes

Partner, ERM

CAPITAL PROJECTS & INFRASTRUCTURE; SUSTAINABLE

Environmental and social due diligence for offshore wind farm

ERM were engaged by a major electricity provider to prepare an Environmental and Social Due Diligence (ESDD) report and Environmental and Social Action Plan (ESAP) to International Finance Corporation (IFC) Performance Standards and Equator Principles 4 for a proposed offshore wind farm.

ERM provided early insights into lender concerns through the initial ESDD review, enabling the client to address gaps against international standards in a timely manner. For example, ERM recommended early social baseline data collection to ensure alignment with IFC PS4 requirements. In addition, ERM supported site visits with lenders, responded to lender queries, and evaluated supplementary assessments prepared by the developer.

ERM supported the identification of key factors that could impact project financing, including social baseline data collection, critical habitat assessments, biodiversity

action plans, and livelihood restoration plans. ERM's team of experts guided the client in understanding the requirements associated with essential environmental and social management plans, as well as the development of effective mitigation measures.



Photo credit: Peter Miles

Case studies

NATURE & WATER; CLIMATE & NET-ZERO

Lender-ready ESHIA for Mzimba Wind Power Project

ERM was engaged to compile a lender-ready Environmental, Social and Health Impact Assessment (ESHIA) for the Mzimba Wind Farm Project in Malawi. The ESHIA is being undertaken to meet international lender requirements, with key studies in biodiversity, particularly avifauna and bats, and a robust stakeholder engagement process across customary and public land within the Nthungwa (Lumono) Concession Area.

ERM’s team of experts is undertaking an extensive array of surveys to update baseline studies, including targeted biodiversity surveys, shadow flicker, noise, gender-based violence and harassment (GBVH) risk assessment and delivering inclusive, transparent stakeholder engagement to capture community input and strengthen social license to operate. The assessment is aligned with IFC Performance Standards and the European Investment Bank’s Environmental and Social Principles and Standards to ensure full lender compliance.

This work will deliver a robust, defensible and lender ready ESHIA, reducing environmental and social risks, strengthening project bankability, and enabling a clear, compliant pathway toward financing and implementation.

“Malawi’s growing electricity demand and persistent power shortages create an urgent need for reliable and sustainable energy solutions. The proposed 50 MW Mzimba wind energy project will deliver clean, renewable power to the national grid while supporting Malawi’s energy transition.”

George Owuor
ESG Director, Frontier Energy

DATA & DIGITAL; NATURE & WATER

Peatland intelligence: smarter surveys from the sky

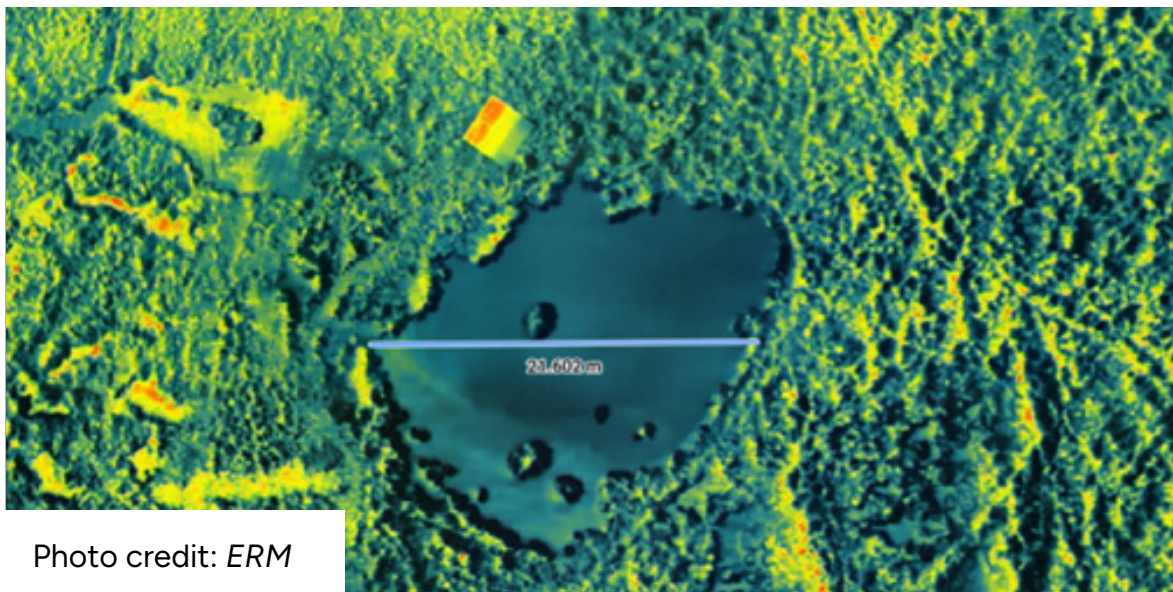
Traditional methods of peatland assessments are often time-consuming, physically intensive, provide limited data, and can be disruptive to the sensitive wetland ecosystems.

ERM, in collaboration with the Centre for National Parks and Protected Areas at the University of Cumbria, has been working on an alternative remote sensing approach to baseline data collection, focused on habitat health and condition, and accurate determination of peat thickness and subsurface condition.

The approach integrates high-resolution imagery, LiDAR, thermal data, and drone-mounted ground penetrating radar (GPR) to create a comprehensive, non-intrusive evidence base. These datasets are combined within a single GIS platform, enabling early-stage, data-driven decision-making across engineering, environmental and consenting teams.

The field trials of new methodologies were successful and validated advanced sensing technologies to address the limitations of conventional survey methods. This is a key advancement in the application of drone-mounted GPR, providing continuous, high-resolution peat depth data while minimizing disturbance to sensitive habitats.

Transitioning from trial to delivery, ERM is now providing this integrated capability as a scalable service offering, helping clients reduce uncertainty, strengthen stakeholder confidence, and supporting more efficient, sustainable project development.



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 the diversity of technical expertise from social impact assessment through to water stewardship.

Harmonising Offshore Wind & Marine Conservation: Lessons from indicator species and international noise regulations Ally Russell GLASGOW, UK	A Framework for Assessing the Sustainability of Soil and Groundwater Remediation Alan Thomas OXFORD, UK	In-situ treatment of an aquifer impacted by chlorinated solvents using Permeable Reactive Barriers, consisting of injected Emulsified Vegetable Oil-based products Anna Legnani, Giulia D'Ambrosio, Mattia Cappelletti Zaffaroni MILAN, ITALY	Sustainable full scale remediation with NBS Caterina Righetto, Edoardo Masut MILAN, ITALY	Social Impact Assessment for EIA in the UK and Ireland Claire Lawless MANCHESTER, UK
Navigating Per- and Polyfluoroalkyl Substances (PFAS) risks in Africa and the implementation of mitigation measures through lessons learned globally Clayton Cross CAPE TOWN, SOUTH AFRICA	Similar drivers but distinct patterns of woody and herbaceous alien plant invasion David Gregory OXFORD, UK	Invest Europe Climate Change Guide 2025 (update of the 2021 edition) Francesca Scaini MILAN, ITALY	Practical lessons from select water stewardship journeys in South Africa Helen Seyler CAPE TOWN, SOUTH AFRICA	Sown and self-seeding species in planted wildflower meadows increase floral abundance and richness in a Scottish semi-natural coastal grassland Isabella Cornwell EDINBURGH, UK
An Evolving Closure Strategy at a Large Scale Phosphrous Impacted Sediment Lagoon: How to Implement and Lessons Learnt Joanne Dinham MANCHESTER, UK	Containment or Catastrophe: Bridging the Gap Between Biosafety and Process Safety Jas Chana LONDON, UK	Mine Water in the Global Industry Standard on Tailings Management Kevin Leahy, Sia Tanhai, Thomas Collin OXFORD, CARDIFF & MANCHESTER, UK	Real Life Application of Digital Twin Technology to Floating Hydrogen Production from Offshore Wind Sean Baker, Gregor Morrison LONDON & MANCHESTER, UK	

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 Sustainability Network plays an important role in driving meaningful change across our business.

Celebrating Earth Day across Belgium and the Netherlands

Across Europe, employees celebrated Earth Day and reflected on sustainability in their daily lives, exploring practical ways to integrate more sustainable practices in their routines.

In Antwerp, employees came together for an informal lunch discussion at a local community center, creating space for meaningful dialogue on embedding sustainability into daily routines. This session encouraged participants to share their perspectives of living sustainably while engaging with local initiatives focused on boosting community-based sustainability.

In Utrecht, employees engaged in collaborative discussions that sparked ideas for future initiatives, including office-based circularity practices such as vintage clothes swapping, and improving awareness of sustainability considerations in financial decision making.

Together, these activities reflect ERM’s commitment to fostering a culture of sustainability, empowering our people to drive positive changes both within the workplace and in the broader community.

New low-carbon Frankfurt office

During FY26, our Frankfurt office relocated. One of the key criteria in the procurement process was to prioritize low-carbon premises and the move has made a significant contribution to the 41% reduction in Scope 1 and 2 emissions within the Europe, Middle East and Africa region compared to FY25.

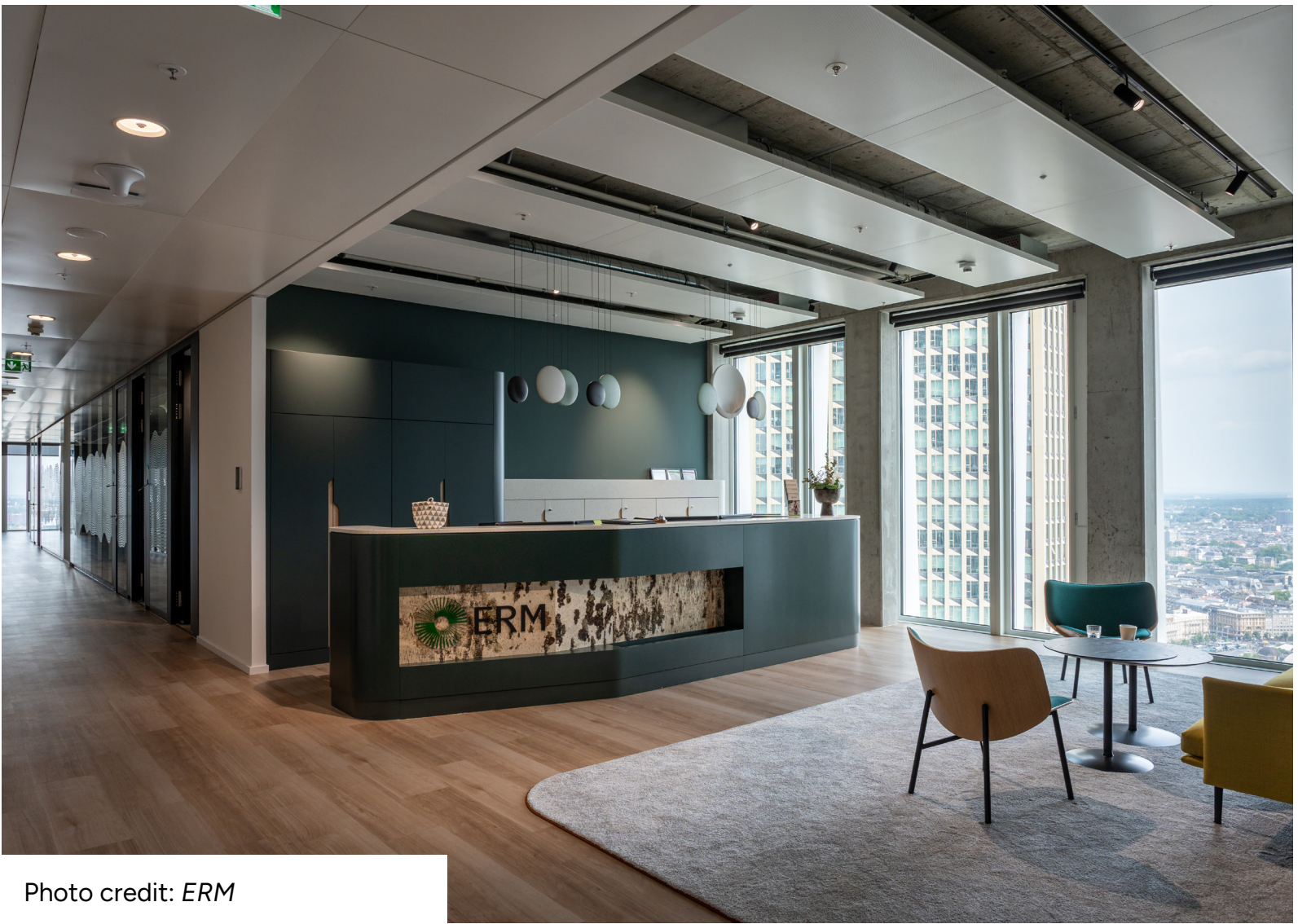


Photo credit: ERM

Stakeholder collaborations

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



1. ERM participated in Gastech Milan, supporting the vital discussion on energy transition.
2. At Wind Europe in Denmark, the ERM team presented on a variety of topics including how to unlock wind and solar energy potential in Africa, and improving health and safety performance through smart performance indicators.
3. ERM leaders showcased their technical expertise through an exhibition at the two-day Onshore Wind Conference in Edinburgh.



4. ERM hosted nine client events at London Climate Action Week, including a roundtable on 'How to navigate uncertainty: Sustainability Competitiveness and Resilience in a Volatile World'.
5. Employees attended the International Association for Impact Assessment (IAIA) conference in Bologna to discuss the application of AI in ESG and environmental planning.

Spotlight on the ERM Foundation



The ERM Foundation in EMEA, 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 ERM employees donated their time to support local community organizations through the provision of pro bono technical advice, fundraising, and volunteering.

Employees across South Africa marked Mandela Day by donating knitted blankets to provide comfort for orphaned rhinos. In Cardiff, our team partnered with The Grange Project to support the rewilding efforts of 32 hectares of land.

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](#).

400+

hours of technical pro bono support provided

8,000+

people with improved access to low-carbon products and services

CASE STUDY

Supporting Greyhope Bay’s “Connected to Nature” program

Greyhope Bay is a nonprofit organization operating in Aberdeen that enables communities to re-imagine and improve their relationship with their environment and heritage. It’s a place where people gather to share local knowledge, resources and ideas on how to better improve local connection with the coast.

The ERM Foundation provided a grant to Greyhope Bay in support of their “Connected to Nature” program, which recognizes the critical role of data collection, community involvement and skills development.

The combination of funding and technical pro bono expertise from ERM employees supports the development of robust survey methodologies, biodiversity species data collection and wider impact monitoring frameworks. Results collected will be used to help raise public awareness about biodiversity and circularity and inform community-led ideas for the future.

CASE STUDY

Funding ‘Menstruation Stations’ across Amsterdam

Neighborhood Feminists combat period poverty throughout Amsterdam by providing free menstruation products in underserved communities and advocating for systemic change. The ERM Foundation has provided grant funding to support eight ‘Menstruation Stations’ across Amsterdam, providing free menstruation products and educational resources for 520 people.



Photo credit: Neighborhood Feminists



Europe, Middle East & Africa

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Sustainability is our business

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