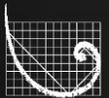


ERM's Support to Clients on Responses to the COVID-19 Global Pandemic



ERM: The world's largest pure play environmental, health and safety, risk and sustainability consultancy



History

Leading sustainability consultancy providing environment, social and governance services for 40+ years to global corporate clients and the financial services industry



People

Unique blend of staff i.e. technical, strategy, commercial and financial experience



Integrated Solutions

ERM brings multiple disciplines together with a deep understanding of financial and operational impacts for improved business performance across the client's value chain.



Experience

For over 45 years, ERM has been encouraging its clients to move beyond traditional compliance and corrective programs so that they can maximize the return on their investments in safety - to safeguard lives, protect assets and strengthen reputation



The ERM Foundation

The ERM Foundation harnesses the enthusiasm and expertise of ERM staff to support environmental initiatives around the world. Employees raise funds and volunteer their time to provide technical and practical support for projects relating to carbon reduction, biodiversity and conservation, clean water and sanitation, and environmental education. ERM provides pro bono time and matching funds to support these activities



ERM's Services: How we deliver value



Corporate Sustainability and Climate Change

Partnering with leading organizations to address complex sustainability challenges, from climate change risk to human rights, by clarifying strategic direction, designing corporate programs, and enhancing transparency and the robustness of public disclosures.



Operational Performance

Helping global organizations mitigate risk, grow revenues, and manage costs by optimizing and transforming EHS functions to connect deeply to operations, integrating data-driven approaches, and delivering managed services.



Safety Services

Encouraging clients to move beyond traditional compliance and corrective programs so that they can maximize the return on their investments in safety - to safeguard lives, protect assets and strengthen reputation.



Mergers & Acquisitions

Helping clients mitigate environmental, social and governance (ESG) and sustainability risks to maximize and protect value throughout their investment lifecycle by delivering insight-driven, commercially-focused due diligence.



EHS Management and Compliance

Working with every level in the organization to define, design, and deploy programs that achieve and sustain compliance, effectively manage EHS issues, and also control operational costs and reduce risks.



Digital Services

Helping business leaders achieve a step-change in EHS and sustainability performance through tech-enabled innovation. We deliver these business outcomes at pace and scale through the integration of our global network, exceptional subject matter expertise and deep digital capabilities.



Capital Project Delivery

Helping clients keep capital projects on schedule and on budget by mitigating environmental, safety, and social risks from conception to final investment decision, through operational handover and ongoing management.



Liability Portfolio Management and Remediation

Managing risks through strategic approaches, digital applications and best-fit technical methods that identify, assess and manage environmental liabilities. Actively engage with clients to understand and respond to their specific and evolving needs and obligations through an end-to-end integration of site investigation, remediation, decommissioning and retirement.



Product Stewardship

Helping clients bring products to market safely, sustainably, and in compliance with global regulations, in a way that also meets their business goals and satisfies key stakeholders.

Supporting clients on responses to the COVID-19 pandemic

ERM as part of your integrated team to respond to the COVID-19 crisis



Protecting your employees

ERM consultants are supporting (and in some cases working in) crisis management teams to help minimize employee exposure. Our consultants are directly supporting:

- **Program Management** – developing corporate and business unit plans, establishing central repositories to track actions and deadlines and ensure a single source of guidance relating to employee health, safety and exposure risk.
- **Employee Tracking & support** – identifying and tracking employees who have been confirmed, suspected, or potentially at risk and developing and embedding consistent company processes to protect them; back to work guidance; developing and documenting workflows and tools; adhering to regulatory guidance relating to health, safety and facility entrance guidance and ongoing support with company-wide communications programs.



Protecting your business

ERM consultants are working with group and business unit EHS and sustainability functions to help ensure that operations are continuing to work safely and without interruption.

- **Protecting Operations** – conducting enterprise-wide risk assessments with leadership teams, developing plans and tracking actions to enable safe and stable operations, co-designing and facilitating the development of site readiness and contingency plans, developing procedures and guidelines for the flow of employees, contractor and vendors at site, business unit and corporate level
- **EHS Support** – providing local in-country support to manage compliance with rapidly changing regulations and helping with 'business as usual EHS' activities for overstretched EHS functions.



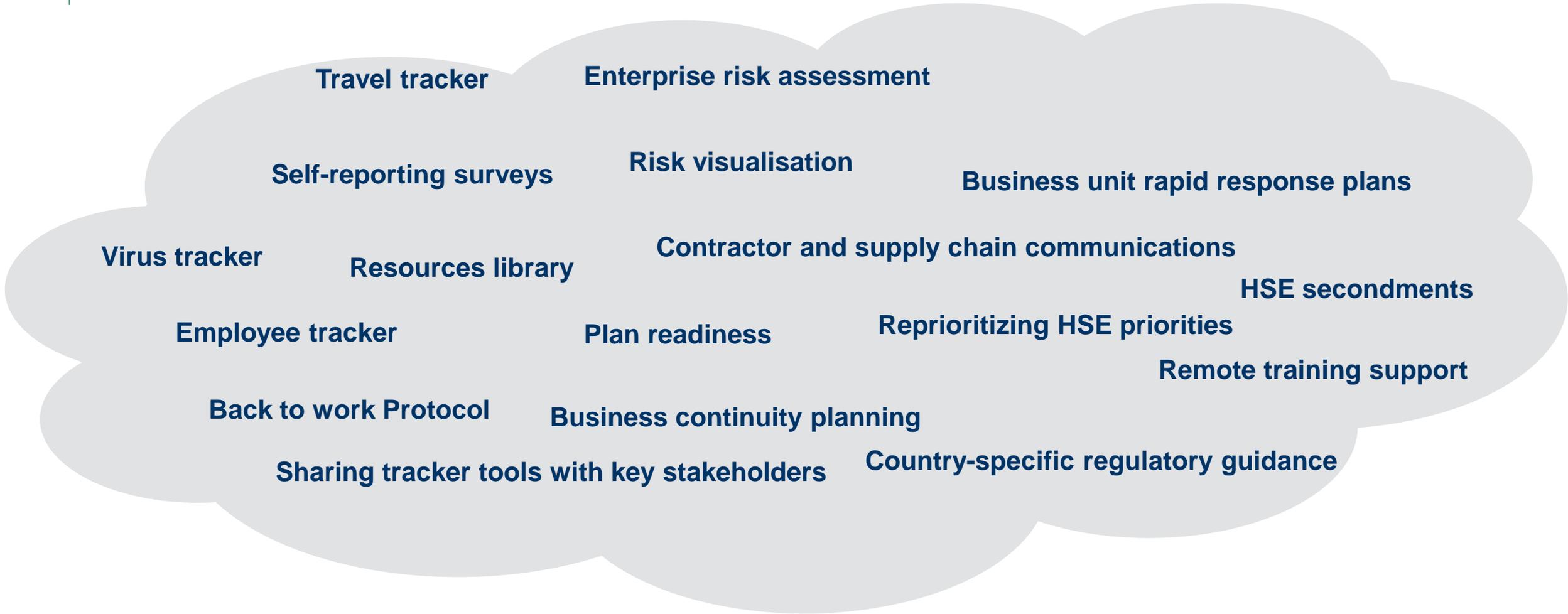
Supporting epidemic resilience efforts

ERM consultants are helping clients to identify ways in which they can do their part to help customers, suppliers and local communities.

- **Engaging with suppliers and customers** on common processes, sharing tools, developing new approaches to the supply and delivery of service and products
- **Engaging with communities** – to provide reassurance and expertise as needed

Supporting clients dynamically in a rapidly changing situation

ERM's skills and expertise are being deployed rapidly to serve many different client needs



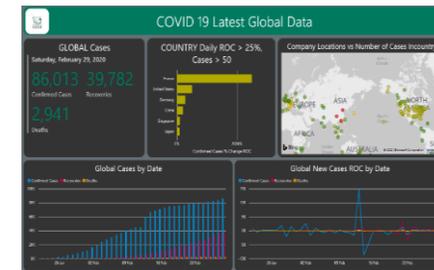
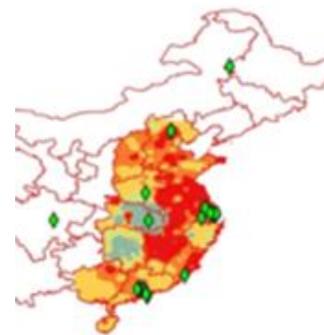
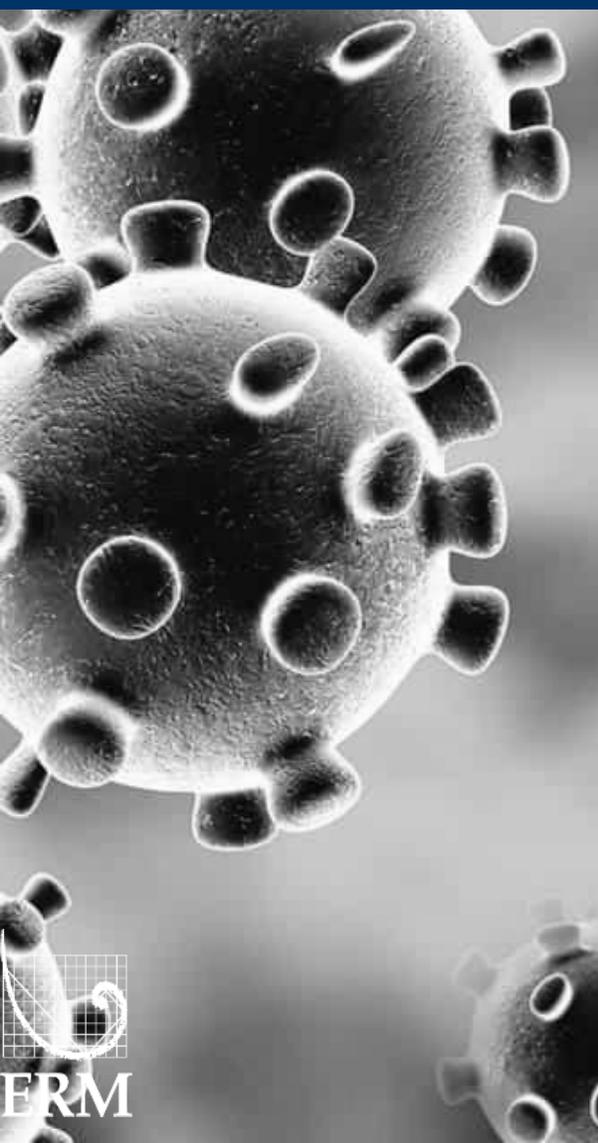
Fast turn-around support to corporate crisis team

ERM consultants are working as part of an **integrated corporate crisis management team** providing additional expertise and support in the form of business risk analysts, health and safety advisors, data analytics and visualization specialists, communication consultants and program managers

Protecting employees

Protecting the business

Supporting epidemic efforts



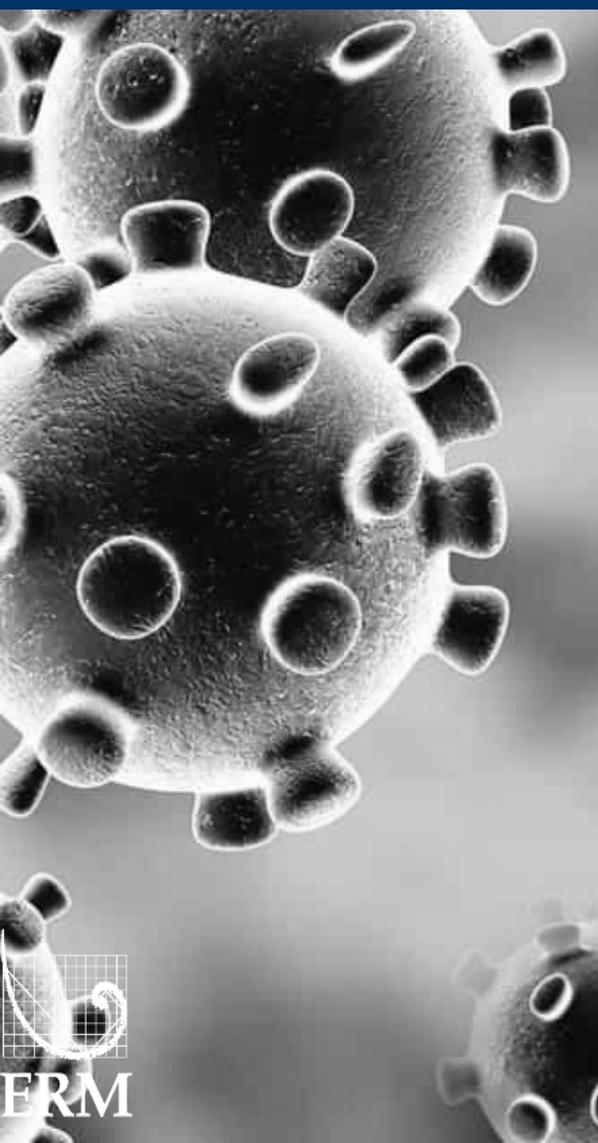
1. Virus Tracker
2. Direct Employee Impact Tracking
3. Contact Tracker
4. Travel Tracker
5. Self Reporting Surveys and governance
6. Self Quarantine Guidance
7. Communications, Library
8. Employee Sharepoint with resources
9. PPE/Equipment requirements and inventory
10. Back to work protocol

1. Global Pandemic Response Plan
2. Risk Visualization (virus, population, operations)
3. Board, C-Suite, business operations risk reporting
4. Travel restrictions and advisories
5. Social Distancing Guidance
6. Contractor and Supply Chain Communications
7. Hot Zone identification and action workflow
8. Self – Quarantine governance workflow
9. Plant Readiness Support and Communications
10. Looking at future concerns

1. Virus Tracker
2. Safety Equipment production and logistics
3. At risk communities needing additional support



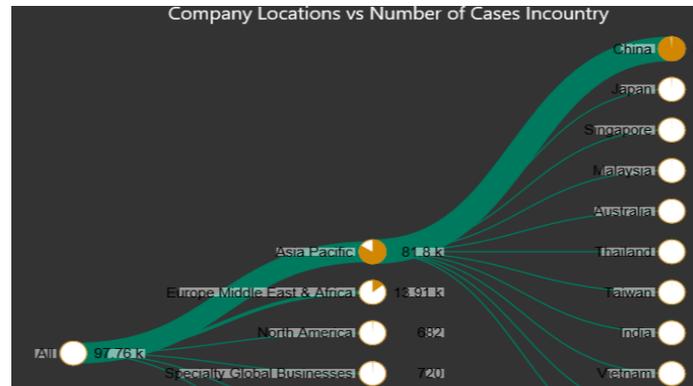
Accelerating COVID-19 response team delivery



ERM consultants are seconded into a corporate COVID-19 response team to facilitate an enterprise wide risk assessment with C-suite executives and cross functional teams to develop plans and programs across the corporation. This work include the development of company-wide communications, company-wide action trigger plans and the tracking actions and responses across the organization.

Protecting Employees

Protecting the business



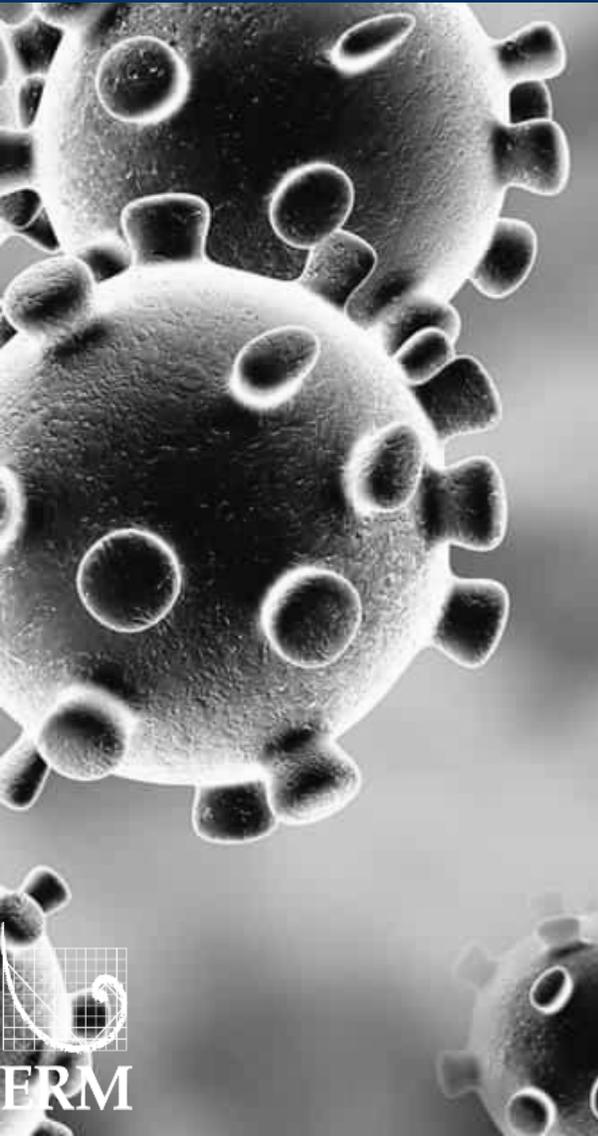
Basis of Rating	E - Rare	D - Unlikely	C - Possible	B - Likely	A - Almost Certain
LIFETIME OR PROJECT OR TRIAL OR FIXED TIME PERIOD OR NEW PROCESS / PLANT / R&D	Unlikely to occur during a lifetime OR Very unlikely to occur OR No known occurrences in broader worldwide industry	Could occur about once during a lifetime OR More likely NOT to occur than to occur OR Has occurred at least once in broader worldwide industry	Could occur more than once during a lifetime OR As likely to occur as not to occur OR Has occurred at least once in the mining/ commodities trading industries	May occur about once per year OR More likely to occur than not occur OR Has occurred at least once within Glenore	May occur several times per year OR Expected to occur OR Has occurred several times within Glenore
	15 (M)	10 (H)	22 (H)	24 (H)	25 (H)
	10 (M)	14 (M)	18 (H)	21 (H)	23 (H)
	6 (L)	9 (M)	13 (M)	17 (H)	20 (H)
	3 (L)	5 (L)	8 (M)	12 (M)	16 (M)
	1 (L)	2 (L)	4 (L)	7 (M)	11 (M)

1. Company-wide communications
2. Virus spread tracking tool
3. Travel tracker developed
4. Self reporting surveys initiated

1. Enterprise-wide cross functional risk assessment
2. Developed the global and divisional business continuity plans
3. Developed action trigger plans for corporate and offices
4. Supporting the close out of actions on the corporate risk register

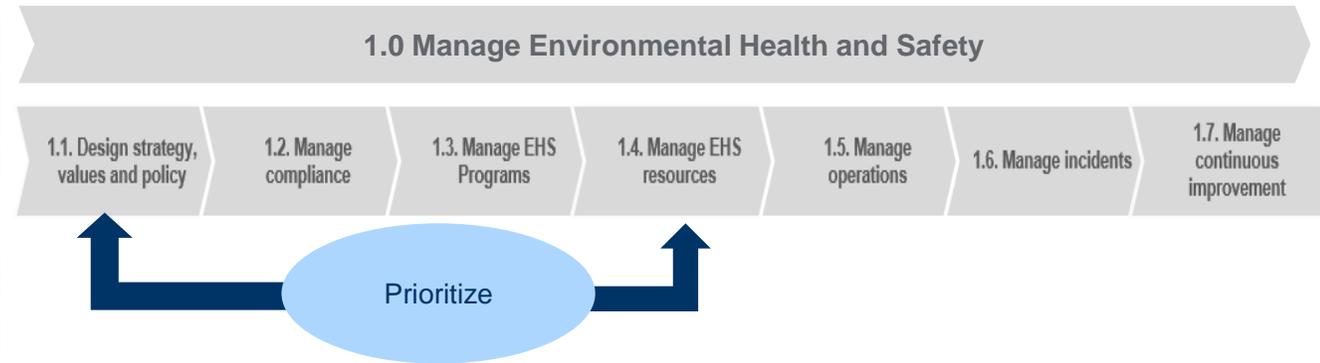


Re-prioritizing HSE activities and programs



Whilst ERM consultants are helping HSE functions to implement processes that will comply with rapidly emerging COVID-19 guidance and regulations they are also assisting in the re-prioritization of company-wide and Business unit specific HSE programs, projects and initiatives. Work that can be done remotely is fast-forwarded and new ways of delivery immediate necessary programs are being developed

Protecting the business



Supporting resilience efforts of the HSE teams

1. Providing regulatory updates
2. EHS secondments
3. Communications support

HSE program and processes delivery

1. Strategic re-prioritization of programs and processes including:
 - Audit program re-sequencing & self-assessments
 - Redesigning & rescheduling work
 - Remote training



Thank you

The business of sustainability



www.linkedin.com/company/erm

