



Capital Projects Delivery Services for the Technology Sector

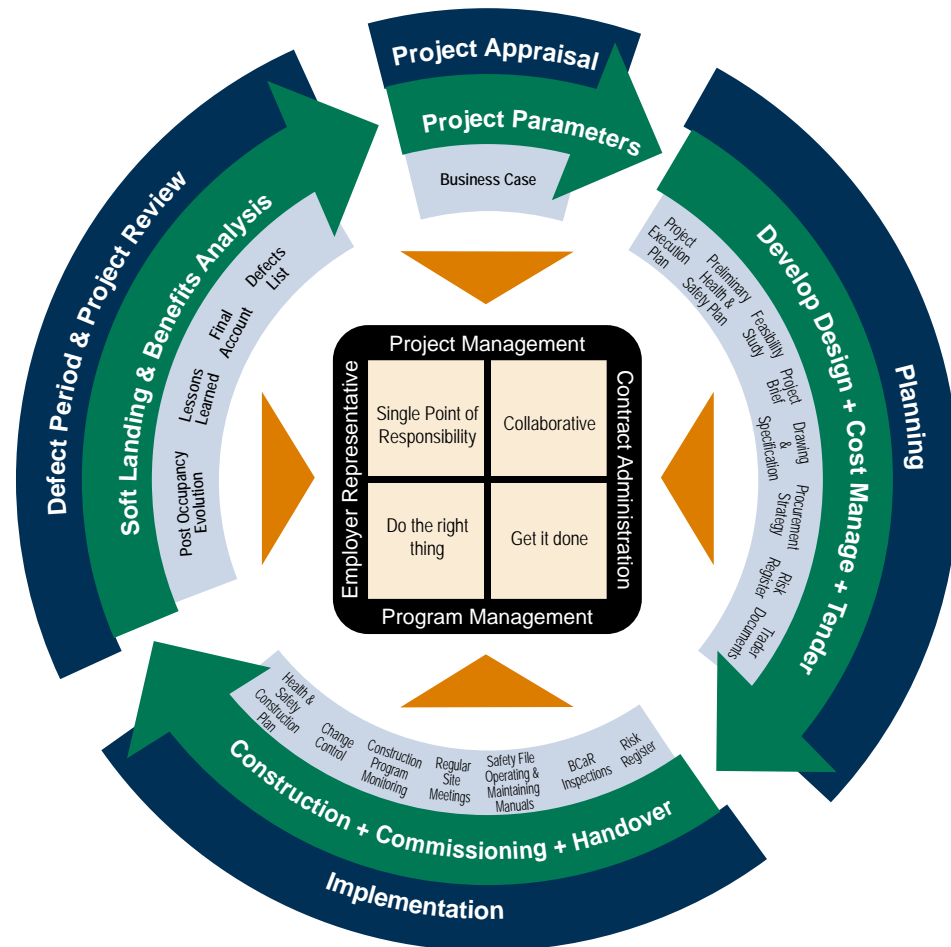
Helping businesses thrive

Investing in new or expanding, existing assets adds significant value to a business, but ineffective management of environmental, safety, and social risks can severely limit the realization of this value. Delays and unplanned expenses stemming from interactions with external stakeholders, such as non-governmental organizations, regulatory entities, and community groups concerned about safety, social, or environmental impacts, can be debilitating both to an asset's financial value and more broadly, to the company's reputation.



Large and small projects require the effective management, coordination, and integration of activities from the preparation of the business case, stakeholder management, planning, coordination, scheduling, and cost control, to design management, construction management, and commissioning.

ERM acts as an extension of our client's organization, protecting their interests as our own and helping our clients to meet their project objectives. ERM specializes in serving private and public clients with extensive expertise in social infrastructure, including data centers, commercial offices, rental and retail developments, and public gathering venues.

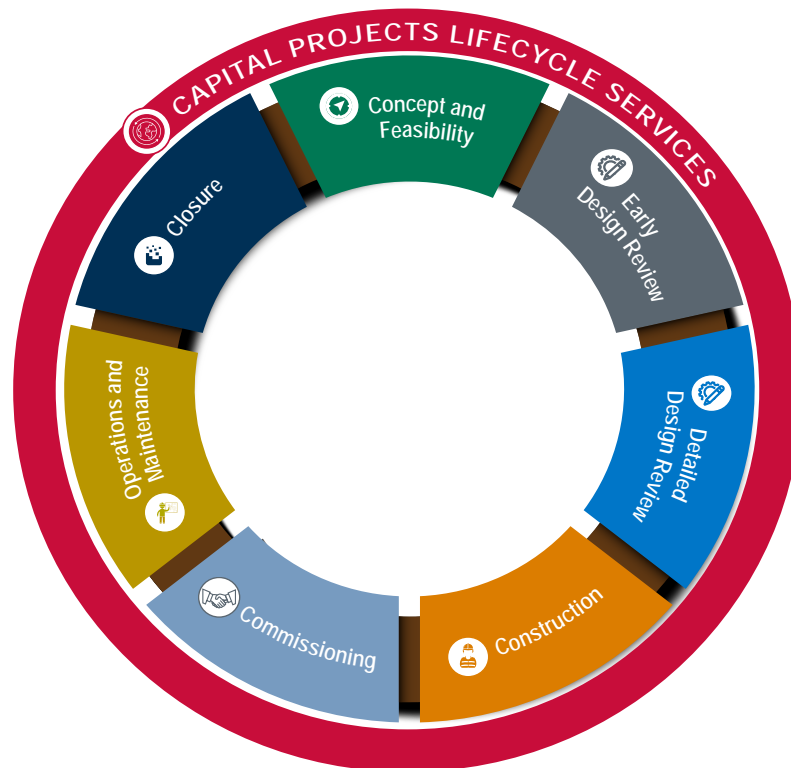


Optimum flexibility through the entire lifecycle

ERM improves our client's project success with expert recommendations regarding:

- Control of the scope of work
- Use of available funds
- Project scheduling options
- Avoidance of delays, changes, and claims
- Project team member's expertise
- Design and construction quality
- Flexibility in contracting/procurement options

Implementing these ERM management activities turns the planning, design, and construction process into one that maximizes our client's control over the project scope, quality, time, and cost and adds predictability of the project's outcome from the start of programming to completion of the project.



Project delivery systems

ERM adds a significant component often missing from the project delivery systems—a comprehensive management and control effort, beginning in the early program planning stages and continuing through project completion. ERM's process involves the application and integration of stringent project controls to include the following:

- Assistance in development of a thorough scope and design criteria
- Assistance in design oversight and quality assurance
- Consideration of material, systems, and process alternatives
- Constructability review and code compliance
- Cost compliance and budget control
- Construction specification
- Continuous schedule review and enforcement

Comprehensive services across the project lifecycle

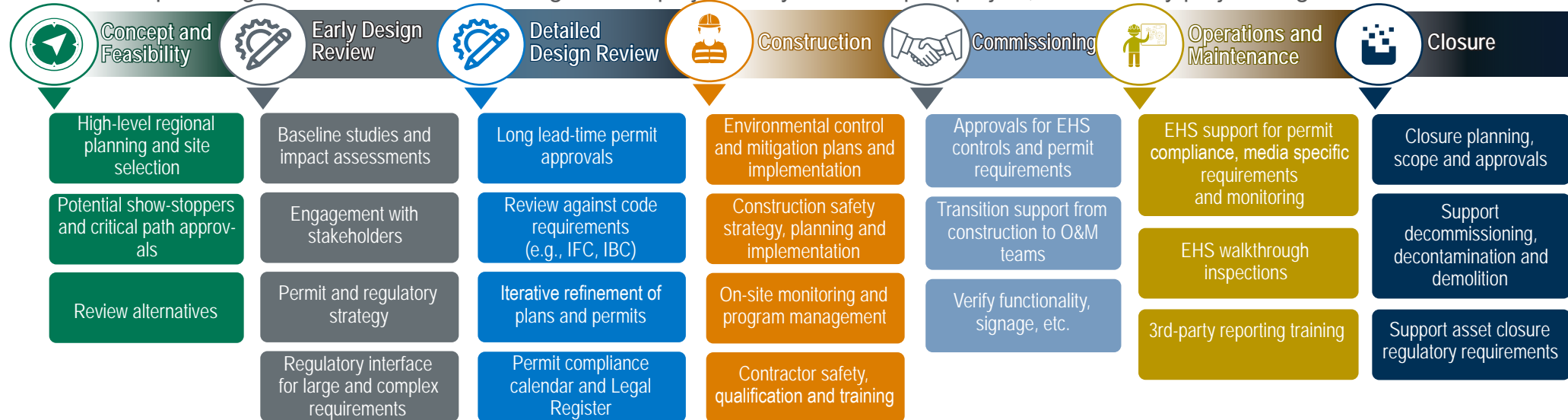
ERM helps to identify, mitigate and manage potential EHS&S risks along the project lifecycle. We work in partnership with our clients' development teams, engineering, procurement, and construction teams, and other parties inside and outside the company to provide a focus on environmental, health, safety, and sustainability (EHSS); environmental, social, and governance (ESG); environmental justice; and broader sustainability issues that are often underestimated.



ERM delivers innovative solutions to help our clients understand and manage the sustainability challenges that the world is increasingly facing. ERM offers a wide range of services to help you through every stage of the capital projects lifecycle:



ERM draws upon integrated technical teams throughout the project lifecycle of a capital project, as shown by project stage below.



Project examples



At ERM, sustainability is our business. As the largest global pure play sustainability consultancy, we partner with the world's leading organizations, creating innovative solutions to sustainability challenges and unlocking commercial opportunities that meet the needs of today while preserving opportunity for future generations.

Reducing environmental, health, and safety (EHS) risks in global capital projects

Summary: A global technology client engaged ERM to facilitate their first business evaluation process for integrating EHS into the design review, construction, and commissioning phases of capital projects. The goal of the evaluations was to identify opportunities for improvement in process, planning, and execution of building design and commissioning, as well as construction safety. As part of these evaluations, ERM deployed teams of subject matter experts equipped with data collection and digital enablement tools to evaluate 66 client locations in 15 countries across NA, APAC, and EMEA.

Benefits: ERM worked closely with the client's entire global real estate EHS team, facility managers, and other stakeholders. ERM identified areas of potential risk with the ultimate goal of helping them develop a capital project EHS process that is fit for purpose.

Environmental impact assessment for data centers

Summary: The client was looking to expand its data centers operations on a global level to support business expansion. They issued a 20-point scope requirement for work to interested parties with intent to select on bidders who could deliver on the full program. To fulfill the skills requirements, ERM built a partnership with a global engineering firm and a design firm where jointly they would submit their combined skills that would cover all 20 points of the project scope.

Benefits: Data centers are complex projects. Fulfilling a 20-point scope of work to deliver the projects and make sure they are in compliance involves many different areas of expertise and extensive project management. By building a partnership with two other entities, ERM was able to serve as the primary point of contact to streamline and support the project while helping our client to manage the projects' complexity.

Global environmental planning and permitting program

Summary: ERM has been providing planning and permitting services for a global technology company for more than a decade, including the development of a programmatic approach to planning for new site locations and expansion of the current enterprise fleet of data centers. ERM's approach includes looking at the full project lifecycle and anticipated needs of the site, starting with the end in mind. With this upfront roadmap approach, our experts work closely with the client and local regulatory agencies to plan for and complete site selection evaluations, due diligence reviews, and necessary environmental permitting for both the initial build and future site expansions, maximizing flexibility while limiting risk and administrative burden.

Benefits: Our approach keeps reputational risk at the forefront and has helped our client select locations that best suit its needs. We also implement multi-pronged permitting plans so sites can expand as needed while meeting tight construction timelines.

Facilitating data centers

Summary: ERM provides consulting services for the management of approximately 100 projects for current and potential data center sites across the United States. These projects involve a full range of services including due diligence, wetlands evaluations, archaeological/ historical preservation, site investigation, risk assessment, remedial planning and design, and regulatory operational permitting.

Benefits: For each project, ERM works with the client's team to understand their specific project and unique project needs. ERM looks for potential roadblocks that the client may encounter and works to identify ideas and solutions to address these roadblocks before they can present a delay to their projects. ERM has offices across the United States and across the globe, which allowed us to assist the client wherever they have a need. Our core team understands data centers and their operational makeup, which allows us to create a bridge between the client and local agencies to provide the ability to work through permitting requirements as quickly and effectively as possible.

40+
countries &
territories

5500+
employees

Served 50%
of Global Fortune 500
in past 3 years

50
year history

160+
offices

20,000+
projects
each year

www.erm.com

Contacts: Alison Drury, Senior Partner



Brian O'Kane, Strategic Director of Capital Projects, Technology

