

WELCOME to SLR

OVERVIEW

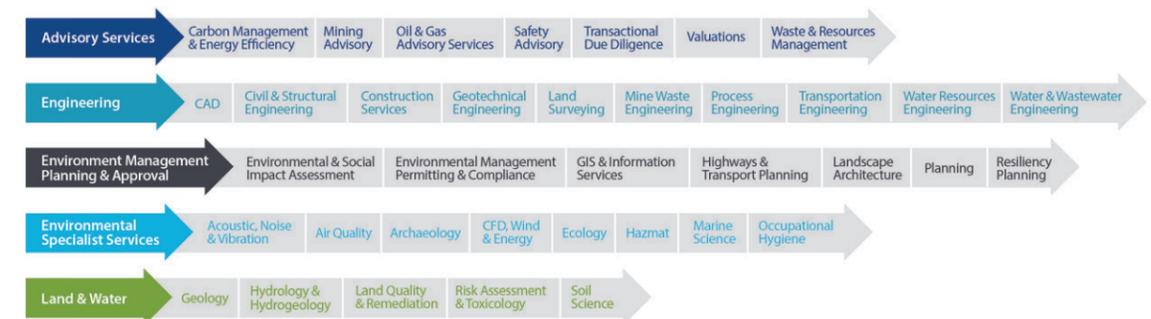
SLR HIGHLIGHTS



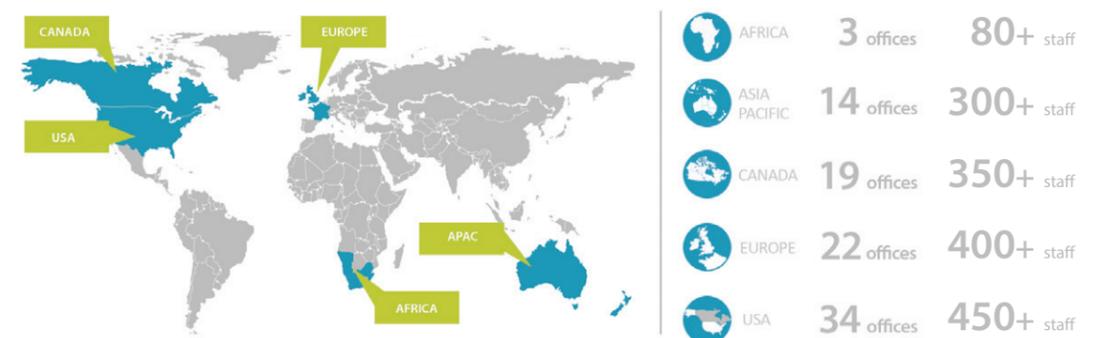
SLR CLIENT SECTORS



SLR SERVICES



SLR OPERATIONS



From a network of offices in Europe, North America, Asia-Pacific and Africa, our SLR 'One team' delivers advice and support on a wide range of strategic and project-specific issues to a diverse and growing base of business, regulatory and government clients.

We specialise in the oil and gas, mining and minerals, infrastructure, built environment, industry, financial services and power sectors.

Our aim is to become the leading global provider of environmental and advisory services in our chosen markets. We will achieve this by focusing on five key elements: our culture, our clients, our people, our business and our communities.

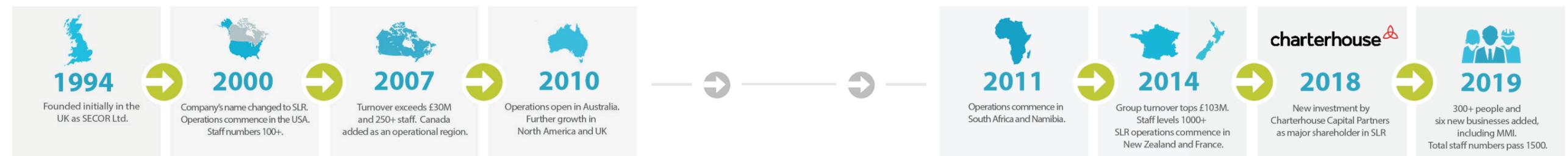
In a world where environmental and related matters are of increasing importance to us all, we believe our focus on environmental know-how, combined

with strategic business acumen, offers an attractive proposition for both aspiring professionals and the clients we serve.

This introduction to SLR is designed to give you a brief overview of our business: what makes us different; who we work with; our talented team; the services we offer; and our contribution to wider society. To learn more please get in touch at www.slrconsulting.com.

Neil Penhall
Chief Executive

SLR HISTORY



OUR COMPANY FOCUS

To become the **leading global consultancy** for environmental and advisory solutions and continue to develop all **five elements of our business**

Our Clients

An independent and highly-responsive provider of high quality, client-focussed advice and solutions

We are proud that more than half our clients have worked with us for five years or more. And over a third have sought our advice for more than 10 years. We focus on high quality advice and being nimble, responsive and adaptable. Our global reach now enables us to advise an international client base across our seven core sectors.

Our Culture

"One team" culture underpinned by an entrepreneurial and collaborative spirit

Our "one team" culture is the foundation on which our company is built. Our culture has been cherished, nurtured and evolved through 20+ years of growth, more than 20 mergers and acquisitions, and expansion to five operating regions. The health and safety of our staff, clients, business partners and communities where we operate is central to that culture.

Our Communities

A responsible company contributing positively

We recognise the benefits and value we can offer to our local communities. Through our client projects, people and network of 90+ offices we seek to strengthen those community relationships. We actively encourage our people and teams to engage with their local communities and contribute positively.

Our Business

A sustainable and growing business

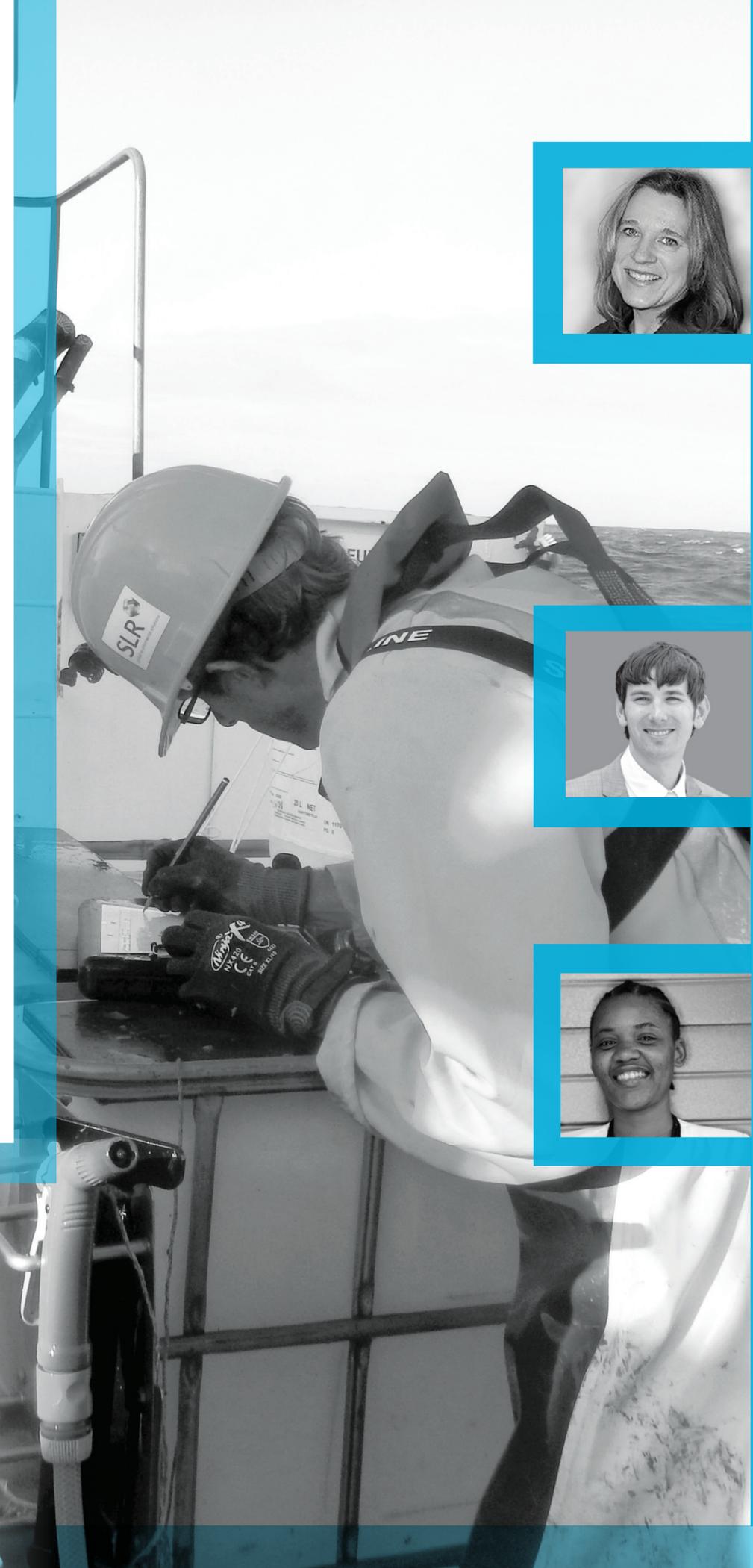
We offer a wide-ranging and diverse technical and advisory capability. We achieve this with our services which focus on regulatory and compliance drivers, advisory and demands through the client life-cycle. Resources are utilised across the business to avoid silos, adapt to market and regional conditions, and realise opportunities. We have a history of solid organic and acquisitive growth. Our strategy of geographic and sector diversification provides resilience against regional and sector market cycles and volatility.

Our People

A diverse and inspiring place to work

Our team has grown from a handful of people when the company started to over 1,600 today. We seek to attract, develop and retain the best people in our industry and offer the opportunity and reward that comes from working on diverse and challenging client projects globally.

*"We seek to attract, develop and retain the **best people** in our industry and offer the opportunity and reward that comes from working on diverse and **challenging client projects globally.**"*



*"For me, the SLR "One Team" culture works because **it is built on integrity.**"*

Julie Hoffman,
Senior Engineer, Portland, US

For me, the SLR "One Team" culture works because it is built on integrity. From individuals to the management team, our company integrity ensures our team continues to satisfy clients' needs while upholding individual, regulatory and industry standards.



James Van Horne,
Senior Engineer, Fort Collins, US

Our clients ask us to help them with some of their most challenging projects. I love these projects because they allow me to create new solutions and further develop my expertise. I look to our clients for inspiration as much as they rely on us to provide innovative solutions.



*"I feel encouraged to work with other teams, and am always on the lookout for **opportunities for collaboration.**"*

Winnie N. Kambinda
Hydrogeologist, Windhoek, Namibia

I would explain SLR's "one team" culture as an approach that provides expert technical and administrative support to ensure delivery of a high-quality product to the client, all whilst sharing risks and responsibilities. I feel encouraged to work with other teams, and am always on the lookout for opportunities for collaboration.



Phyllis Bruleigh,
Technical Discipline Manager, Victoria, Canada

Working in a fun, friendly, diverse environment is what keeps me excited and motivated to come to work each day. SLR is open to new ideas from all their employees and I really feel like I can contribute both locally and on a global scale.

*“SLR is open to new ideas from all their employees and I really feel like I can **contribute both locally and on a global scale.**”*



Rod Masters,
Sector Leader, Newcastle, Australia

I cherish the distinctiveness of our people and immensely value the variety of views, imagination and personal characteristics of all team members. The promotion and support of innovation throughout the business provides interesting and gratifying outcomes for our staff which in turn assists with increased customer satisfaction.

*“I cherish the **distinctiveness of our people** and immensely value the variety of views, imagination and personal characteristics of all team members.”*



Stewart Lenton,
Operations Manager, Nottingham, UK

As a member of the European Management Team, I spend much of my time working on the development of both individuals and the growth of the teams that I have responsibility for. We now have a great opportunity to accelerate the growth of the business in both a staff and client-focused manner.



Sam Pople,
Principal, Bristol, UK

As soon as I arrived at SLR I realised it was a very different place to work compared with my previous experience in the industry - it felt like SLR was a breath of fresh air. The management structure is open and receptive, and everyone, across all levels is encouraged to contribute to the overall success of the business.

*“The management structure is open and receptive, and everyone, across all levels, is **encouraged to contribute** to the overall success of the business.”*

A GLOBAL PRESENCE

KEY:

- = SLR Operations
- = Project Experience



OIL & GAS

Energy majors, independents, national oil companies, financiers and governments at all stages of the value chain, including:
 BP, ExxonMobil, Suncor, Total, Husky Oil, Consol Energy, OMV, Ineos

CLIENTS



POWER

Regulators, producers, generators and users, including:
 National Grid, Scottish and Southern Energy, ESB, BC Hydro, Western Power

CLIENTS



BUILT ENVIRONMENT

Investors, developers, regulators, policy makers, landowners and other stakeholders, including:
 Sir Robert McAlpine, Barratt Homes, Care UK, Taylor Wimpey, Lend Lease, John Holland Group

CLIENTS



FINANCIAL SERVICES

Banks, private equity, infrastructure investors, investment trusts, and their professional advisers, including:
 KKR, Barclays, Carlyle, 3i, Bain Capital, JP Morgan, EBRD, The World Bank, RBS Group, Standard Chartered, Rothschild & Co

CLIENTS



INDUSTRY

Manufacturing, consumer products, food and beverage, pharmaceuticals, chemicals, technology and electronics, pulp and paper, agriculture, wood and forestry, including:
 Jaguar Land Rover, Columbia Steel, Cargill, Lockheed Martin, Coca Cola, Reckitt Benckiser

CLIENTS



MINING & MINERALS

Owners and operators in minerals and aggregates, industrial minerals, bulk commodity minerals, coal, oil sands, precious metals, rare earth metals, including:
 Glencore, BHP Billiton, Newmont, Prodigy Gold, Centennial Coal, CRH, Heidelberg, Aggregate Industries

CLIENTS



INFRASTRUCTURE

Government and private clients across transportation, waste management and government works, including:
 Viridor, Veolia, SITA SUEZ, Network Rail, Aspire Defence, Transport for NSW, Public Works Government Services Canada

CLIENTS





CLIENT RELATIONSHIPS

We recognise our success is intertwined with that of our clients. That is why we're proud of our reputation and ability to develop and maintain long-term relationships with our clients across sectors and geographies

Everyone at SLR cares deeply about delivering both value and successful outcomes for our clients every day. Across our business we have a dedicated team of client relationship specialists – our sector leaders – who ensure we understand and meet the needs of our clients in each of our target sectors.

Our commitment to both understanding and meeting the needs of our clients is demonstrated by the long-term relationships we are proud to have developed with those

clients. We are delighted to have worked with over half of our clients for more than five years. And over a third of clients have worked with us for more than 10 years.

Naturally we relish the opportunity to work with new clients and get to understand their business and goals, especially where we can bring our expertise to bear on major projects and opportunities, but we believe value really accrues to both our clients and SLR when we develop long-term relationships together.

SLR CLIENT RELATIONSHIP



Andrew Bradbury
Oil & Gas Sector Leader, Africa

Our clients are under significant pressure to create value in markets that are volatile, dynamic and changing more rapidly than ever. Their competitors, old and new, are not simply executing the game better they are changing the game! Many clients are re-evaluating their purpose and impact in light of the United Nations Sustainable Development Goals.

This context makes it an exciting yet challenging time to be a consultant. Spending time with clients to truly understand their most important issues will be key to our ability to bring new ideas and create value.



Sue Swain
Industry Sector Leader, Europe

Building trust and developing a long term relationship with our clients truly enables us to understand their business challenges and help develop their strategy. It moves us from being reactive, waiting for them to pick up the phone and tell us they have a problem, to helping them proactively horizon-scan and plan ahead.

At SLR there's a strong culture of trust and collaboration and this is wonderful. As the SLR business operates on this basis, I genuinely see my SLR colleagues applying these cultures to our projects and client relationships.



Alex Campbell
Infrastructure Sector Leader, Asia-Pacific

I was attracted to SLR by our outstanding reputation in the marketplace as the 'provider of choice' in many environmental disciplines within the infrastructure sector, along with our focus on client relationships.

Having worked in the industry for 15 years, I am passionate about building and maintaining strong client relationships. I believe that the most effective and enjoyable way to provide the best advice is to take the time to foster those relationships and develop mutually beneficial partnerships to deliver the best overall project outcomes.

Furthermore, I believe that mutual respect and a clear understanding of what really drives our clients is critical to our shared success.



SAFETY AND WELLBEING

Looking after our people and our environment is central to our business success

At SLR we continually focus on enhancing our approach and commitment to health and safety with the primary aim of preventing injury, promoting wellbeing and enhancing environmental quality.

Guided by our people and values, our health and safety culture is built around several core principles:

Genuine and pragmatic

All our safety and wellbeing programmes are firmly grounded in what is effective and practical. We receive many comments from people new to SLR on how refreshing and grounded in common sense our approach is to safety and wellbeing compared to what they have been used to.

Employee participation and continuous learning

Employees are at the core of our improvement programmes. Everyone is encouraged to share ideas for improvement, by reporting on hazards and acting to eliminate them. We expect people to be open to new concepts and provide constructive feedback on all our procedures and training programmes. This helps ensure these are focused on keeping people safe and in good health.

Underpinning our business with safety

We promote the values of foresight, diligence and teamwork in every aspect of the business; from understanding the needs of the client, to the environments in which we anticipate working. This is a critical aspect of planning and executing a safe and successful project.

We want colleagues to focus on each task without distraction, take the necessary breaks to avoid fatigue, and always be prepared to ask for help or advice when they face uncertain or unfamiliar risks. We give all employees unconditional authority to stop work if they feel in imminent danger.

Safety and wellbeing at the heart of the business

We believe promoting these values is absolutely consistent with running a highly successful business. We strive to ensure that safety and wellbeing is as natural to consider as any other business objective and building that into our culture makes it front and centre of all that we do. Everyone is encouraged to be a leader in this area and we give recognition to outstanding examples of personal commitment and action.



"We promote the values of foresight, diligence and teamwork in every aspect of the business."

COMMUNITY

"SLR is committed to contributing to the success of the communities in which we work."



Paul Turyn,
Office Manager,
Darwin, Australia

Our team values our community engagement and commitment and we are all actively involved in numerous community groups ranging from volunteer support to local sporting clubs, being involved in community arts groups and being on the board of local schools. This involvement allows our team to develop strong bonds within our community.



Melissa Richardson,
Commercial Accountant,
Newcastle, Australia

An aspect of SLR's 'five elements' which I value is the desire to be connected to our local communities. SLR makes an effort to support the communities which are local to our offices, and by demonstrating this commitment it gives SLR employees a feeling of contributing, improving morale, and creating a common bond.



Ian Mitchell,
Technical Discipline Manager,
Victoria, Canada

I have always been passionate about minimal impact exploration of remote wilderness areas. It was a natural progression for me to develop a career in the environmental business as it provides me with a sense of giving back to the environment, which sustains us and provides so much enjoyment.



SLR TODAY: TOMORROW

Today SLR is a global business with over 1,600 talented professionals delivering advisory and environmental solutions to a diverse and growing base of clients

We have come a long way from our beginnings in the early 1990s as a small, UK-focused consultancy.

In the 25 years of our history we have committed to and retained a 'one team' culture, which we believe sets us apart and benefits both the clients and people who work respectively with and for SLR.

We have grown with the market for advisory and environmental solutions, but today many other providers either offer services focused on an individual market or geography, or bundle their advice with broader project delivery and contracting services.

We are one of a small number of specialist, independent advisory and consulting businesses that provide a global reach across multiple markets.

Our future is to continue to offer independent advice because we believe it delivers the best outcome for all our stakeholders.

We will build on that global reach by listening to our clients, responding to their needs and expanding further in our chosen markets with new services, teams and locations.

We will also continue to cherish our culture, deliver for our clients, offer exciting careers for our people, develop our business and contribute to the communities where we work.

If you share our vision and would like SLR to be part of your future success then please go to www.slrconsulting.com and get in touch.



"We have the right team, with the full backing of our investors and financial partners, to realise our growth strategy."

Kevin Rattue,
Executive Director - US



"We recognise that investing in the careers and development of our people is central to our future success."

Helen Brown,
Chief Human Resources Officer



"We will continue to listen to our clients and develop those valued relationships so that we succeed together."

Nigel Clark,
Global Head of Marketing
& Communications



Paul Gardiner,
Group Executive - Asia-Pacific

"Our five key elements: our culture, clients, people, business and communities, will continue to underpin everything we do."

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