



Corporate Risk Services

WORLDWIDE ENGINEERING, ENVIRONMENTAL, CONSTRUCTION, AND IT SERVICES



CONESTOGA-ROVERS
& ASSOCIATES (EUROPE) LTD

Conestoga-Rovers & Associates (Europe) Ltd

Conestoga-Rovers & Associates (CRA) is an independent environmental consulting firm providing specialist services in Property and Land, Environmental Management and Industrial Operations Support.

The CRA Europe team is headquartered in Nottingham with offices in Warwick and the North West from where services are delivered to clients in the UK and Europe. Part of the Canadian-based CRA Family, the European operations can call on over 2,500 technical staff in all relevant environmental science, engineering, construction, management and IT disciplines.

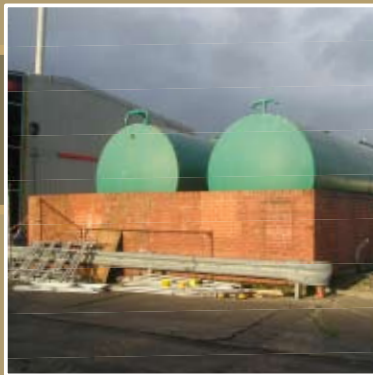
Corporate Risk

Our approach to delivery of corporate risk management services stems from our primary practice areas of Operational Continuity, Operational Optimisation, and Environmental Cost Accounting and Reporting.

CRA supports work in these three practice areas by providing services at a corporate level, senior management level, and at a plant or site level within our clients' organisations. At each level, our corporate risk services integrate our traditional environmental experience with the new challenges facing companies with regards to CSR and Corporate Governance. This integrated approach allows CRA to tailor our services to address all of an organisation's corporate risk and governance aspirations.

CRA's Corporate Risk Services include:

- *Acquisition and divestiture assistance*
- *Portfolio risk analysis*
- *Risk profiling and risk management advice*
- *Policy and strategy development*
- *Corporate benchmarking*
- *Business continuity planning*
- *Best available technology and information sharing*
- *Legal and systems compliance auditing*
- *Liability buyout*
- *Environmental forensics*
- *Process options cost benefit assessments*
- *Energy and carbon accounting*
- *Environmental management and training*
- *Health and safety management*
- *Outsourcing*
- *Data solutions*
- *Supply chain assessment*



Offices in: Atlanta, Austin, Baton Rouge, Belo Horizonte, Boston, Buenos Aires, Buffalo, Belém, Calgary, Cape Canaveral, Charles City, Charlotte, Charlottetown, Chicago, Cincinnati, Dallas, Denver, Detroit, Edison, Emeryville, Eureka, Everett, Fort Lauderdale, Fort Myers, Fredericton, Grand Forks, Green Bay, Halifax, Hilton Head, Houston, Indianapolis, Irvine, Kalamazoo, Kingston, Lansing, Lawrence, London, Manaus, Midland, Monterrey, Montréal, Nashville, Niagara Falls, Nottingham, Oklahoma City, Omaha, Ottawa, Owen Sound, Peterborough, Philadelphia, Phoenix, Pittsburgh, Plainville, Québec City, Rimouski, Rio De Janeiro, Rochester, Roseville, Salvador, Sandusky, Sault Ste. Marie, Savannah, Shreveport, Sonoma, Springfield, St. Catharines, St. John's, St. Paul, Stockton, Sydney, São Paulo, Tacoma, Tampa, Toronto, Tucson, Tulsa, Vancouver, Warwick, Waterloo, West Palm Beach, Windsor

Property and Portfolio Risk

CRA is an industry leader in providing innovative approaches to clients to assist with the management of business and corporate risk, such as developing and implementing liability buyout programmes. In addition, CRA's corporate due diligence and site assessment personnel are highly skilled in assessing and identifying potential liabilities, and in assisting clients with planning activities to manage and minimise the potential risks. Our approach to property portfolio risk or material liability assessment under SOX is designed to ensure that our clients not only get the information they need corporately but also, in different formats as required, at the site and corporate management level.

Liability Management

CRA has been providing liability management services for our clients since 1976. Our services include traditional acquisition and divestiture-related services such as due diligence auditing, compliance auditing, site investigation, environmental remediation, and abnormal cost assessment (improvement items and remedial costs). CRA also provides non-traditional services such as liability buyout (where CRA takes legal ownership of the liability associated with an environmental contamination issue) or purchase and remediation of the site. In addition, CRA has developed numerous site sales packages to assist clients in gaining the maximum value from their property. This can include any range of services from a management plan through to a full divestiture package, including asbestos abatement, decommissioning, demolition and remediation, so that a site can be sold as vacant and "clean".

Outsourcing

People

CRA provides outsourced personnel for a variety of clients. We can be flexible on the location of the outsourcing and the degree of outsourcing. Solutions we currently provide include:

- *Full time management of Health, Safety, Environment and Security for an active oil field in the Middle East*
- *Gap filling – provision of temporary support during a period of leave or absence or before recruitment*
- *Part time support to a consortium of companies to assist with permit and liability management*
- *Full and part time, multi-location support to offer environmental advice to a petro-chemical company*
- *Single day high value work – a senior level person for a short time period to assist in understanding environmental issues and setting a path for future improvements*
- *A variety of training and mentoring programmes*


We tailor cost-effective solutions to personnel problems, such that CRA provide an experienced professional to assist across a variety of areas.

Data

CRA provides specialist data management to some of the world's largest companies. This includes geographic information system (GIS) tools and data hosting. CRA hosts and manages secure data websites and develops bespoke data management and screening tools. This can be especially useful for companies handling large volumes of data and allows centralised review and comparison of data from different operating sites. This can help share best practices to ensure that all your facilities can benefit from one success.

	Corporate Governance	Corporate Social Responsibility
Operational Continuity	Compliance, license to operate	Better than compliance performance, stakeholder approval, sustainability branding
Operational Optimisation	Best Available Techniques, resource efficiency, risk avoidance	Best Available Techniques, resource efficiency, sustainable products/ services, resource equity
Environmental Cost Accounting and Reporting	Property/land liability and costs, CO ₂ pricing, and carbon trading	Ecological / Carbon footprinting, environmental/social cost benefit analysis and accounting

30 Years of Consulting!



The way we have always been...
The way we will always be.

CRA was founded on a philosophy of providing Client Focus and Technical Excellence through Teamwork. We thank our Clients for the opportunity to demonstrate the quality of our work on their projects and we thank our staff for upholding this standard over the past 30 years.

We are proud of our achievements and look forward to remaining active and respected members of the communities in which we work.

From **CRA's** initial involvement in the Love Canal project in New York in the late 1970s to our more recent diverse portfolio, we have established a solid reputation for excellence in environmental consulting.

CRA offers comprehensive support for industry and organisations dealing with the management of environmental liabilities, regulations and broader sustainability issues.

CRA has always respected its clients' mandate of cost-effective environmental responsibility with careful regard for the protection of the public and the environment.

Some of Our Areas of Expertise:

PPC Applications and Permit Management
Improvement Studies
BAT Assessment and Reporting
Permit Surrender
Air Emissions Assessments
Brownfield Redevelopment
Carbon Footprint and Accounting Systems
CSR, Sustainability and Reporting
Contract Environmental Management
Corporate Risk Management

Due Diligence and Compliance Auditing
EMS / Integrated Systems
Environmental Site Assessments
Environmental Training
Geo-Environmental Investigation
Liability Risk Transfer
Remediation
Risk Assessment
Water and Waste Minimisation



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