



DUE DILIGENCE

UNDERSTANDING RISKS, IDENTIFYING OPPORTUNITIES AND MAKING INFORMED DECISIONS ABOUT YOUR TRANSACTION

RSK

JANUARY 2020 UPDATE

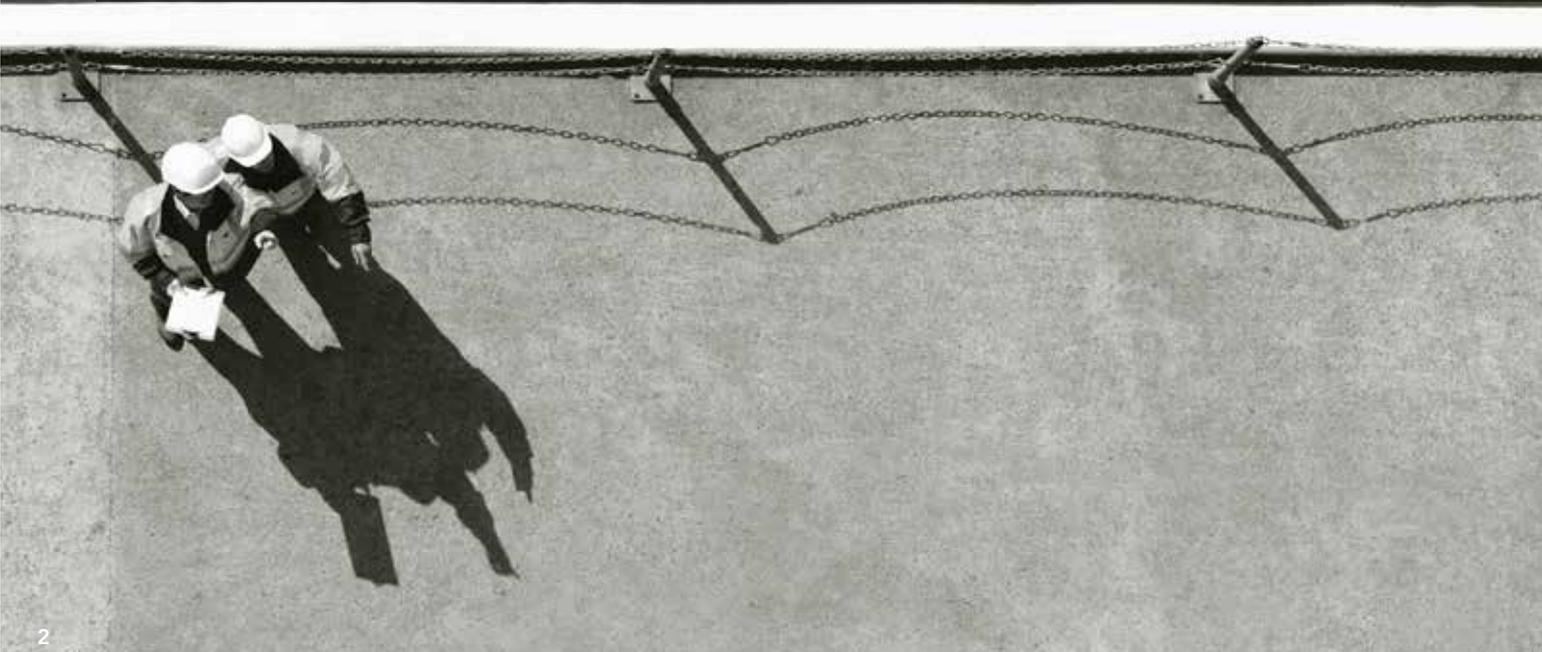
RSK'S DUE DILIGENCE SERVICE OFFERS A UNIQUE COMBINATION OF EXPERIENCED STAFF, TECHNICAL KNOWLEDGE AND GEOGRAPHICAL CONVENIENCE TO ACT ON BEHALF OF ANY PURCHASER OR VENDOR ON ANY TRANSACTION.

RSK has been providing specialist due diligence services in the fields of environmental, health and safety (EHS), and engineering-led support for over 30 years. The level of investigation the company undertakes is tailored to the needs of the proposed transaction.

RSK works with direct company investors, technical advisers, legal counsels, finance organisations such as private equity companies and the legal sector to manage liabilities, protect the value of investments and develop opportunities to create value in a transaction.

RSK can provide everything required to conclude due diligence assignments quickly, accurately and cost-effectively. Its due diligence capabilities cover issues such as

- environment, social and governance (ESG), health and safety compliance, and reputational risk
- detailed regulatory compliance assessments for current and future known regulatory changes to aid in maintaining compliance
- contaminated land and asbestos
- emerging issues such as carbon management
- product compliance, including chemical regulatory issues such as REACH
- technical engineering for land development, new-build projects, development monitoring and asset enhancement on behalf of investors
- monetising risk and current and potential future liabilities, including the potential for fines, and their associated remedial costs to aid price negotiations.



WHY RSK?

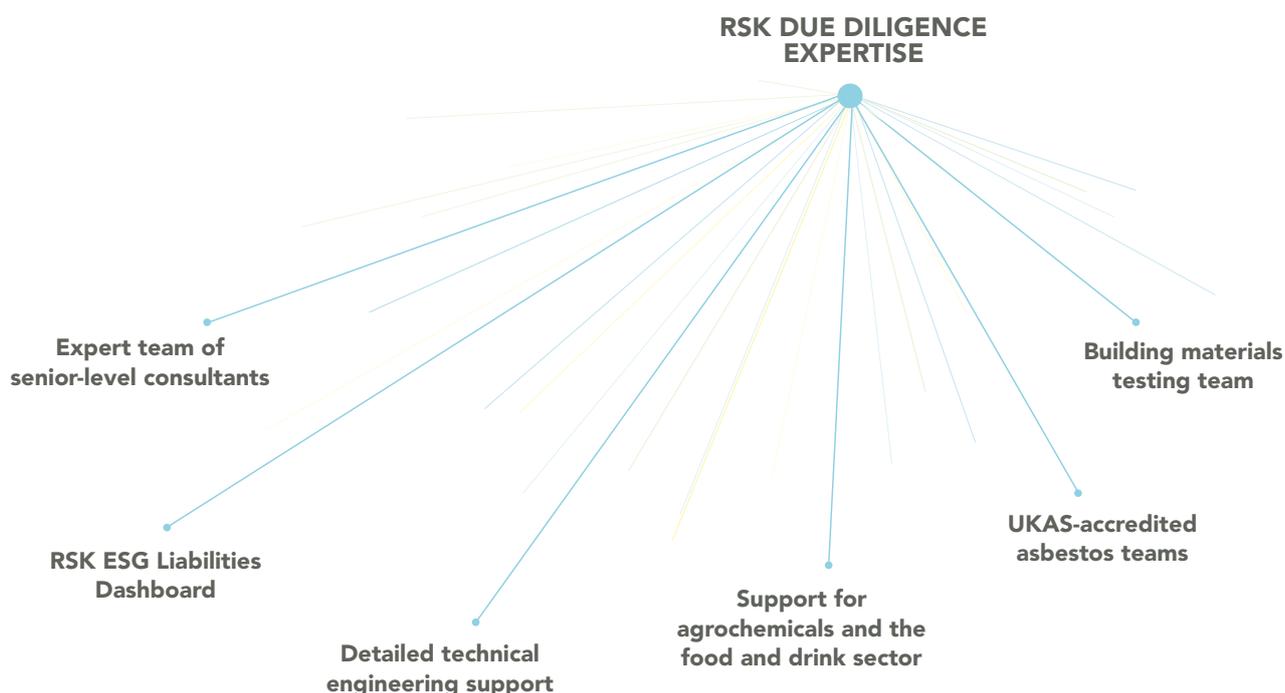
The following unique selling points enable RSK to manage a transaction programme, project costs and risks for clients effectively to tight timescales without needing to subcontract services:

- an expert international team of senior-level consultants across the UK, Europe, the former Soviet Union, the Middle East and Africa that integrates experience in EHS, carbon management, etc., with international experience for a range of clients and sectors
- the RSK ESG Liabilities Dashboard, which helps to visualise a transaction through a series of heat and cost maps that guide clients to the significant liabilities and costs to aid price and warranty or indemnity negotiations (see page 18 for details)
- an engineering division that provides detailed technical engineering due diligence support for real-estate transactions
- an agricultural division that provides detailed technical due diligence support for agrochemicals and the food and drink sector
- in-house geotechnical and geoenvironmental site investigations teams to determine ground conditions (i.e., phase 2) where necessary
- in-house UKAS- and MCERTS-accredited laboratories to schedule testing within tight timescales
- RemedX, RSK’s remediation contracting and consultancy arm, which gives the unique ability to monetise potential ground contamination risks accurately and to review the practical solutions
- an in-house UKAS-accredited asbestos team for bulk sampling, analysis and air clearance testing
- an in-house materials and testing team able to provide detailed building materials testing
- in-house expertise in managing and assessing complex asset portfolios to the ISO 55001 standard.

By understanding our clients’ objectives, we identify and account for liabilities and add value to the process. An understanding of the specific transaction and sector involved is essential to identifying the ESG opportunities and the risks posed. RSK applies significant insights from more than 30 years of due diligence work to each transaction it is involved in and can quickly identify the issues likely to affect a transaction: historic, current and potential issues, be they latent issues surrounding EHS, social or sustainability issues, or changes in legislation. Our aim is to provide clients with detailed information on the risks and opportunities that may affect the value of the asset or exit multiple, and offer support throughout the investment life cycle to protect and enhance value.

From commercial and industrial properties to undeveloped land, RSK has the expertise to assess liabilities at every transactional stage by utilising its team of specialists located across the UK, Europe, the former Soviet Union, the Middle East and Africa.

RSK supports its clients in implementing solutions to enhance investment returns by helping them to move from basic compliance, through to a more mature proposition of value enhancement for continual improvement, or to protect asset value.



RSK EXPERIENCE

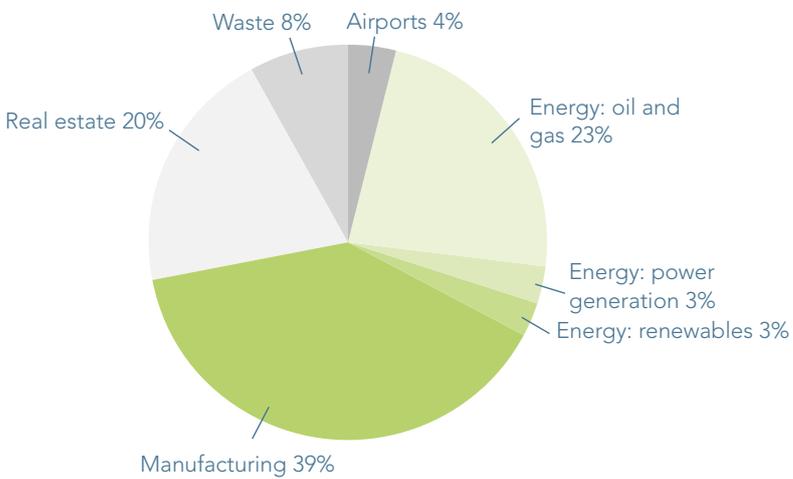
RSK has extensive experience of completing a range of due diligence assignments around the globe, including for

- airports
- energy: oil and gas (conventional/unconventional)
- energy: power generation
- energy: renewables
- manufacturing
- real estate
- transport
- waste
- water.

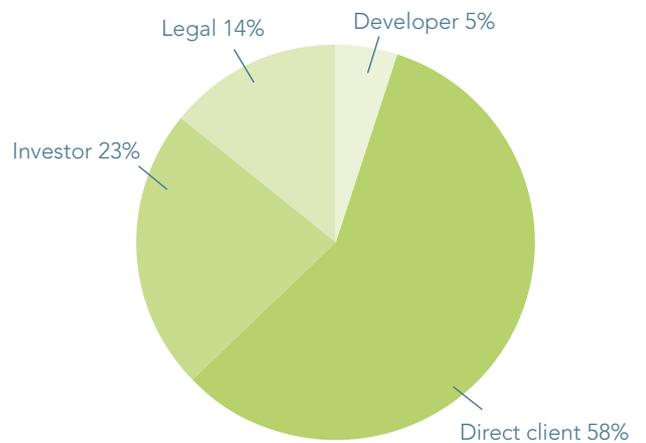
RSK can assist you through various types of technical due diligence at either end of the negotiating table:

- limited and detailed vendor reports
- sale and lease back projects
- acquisition (phases 1 and 2).

RSK DUE DILIGENCE – SECTOR EXPERIENCE



RSK DUE DILIGENCE – CLIENT TYPE EXPERIENCE



RSK has worked on assignments for the following companies:

REAL ESTATE

CBRE
Harworth Estates
Knight Frank
Malcolm Hollis
National Grid Property Holdings
Peel Holdings

FINANCE

European Bank for Reconstruction and Development
H2 Equity Partners
Hudson Advisors UK
Lone Star Funds
Northwood Investors
Primary Capital Partners
Rothschild & Co
Standard Chartered Bank – approved global consultant panel
Standard Life Aberdeen

LEGAL

Addleshaw Goddard
Burgess Salmon
Herbert Smith Freehills
Hill Dickinson
Mills & Reeve
Pannone Corporate

DIRECT CLIENT

BP
Vita Holdings
ConocoPhillips
DuluxGroup
Kimberly-Clark
Klesch Group
Maersk
Premier Oil
Stanley Black & Decker
Thames Water
Tradebe
Vancouver Airport Services

RSK CENTRE OF EXCELLENCE

As part of its delivery model and technical assurance programme for major clients, RSK's project managers have the support of the group centre of excellence. This is a group of in-house experts in multiple disciplines who support key areas of compliance and discipline themes, including

- agriculture: **Jackie Evans**
- airports: **Brian Lewis**
- chemicals: **Lucy Thomas**
- oil and gas: **Andy Lee and David Taylor**
- oil and gas (unconventional): **Andrew Gunning**
- real estate: **Mike Rudd**
- renewables and international finance institutions: **Mike Kelly and Katrina Cooper**
- waste: **Tim Holding and Andrew Sowerby**
- water and regulated assets: **Prof. Ruth Allen.**

Jackie Evans – director (agricultural specialist)

Jackie is the managing director of the agriculture and land management business within RSK ADAS. She provides agricultural advice to and undertakes due diligence projects for clients in the private and public sectors across technical disciplines such as soils, water, organic waste, livestock and renewable energy. She has specialist skills in business management, agriculture and rural development working for a range of clients including government bodies, large corporations and the farmer and grower sector. Other experience includes project management for private finance initiative and private equity projects and construction project management. Jackie joined ADAS in 1990 as an agricultural business management and livestock adviser; this expertise has been deployed in several roles including front line advice, consultancy, management and team development. She has extensive experience in writing tenders and developing proposals for work for ADAS and clients.



JACKIE EVANS
MSc

Key client expertise

- Defra
- Natural England
- Agriculture and Horticulture Development Board
- Developers
- Local authorities
- Major landowners

Brian Lewis – EHS managing director (airports and aerospace specialist)

Brian is a Chartered Engineer with a professional background in chemical engineering and over 25 years' experience in the aerospace industry. Before joining RSK in 2008, Brian was the environmental manager of Bombardier Aerospace for 14 years based in Belfast with responsibilities covering various parts of Bombardier's operations across Europe. He has extensive experience of the practical implementation of systems and compliance risks in large multi-site manufacturing organisations. Brian has specialist skills in the design and delivery of due diligence projects and EHS compliance and risk assessments for airport and aerospace acquisitions and sales; contractor environmental auditing at airports and industrial sites; and carbon management with emphasis on the transport sector.

Key client expertise

- Vancouver Airport Services
- George Best Belfast City Airport
- Tucson International Airport
- Bournemouth Airport
- Bombardier Aerospace



BRIAN LEWIS
BSc, DipMMT, CEng, MRAeS

Lucy Thomas – director (chemicals specialist)

Lucy is an RSK director and group chief scientist. During Lucy's 20 years' experience, she has participated in due diligence activities for chemical, petrochemical, oil and gas and real-estate clients to identify potential liabilities associated with potentially polluted soil and groundwater to aide site acquisition and divestment. She also chairs the UK Land Forum that promotes the sustainable development of land and previously chaired the Society of Brownfield Risk Assessment that advocates the use of robust risk assessments in risk-based remediation decision making. Further support is provided by a dedicated team of over 20 chemical regulatory (e.g., REACH), fate and transport specialists for chemicals and agrochemicals.

Key client expertise

- DuPont
- Avery Dennison
- Huntsman
- Shell
- Tradebe



LUCY THOMAS
BSc, CGeol, SiLC, SQP, QP

Andy Lee – technical director (oil and gas specialist)

Andy is a technical director at RSK Europe responsible for the technical direction and management of European and major global remediation projects. Before joining RSK in 2018, Andy worked for Shell for 16 years, initially for Shell Global Solutions as an activity leader for international remediation projects throughout Europe, Ukraine, Russia, Venezuela, Nicaragua, Sudan and South Africa. While working for Shell Global Solutions, Andy developed and led the provision of full-service health, safety, security and environment (HSSE) support to the Shell Downstream portfolio team in Europe.

Andy led the HSSE due diligence team on more than 30 projects, including the divestment of refineries, terminals, distribution depots and retail networks in the UK, Germany, Greece, Italy, Sweden, Norway, Finland, the Netherlands and France, and the acquisition of assets in Russia, Ukraine and Turkey. In 2010, Andy moved to Shell Nigeria to develop and lead the oil spill response and remediation team in the Niger Delta. He was actively involved in the divestment of several oil mining licences and advised on environmental liabilities and contractual mitigation relating to those transactions.

Key client expertise

- Shell Global Solutions
- Shell Downstream (Europe)
- Shell Petroleum Development Company of Nigeria



ANDY LEE
BSc, MSc, CEng, CGeol, FGS,
MIMM

David Taylor – divisional director (oil, gas and waste specialist)

David is a divisional director at RSK responsible for business development and management of global projects. Before joining RSK in 1998, David worked for Hunting Surveys, Boskalis and Parsons Brinckerhoff. At Parsons Brinckerhoff, he was an environment director managing international environment projects in contaminated land, waste management and marine studies throughout Europe, the Middle East, Africa, South East Asia, Australia and the USA. While at Parsons Brinckerhoff, and more extensively since joining RSK, David developed and led the provision of HSSE support to the BP upstream and downstream master services agreement team in London, UK. David managed HSSE due diligence projects, including the divestment of refineries, terminals, distribution depots and retail networks in the UK, Netherlands, Germany, Greece, Saudi Arabia and Africa, and the acquisition of oilfield assets in Kuwait and retail networks in Ukraine. In addition, David has managed HSSE due diligence projects for the European Bank for Reconstruction and Development in Europe and North Africa.

Key client expertise

- BP International
- Shell Global Solutions
- European Bank for Reconstruction and Development
- Waste Management International
- Total



DAVID TAYLOR
BSc (Hons), MSc, SiLC, CGeol,
CSci, FGS

Andrew Gunning – director (unconventional oil and gas specialist)

Andrew is a director of RSKW, an RSK company. He is a Chartered Geologist, a Member of the Institute of Directors and a Fellow of The Geological Society, with more than 30 years' management and technical experience. He has led multidisciplinary teams of up to 250 staff in the delivery of challenging, large-value projects requiring a blend of technical and managerial experience.

Andrew has technical expertise in the exploitation and impact of unconventional oil and gas. Over the past 10 years, Andrew has assessed the risks associated with oil and gas plays for Halliburton, advised UK regulated industry of the risks and opportunities arising from fracking in their area of operation and recently served as principal investigator for the £2.3-million EU (Horizon 2020) SHEER project informing the EU approach to the exploitation of unconventional oil and gas reserves.

Key client experience

- European Union
- Centrica
- Halliburton
- South East Water
- Bournemouth Water



ANDREW GUNNING
CGeol, FGS, CEng, MCIWEM

Mike Rudd – director (real-estate and structural specialist)

Mike has over 30 years' experience as a consulting structural engineer representing institutional, private and public-sector clients. As a founding director of ACIES (now part of RSK), he has worked on new-build, refurbishment, alteration and asset enhancement projects up to £350 million in capital value. Mike has acted as a senior technical adviser for numerous funds and institutions and been personally involved in the due diligence appraisal of more than £5 billion worth of commercial, retail and industrial properties in the past three years alone, including the £1.5 billion acquisition of the 52-storey Leadenhall Building, London (also known as "the Cheesegrater") and the £600 million acquisition of Cannon Place, London, both in the UK.

Mike has built up significant experience in compiling due diligence reports, and is increasingly in demand as an expert witness on cases in the UK, Europe and the Middle East. He is a member of the Institution of Structural Engineers Business Practice Committee.

Key client expertise

- Aberdeen Standard Investments
- Hermes
- Deka Immobilien
- Hammerson
- TIAA Henderson Real Estate



MIKE RUDD
BSc, CEng, MIStructE, FConsE

Mike Kelly – director (energy: renewables specialist)

Mike is a director at RSK with more than 22 years' experience as both an environmental consultant and renewable energy developer (wind, solar and hydro power). This blend of experience provides Mike with a rounded understanding of all facets of development from site prospecting/selection and land acquisition (option agreements) to financial and resource appraisal, procurement, securing consents, project viability assessment and project operations. He has experience in asset divestment of solar photovoltaics and securing bank funding for wind farm development and associated project due diligence demands/requirements. As an expert in environmental impact assessment (EIA), Mike's technical consultancy experience includes project managing a wide range of EIAs. He has experience in managing strategic environmental assessments within the renewable energy sector and managing and providing technical expert advice for environmental and social due diligence internationally on behalf of sponsors and funders in compliance with EU and UK statutory requirements, and Equator Principles financial institution and World Bank performance requirements. Mike has also managed and provided expertise in support of dispute resolution for UK wind farms.

Key client expertise

- Addleshaw Goddard
- European Bank for Reconstruction and Development
- International Finance Corporation
- Continental Wind
- Electrawinds

Katrina Cooper – director (energy and international financial institution specialist)

Katrina is a director at RSK with 29 years' experience of environmental and social (E&S) impact assessment, environmental and social project management, E&S due diligence, E&S management systems and stakeholder engagement.

Katrina has been the environmental and social project manager for many projects in the UK and abroad to international finance institution (IFI) standards specialising in renewable and conventional energy projects. She has carried out due diligence and auditing of many projects to IFI standards working directly to the funding body. She has also worked regularly with developers to help them secure funding from IFIs, including preparing supplementary lender information packs, E&S management systems and action plans to meet lender requirements.

Key client expertise

- European Bank for Reconstruction and Development
- Trans Adriatic Pipeline
- Total
- BP
- Tullow Oil



MIKE KELLY
BSc



KATRINA COOPER
BA, MSc, IEEM Member, EARA auditor, CEnv

Tim Holding – director (waste specialist)

Tim is a Chartered Waste Manager and contaminated land scientist with 20 years' experience of project, compliance and site management gained with a range of waste companies, civil engineering contractors and environmental consultants. He is certified technically competent under the WAMITAB scheme to operate hazardous waste landfill sites and soil remediation treatment and transfer facilities, and has extensive experience of working in challenging environments. Tim has managed operational waste facilities including hazardous and closed landfill sites, a skip waste recycling facility, an in-vessel green waste compost plant and a sewage sludge management operation for a major UK waste management company.

He has also managed various civil engineering contracts to successful completion, including landfill lining and capping, leachate and gas management system installation, demolition work, drainage and landscaping. He has a broad range of experience in landfill operations, monitoring and compliance, due diligence and liability assessment.

Key client expertise

- Viridor
- Thames Waste Management (Thames Water)
- Olympic Delivery Authority, London 2012
- Cheshire West and Chester Council
- Blackfield Land



TIM HOLDING
BSc, MSc, CEnv, MCIWM,
CL:AIRE QP

Andrew Sowerby – senior consultant (waste specialist)

Andrew is a senior waste management consultant and Chartered Waste Manager with more than 10 years' experience in working to ensure compliance with relevant legislation and supporting clients in achieving their environmental targets across a range of waste-related sites and facility types. Andrew worked for the Environment Agency and Natural Resources Wales as a regulator before joining RSK in 2018 and is experienced in understanding the nuances of the waste sector and associated permitting/licensing requirements associated with transactions. This helps to ensure a practical approach is taken to general consulting in this area and new site development/planning, and throughout the due diligence process.

Key client expertise

- Tradebe
- BP
- Cheshire East Council
- Taylor Wimpey
- UK Power Networks



ANDREW SOWERBY
BSc (Hons), MCIWM

Professor Ruth Allen – director (water and regulated assets specialist)

Ruth, a Chartered Civil Engineer and international business leader, has over 35 years' experience in providing management and technical consultancy. Her background is in the water sector having served as director of networks at WRc and CEO of Ewan Group plc. In 2008, Ruth oversaw the sale of Ewan Group to global engineering consultancy, Mouchel, before becoming strategy and business development director for Mouchel's utilities business. Ruth is one of the founding partners of RSKW and a Royal Academy of Engineering Honorary Visiting Professor of Infrastructure Engineering at the University of Exeter, UK.

Ruth is a commercial and regulation expert specialising in providing management and technical consultancy to private, regulated and publicly owned utilities industries worldwide. Ruth is skilled in organisation and performance management and provides commercial and entrepreneurial advice to companies ranging from small start-ups and large infrastructure management companies. Past experience includes large commercial risk and assurance projects for Thames Water, Highways England and First Group. Ruth is also a member of the Water UK Standards Board and the Asset Investment Advisory Board to the Water Industry Commission for Scotland.

Key client experience

- Highways England
- Thames Water
- First Group
- National Grid Ventures
- Water UK
- Water Industry Commission for Scotland



RUTH ALLEN
BSc (Hons), CEng, MICE,
MCIWEM, CWEM

THE RSK TEAM

Our team of specialists has many years of experience in a range of due diligence assignments. Notable project and sector highlights are included below for your perusal. The leaders in the following section are supported by our formidable technical teams from more than 3500 staff across a considerable global office network.

Dave Allen – UK

Dave leads the RSK team undertaking and project managing EHS audits and providing corporate EHS advice, due diligence auditing, the development and implementation of environmental management systems and the delivery of training packages in various industrial and commercial sectors. He is an experienced environmental due diligence project manager across sectors, including oil and gas, real estate and chemical manufacture. Dave has specialist skills in contamination assessment and environmental permitting. He has led numerous environmental due diligence projects, including multisite ones within the UK and multijurisdictional ones overseas.

Key client expertise

- Global Infrastructure Partners
- AMP Capital
- Primary Capital Partners
- AtlasInvest
- Lone Star



DAVE ALLEN
BSc, MSc, CEnv, MIEMA

Nick Hedges – UK

Nick leads the EHS engineering team of RSK undertaking and managing projects for environmental permitting, best available technology assessments, energy management, environmental risk assessments and general environmental management. He has specialist skills in energy management, climate change and technology assessment, and has worked for UK government and environmental regulators. For many years, Nick has led numerous environmental due diligence projects, including multisite ones within the UK and overseas across sectors including manufacturing, chemicals, oil and gas, real estate and waste management.

Key client expertise

- Vita Holdings
- BP
- H2 Equity Partners
- Wolseley UK
- Edwards



NICK HEDGES
CEng, MIMechE, RPEC

Sarah Mogford – UK

Sarah is an RSK director with over 20 years' experience in international environmental auditing and environmental management system development. As part of the UK leadership team, she is responsible for the environment and planning division. Her client base covers the energy, oil and gas, manufacturing, financial and legal sectors. She has undertaken and project managed a wide variety of audit work in the UK and abroad, significantly in Europe and the former Soviet Union. She has particular expertise in due diligence auditing, where she has been responsible for the management and negotiation of the environmental component of mergers and acquisitions.

Key client expertise

- Vita Holdings
- BP
- Kimberly-Clark
- TPG
- Klesch Group



SARAH MOGFORD
BSc, AIEMA

Robin Overton – UK

Robin is in the EHS engineering team of RSK and involved in a wide range of projects in the UK and overseas across many different sectors. His work addresses areas including auditing, environmental permitting, due diligence, energy efficiency, process safety and waste management. Robin is experienced in environmental due diligence projects across sectors including oil and gas, waste, chemicals and manufacturing. He has specific specialist skills in legal compliance, including environmental permitting, process safety and process engineering. Robin has been involved in numerous environmental due diligence projects, including a multisite one in the UK and multijurisdictional ones overseas.

Key client expertise

- BP
- Tradebe
- Ballast Phoenix
- Klesch Group



ROBIN OVERTON
CEng, MIChemE, MSc

Warren Percival – UK

Warren is the RSK director responsible for leading the development and implementation of RSK's business development and sales strategy in the professional, financial services and manufacturing sectors. This work includes environmental due diligence incorporating a variety of ESG criteria and significant experience in the waste, real-estate and manufacturing sectors and with key legal and private equity clients. He also leads the execution of environmental due diligence for acquisition and divestiture projects across a diverse range of industry sectors, thereby helping to add value and minimise risk in corporate transactions. Warren leads RSK's membership with the UK Environmental Law Association and was appointed as a board director and trustee in July 2017. His experience also covers the development and implementation of environmental, quality, health and safety management systems to international standards.

Key client expertise

- Addleshaw Goddard
- H2 Equity Partners
- Pannone Corporate
- Klesch Group
- Tradebe



WARREN PERCIVAL
BSc, PEA, CEnv, FIEMA

Antonio Mendes – senior EHS consultant

Antonio is an EHS engineer and a graduate member of the Institution of Occupational Safety and Health, based in RSK's Helsby, UK, head office. Antonio, who is fluent in English, Spanish and Portuguese, has over eight years' international consultancy experience mostly in the UK, Spain and Portugal with additional experience in Romania, Argentina, Brazil and Dubai, UAE. He has conducted single site and multi-site EHS compliance audits, inspections and due diligence projects. Antonio has project experience across sectors such as chemical, metal processing, aerospace, automotive and machinery/ tool manufacturing, food manufacturing, paper industries, construction, maintenance shops, petrol stations, office buildings and shopping malls.

Key client expertise

- NWF Fuels
- Rhône Capital
- Primary Capital
- Malcolm Hollis



ANTONIO MENDES
BEng, MSc, MSc, GradIOSH

Paul Upton – Europe

Paul is the RSK Group Ltd board director responsible for strategic relationships and business development strategy within RSK with special focus on non-UK businesses. He has over 30 years' experience in third-party and environmental compliance liability management and has worked on many due diligence projects in the past when working with URS and its predecessor Dames & Moore. Currently, Paul works in the oil and gas sector and focuses on liability assessment and implementing risk-based management strategies to assist in asset transfer in the downstream distribution, mid-stream refining and upstream exploration and production sectors. He is also working on liability management projects arising from recent mergers in the chemicals, multinational manufacturing and power sectors.

Key client expertise

- BP
- Shell
- Total
- DuPont
- Ineos



PAUL UPTON
BSc, PhD, FGS

Lars Van Passel – Belgium

Lars is the technical director at RSK Benelux with a special focus on knowledge development and technical support within the local business and the wider group. He has 25 years of professional experience in infrastructure and environmental projects for local, national and international clients, and has worked on many due diligence projects since 1999. Currently, Lars mainly works in the oil and gas industry providing technical support within RSK and developing risk-based management strategies to assist asset transfer in downstream distribution.

Key client expertise

- BP Chemicals
- Parker Hannifin
- Vita Holdings
- General Motors
- Shell



LARS VAN PASSEL
MSc, K VIV

Stephane Malherbe – France

Stephane is RSK France's technical director. He has 16 years' experience in the environmental business and specific skills in contamination assessment, environmental permitting and advocacy with regulators. Stephane manages major projects and site portfolios across various sectors, including oil and gas, real estate and industry. This work incorporates environmental due diligence for asset transfer in downstream distribution, including the financial negotiations, and multisite acquisition and divestiture projects in the chemical industry sector.

Key client expertise

- Shell
- Grand Paris Aménagement
- SNCF
- Total



STEPHANE MALHERBE
MSc, Member of the UFG

Eckhard Löbel – Germany

Eckhard has more than 25 years' experience and broad expertise in developing and managing assessments for mergers, acquisitions and disposals, environmental compliance and soil and groundwater contamination liabilities. He is a key account manager for the environmental remediation portfolio and due diligence in Europe, Africa, Asia Pacific and Australia on behalf of a major manufacturing client. Eckhard supports businesses in evaluating potential contaminated land remediation liabilities, including estimates and provisioning associated with ongoing operations and acquisition or divestiture decisions. He is exposed to complex situations and a demanding stakeholder environment, both internally and externally. Eckhard has an extensive background of interacting with regulatory officials and negotiating with regulatory and third-party stakeholders.

Key client expertise

- Institute for Federal Real Estate
- Evonik
- Rosneft
- Opel/Vauxhall
- General Motors

Uwe Seidel – Germany

Uwe is RSK Alenco's director of business development and sales for Germany and Austria with a special focus on diversification of services, and has over 26 years' experience in environmental and management consulting. He worked on many due diligence and compliance management projects across the oil and gas, manufacturing, and transport and logistics sectors with Alenco and its predecessor BGT Boden- und Grundwassertechnologie, CDM Consult AG, and his own consulting company. Currently, Uwe works for different industrial clients on implementing and auditing management systems and risk-based management strategies to assist clients to meet specific defined compliance requirements.

Key client expertise

- Heinrich Krug
- Edelhoff Industrie-Armaturen
- HAMACO Elektromagnetische Komponenten
- Bahnbedarf Möhlau
- Pape Internationale Spedition

Marco Scabbia – Italy

Marco is the managing director of RSK Environmental Italia and SHELTER, an RSK partner in Italy. He has more than 18 years' experience, 11 of which are in the liquefied natural gas sector. Marco has long-term experience in permitting procedures; liaising with authorities; technical studies; environmental monitoring plans for onshore and offshore construction, including the pre- and post-construction phases; and EHS due diligence, auditing and management system implementation. Before becoming a consultant, Marco worked for the chemical and petrochemical industries, with a specific focus on environmental and safety permitting, assessment, audit and management, and emissions trading.

Key client expertise

- Total
- Eni
- Waste Italia
- Greenment Investment Management
- GVA Grimley



ECKHARD LÖBEL
MSc



UWE SEIDEL
Dipl-Geol



MARCO SCABBIA
MSc

Cindy Peters – the Netherlands

Cindy is an experienced certified safety manager with RSK Netherlands and is responsible for implementing and maintaining EHS management systems, and advising on and auditing EHS compliance. This work includes internal and external health and safety audits and compliance and due diligence incorporating compliance with local and national regulatory requirements and permits. Cindy has over 10 years' experience as a safety adviser in the oil and gas industry. Her experience also includes the development and implementation of environmental, quality, health and safety management systems to international (ISO) standards and national BRL and VCA accreditations. She helps clients to understand the sometimes difficult Dutch health and safety legislation. During due diligence, she undertakes site investigations and interviews, and identifies issues that could cause future liabilities for clients.

Key client expertise

- BP
- Zenith
- Shell
- ExxonMobil
- Shell



CINDY PETERS
BSc

Ian Goodacre – Middle East

Ian is a director responsible for the development and implementation of RSK's business development strategy in the global division, principally in the Middle East. He specialises in environmental due diligence, soil and groundwater risk assessment, remediation and waste management. Ian has extensive experience of working in Europe and more recently in the Middle East, with a particular focus on the oil and gas sector in Iraq. Ian has managed numerous multi-site portfolios, including acquisitions and divestment projects.

Key client expertise

- Shell Iraq Petroleum Development
- Rumaila Operating Organization
- Basrah Gas
- PetroChina
- Atlas Copco



IAN GOODACRE
BSc, PhD, FGS

Taoufik Bennani – Northern Africa

Taoufik is the office manager in RSK's Lyon and Aix-en-Provence offices. He is responsible for leading the business development of environmental services in France and North Africa for various sectors. This work includes due diligence, environmental investigations, dismantling and remediation, environmental permitting and environmental and social impact assessments. Taoufik is an experienced environmental investigation project manager across several sectors, including oil and gas, real estate and manufacturing, with specialist skills in geosciences and environmental permitting.

Key client expertise

- Shell
- RFF (pre-SNCF merger)
- Vita Holdings
- SNCF
- Gaz de France



TAOUFIK BENNANI
BSc, MSc

Adam Gunn – Southern Africa

Adam is the chief operating officer and environmental director of RSK GCS Environment. He has more than 20 years of experience in the mining, environmental and commercial sectors and worked on transactions both in house and in large practices. Adam has been practicing as an environmental, mining and commercial attorney and brings a wealth of experience in environmental, water and mining legislation. He also has commercial experience that he brings to any assignment, thereby helping to ensure that the commercial sensitivities of a deal are recognised. Adam has BCom, LLB and LLM degrees in advanced company law, environmental and water law, mining and prospecting law. He was admitted as an attorney to the High Court of South Africa in 2001.

Key client expertise:

- AngloGold Ashanti
- Sibanye Gold
- Exxaro
- GEM Diamonds
- Highveld Steel



ADAM GUNN
BCom, LLB, LLM

Johan Kriek – Southern Africa

Johan has 19 years of environmental and contamination consulting and project management experience. He is the operations manager for RSK GCS Environment and based in Johannesburg. His duties have included managing and undertaking complex environmental due diligence projects; groundwater supply and management; detailed site investigations; remediation design and implementation; and environmental management. Johan's experience includes substantial involvement in the investigation and remediation of sites with soil and groundwater contamination where the contaminants of concern have included chlorinated solvents, metals, petroleum hydrocarbons, volatile and semi-volatile organics. He has managed projects ranging from single-site to rapid-response multi-site projects and multi-jurisdictional programmes. Many of these projects have involved him pulling together and managing teams from across different geographies. Johan has worked in southern and West Africa, in countries including Botswana, Burkina Faso, Lesotho, Liberia, Mozambique, Namibia, Swaziland, Tanzania, the Gambia and Zimbabwe.

Key client expertise:

- Shell
- Sasol
- BP
- GE
- Broll



JOHAN KRIEK
BSc, MSc

Kobus Troskie – Southern Africa

Kobus is a senior hydrogeologist at GCS (Pty) Ltd, a key RSK partner, and has 16 years' experience in hydrogeology and contaminated land investigations, including soil and groundwater contamination. He is registered at the South African Council for Natural Scientific Professions and has undertaken a wide variety of projects that have included hydrogeological investigations, due diligence studies and remediation of contaminated land.

Key client expertise

- ArcelorMittal
- Sasol
- Transnet
- BP
- Akulu Marchon

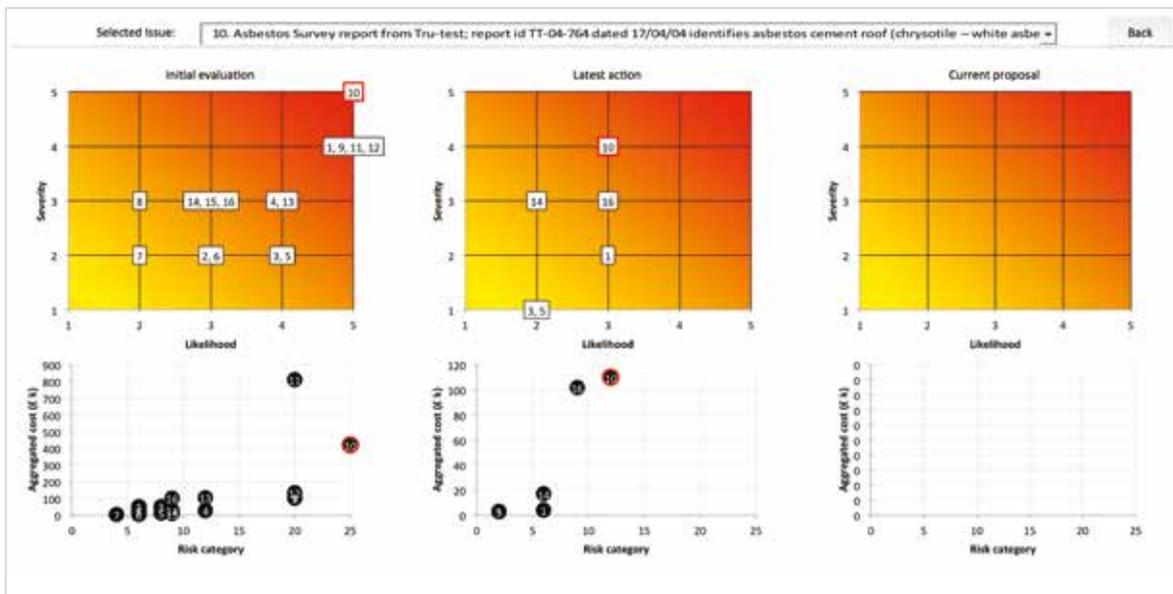


KOBUS TROSKIE
BSc

ESG LIABILITIES DASHBOARD

RSK has developed a novel approach to due diligence assignments through its ESG Liabilities Dashboard. This provides an umbrella overview of ESG issues within a portfolio to help

- visualise the transaction in a series of dedicated heat and cost maps for quickly identifying issues
- in understanding the financial and risk implications of fund-wide investments for longer-term investment and exit planning
- facilitate targeted and value-enhancing asset management to affect exit multiples positively
- quickly identify the level of potential enforcement action or fines that could be levied at an 'issue level'
- categorise liabilities in terms of the risk or cost to be considered in the context of investment value.



INTERNATIONAL OUTREACH

RSK's network offices and resources are located in 31 countries throughout the UK, Europe, the Middle East and Africa.

Every RSK international office location is fully supported by senior technical scientists and engineers on a service-by-service and project-by-project basis. We regularly assemble project teams staffed with professionals from our various offices. Teams are selected according to the technical disciplines, skills and levels of experience required. To provide our clients with highly competent and responsive services, we also draw on our global network of associates to provide the best team quickly for a transaction.



Visit www.rsk.co.uk/item/91-our-offices.html for a full list of RSK office locations and contact details.

FOR FURTHER INFORMATION, PLEASE CONTACT

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