



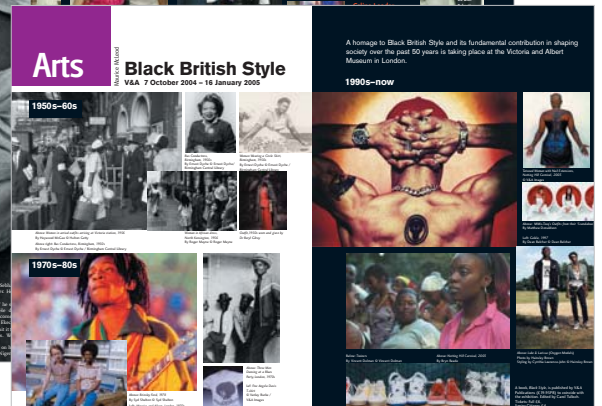
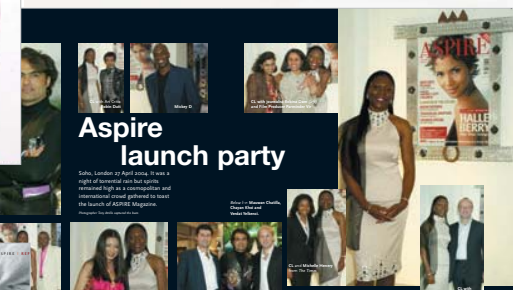
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publishing magazine



Launch of New Magazine for Women of Colour

Design and production of high quality magazine



Design
Production
Design Management
Art Direction
Copywriting
Photography

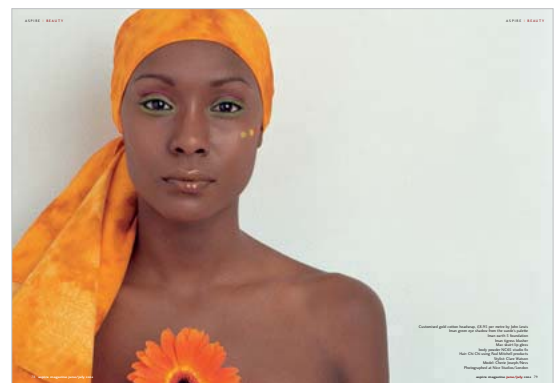
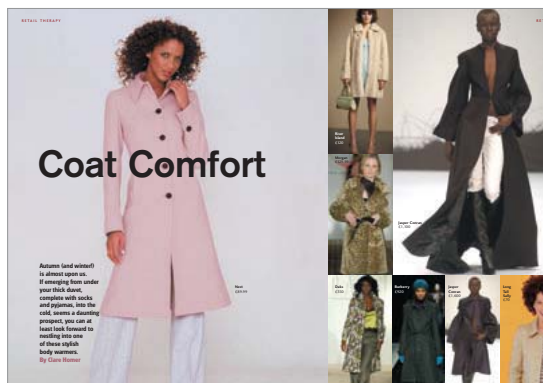
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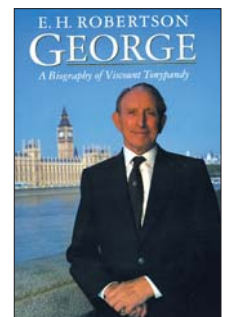
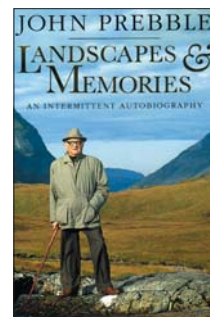
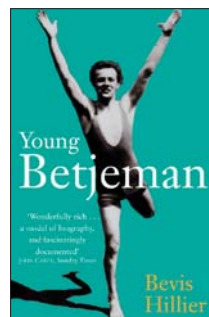
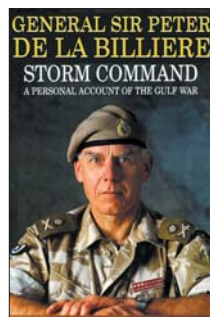
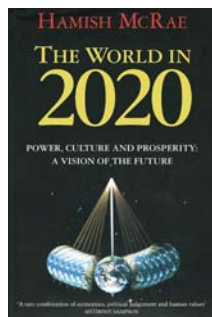
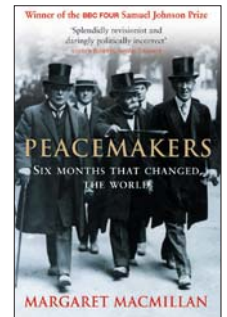
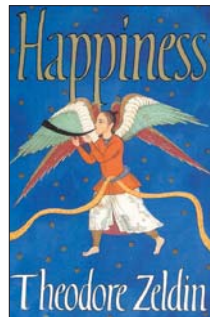
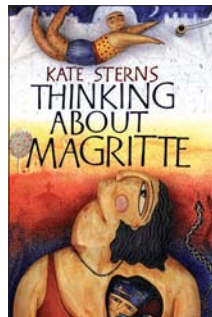
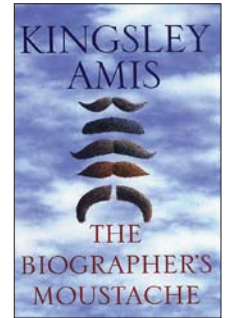
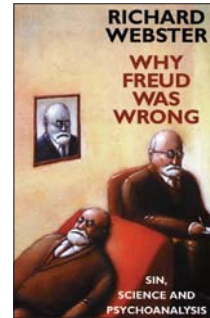
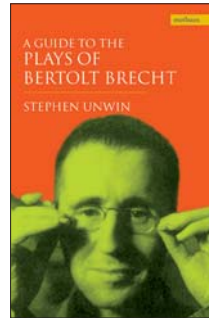
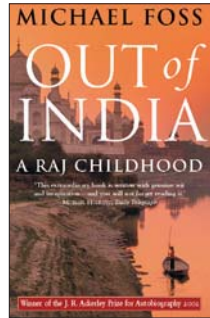
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Photography

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'Look forward to seeing you in 2020'
Hamish McRae
The Independent
Author of
The World in 2020

'Thank you for your help and wise advice in putting this book together, it owes much to you'
General Sir Peter de la Billiere
Author of *Storm Command* and *Looking for Trouble*

'Thank you for the brilliant jacket and covers you've designed for us'
Gail Pirkis
Former Managing Editor, John Murray Publishers

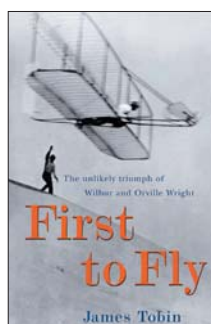
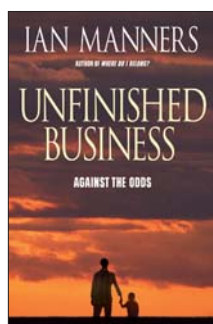
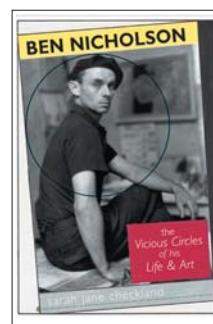
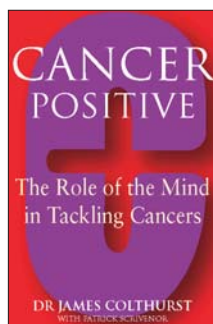
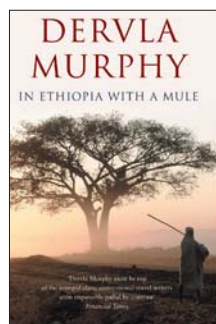
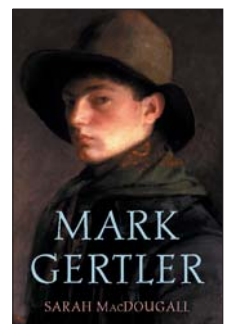
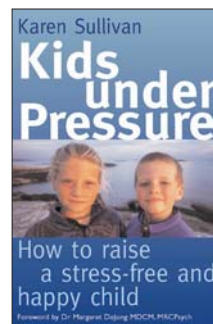
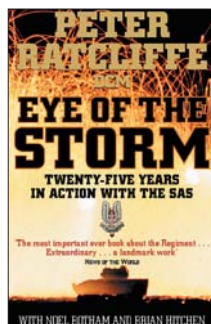
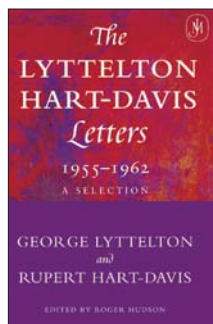
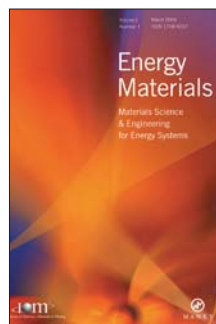
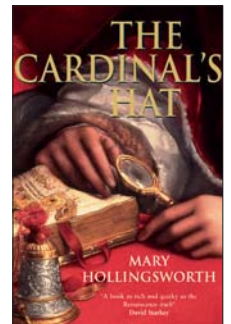
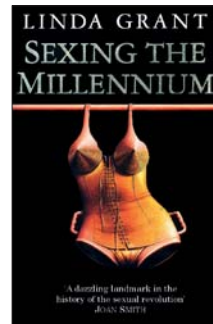
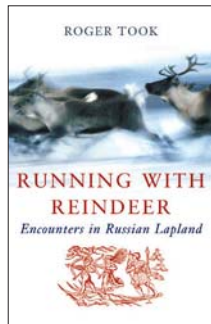
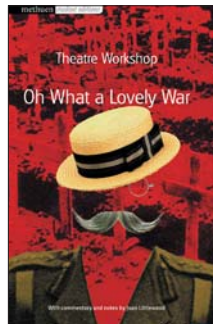
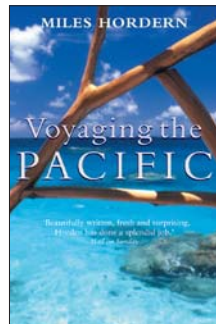
'With many, many thanks on a cold September's day'
John Prebble
Author of *Glencoe* and *The Highland Clearances*

'Thank you Andrew for your help in making a wonderful cover for George'
George Thomas
Viscount Tonypany



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publishing book covers and jackets



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E.ON

Assessing the impacts of one of the UK's largest offshore wind farm proposals.

E.ON's 300MW Humber Gateway Offshore Wind Farm will have capacity to power up to 195,000 homes and save up to 395,000 metric tons of carbon emissions every year. The project would consist of up to 83 turbines and be situated off the Humbermouth Coast. To enable the smooth passage of planning applications ERM carried out a range of detailed studies as part of the Environmental Impact Assessment process.

Findings and related mitigation options were incorporated into the project's planning strategy to reduce impacts and ensure regulatory requirements were met.

Simon Hewitt & Christina Warner, London, UK



Strategic Advice: Challenges and Opportunities

© E.ON Energy Research Center

The Marketplace

The last year has been marked by economic contrasts. Although the credit crunch has sent ripples around the world, energy demand has continued to grow and commodity prices have reached record highs. This has fueled considerable growth and exploration in developing countries. Our multinational clients are facing the challenge of relocating infrastructure, resources, people and knowledge from slowing to growing markets. Simultaneously, organizations are making fundamental changes which are driven by sustainability and climate change considerations.

The Benefits of Resource Reduction

For businesses, resource efficiency reduces an organization's environmental footprint and decreases costs. From raw material inputs to the disposal of products, organizations are scrutinizing their internal processes and external supply chains to identify reduction options. Janssen Pharmaceutica, part of Johnson & Johnson, has set a goal of reducing waste by 2010 as part of their corporate sustainability initiative, Healthy Planet 2010 Goals. ERM's waste assessments at Janssen's European manufacturing sites identified actions that will help them achieve their goal. ERM has also reviewed the design of a new Ingersoll Rand plant to reduce water use through reuse opportunities and process changes to improve efficiency.

Energy is another resource many companies are increasingly seeking to minimize. This is driven not just by rising energy prices and general sustainability commitments, but also new or anticipated regulations that focus on minimizing CO₂ emissions.

Carbon Policy Tightens

The European Union cap and trade system continues to develop, and other countries such as Australia and New Zealand, are adopting similar frameworks. In the US, the Presidential elections will herald a new era as both candidates have declared their support for a mandatory cap and trade program to mitigate carbon emissions.

Uncertainty persists in the climate change policy arena as the second commitment period of the Kyoto Protocol approaches (2012) and we wait to see if China and India will clarify their climate change policies. Meanwhile, other

Confidential Client

Energy, Water and Landscaping in Energy & Environmental Design (EED) verification across a regional property portfolio in Asia Pacific. Other Developments, Energy, Water.



governments are developing proactive strategies despite the uncertainty. For example, we are assisting the Hong Kong Government's Environmental Protection Department to review and update the inventories of greenhouse gas (GHG) emissions in Hong Kong, characterize the impacts of climate change on Hong Kong, recommend additional policies and measures to reduce GHG emissions and facilitate adaptation to climate change, and evaluate and make assessments on the proposed measures. In Nigeria, we are working with the British Government's Department for International Development to quantify the impacts of climate change on Nigeria's economy, future growth and ability to meet the Millennium Development Goals. This will help to promote the integration of climate change into Nigeria's development plans.

In the private sector, we have worked with AkzoNobel to upgrade their long-term climate change strategy. Outcomes include setting GHG reduction targets and embedding carbon footprinting into their processes and products.



YCI Sennar Chemicals

Assessing environmental impacts, management systems and quantifiable risks for a manufacturing facility in Port Said, Egypt. Growth, Business, Development, Growth, Business, Development.

Simon Raymond, London, UK

ERM Annual Review 2008 25

Five Year Historical Performance

Financial Years ended 31 March 2004 (FY 2004) to 31 March 2008 (FY 2008)

	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual
Gross Revenues	379.2	425.4	474.4	533.1	638.5
Net Revenues ¹					
EMEA	75.4	83.1	85.4	107.1	141.6
Asia Pacific	36.5	40.8	46.3	52.1	64.1
LAC	13.0	19.1	22.3	20.9	27.6
North America	133.2	144.9	156.0	175.1	202.9
Niche Businesses ²	—	—	6.8	7.1	9.5
Total Net Revenues	258.1	287.9	316.8	362.3	445.7
% Growth – Actual	13%	12%	10%	14%	23%
% Growth – Constant Currency ³	—	—	—	—	19%
Trading EBITA ⁴					
EMEA	7.4	7.1	9.8	12.4	16.1
Asia Pacific	4.4	5.6	6.7	8.6	11.0
LAC	2.2	2.7	2.8	3.9	3.1
North America	20.1	22.6	22.9	25.1	26.9
Niche Businesses ²	—	—	1.0	1.4	1.6
Total Trading EBITA ⁴	34.1	38.0	43.2	46.6	58.7
% Growth – Actual	13%	11%	14%	8%	26%
% Growth – Constant Currency ³	—	—	—	—	20%

¹ We have elected to report in US dollars due to the geographic spread of ERM's activities.

² Net Revenues are the fees earned from consulting, with gross revenues less internal project costs.

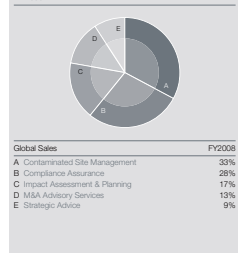
³ Niche Businesses are split out separately from FY 2008 onwards.

⁴ All FY 2008 average rates.

⁵ EBITA: Earnings Before Interest, Tax and Amortization of goodwill.

Sales by Practice

FY 2008



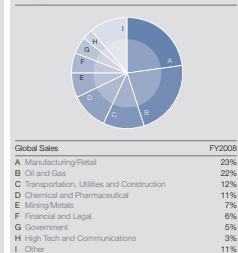
Global Sales

FY2008

A Contaminated Site Management
B Compliance Assurance
C Impact Assessment & Planning
D M&A Advisory Services
E Strategic Advice

Sales by Industry Sector

FY 2008



Health and Safety at ERM

Over the past year we took additional steps to help ensure the safety of ERM's work activities. In 12 months we experienced 0.57 medical treatment cases per 100 full-time employees, about a 25% reduction from the previous year. The number of lost workdays per 100 full-time employees was 0.09, 40% better than any previous record. While this demonstrates a very positive direction, we continue to aim for zero incidents and have added additional levels of risk management in 2007. ERM employees are sometimes asked to work in locations where substantial attention to travel safety and security is warranted. In 2007, ERM purchased a subscription to the Control Risk Group website which provides up-to-date information on locations around the world to supplement our current planning. We consider this to be one of the most important risk management initiatives to date. Our internal health and safety program audit process continued through 2007. By year end, 50% of ERM's Operating Companies had been audited. We also piloted an Observation and Feedback Program at one of our largest remediation projects. It proved very successful and we are carefully examining the outcome as we consider the broad implementation of safety observation concepts across all of ERM's practice areas in 2008.

We have two fast-growing niche businesses – Information Solutions (IS), which delivers systems for gathering and using Environmental, Health and Safety (EHS) information, and the Certification & Verification Services (CVS) business. The earnings from these niche businesses grew by 19%. During the financial year we increased our ownership of IS from 60% to 80%, and bought the remaining shares of the CVS business to reach 100% ownership.

Our South African business more than doubled its earnings, and we opened offices in Durban and Pretoria earlier this year. Our Eurasia business grew its earnings by 80%. A significant portion of this growth is driven by multinational corporations investing in the geographic regions serviced by these offices.

We ended the financial year with 3,597 staff, an increase of 13%, and 366 Partners, an increase of 7%. We commenced new country operations in Romania and also set up an office in Alaska. Our geographical presence was strengthened in the US, Canada, the UK, Germany and Malaysia with the opening of an additional 13 new offices in these countries.

Update on Governance

The governance framework has remained similar to last year. The Board still meets six times a year with two sub-committees for Audit & Risk, and Remuneration. We welcomed Chris Bailey of Endpoint onto the Board as a Non-executive Director in January 2008. Earlier in the financial year, Julio Tori withdrew from the Board to focus on his role as regional CEO of the growing LAC region.

We ran a competitive tender process during the year which led to a change of auditors from Ernst & Young to KPMG.

On a day-to-day basis we continue, as always, to be managed by the Executive Directors, who are supported by the Senior Leadership Team and a larger group of Senior Partners. These groups consist of the Senior Executives who lead regional and country operations, business development, People development and other support functions. They generally meet two to four times a year in differing locations around the world, which enables them to meet clients and share knowledge across a variety of markets.

Summary

The financial year ended 31 March 2008 was a highly successful year for ERM both in terms of record financial performance and ongoing investment in the future growth of the business. Our employees have strongly supported this belief – 260 Partners committed US\$9 million of their own money during the year in purchasing additional interests in the business via internal share offerings. This brought the total commitment by Partners over two years to some US\$17 million.

Finally, we are pleased to report that trading in the first quarter of the financial year ending 31 March 2009 has been encouraging, with ERM experiencing strong growth on the equivalent first quarter of financial year 2008.

John Alexander
Chief Executive Officer, August 2008

Andrew Silverback
Finance Director, August 2008

80%
Our Eurasia business grew in earnings by 80%.



Britain spends £11bn a year on Healthy Eating



Enjoyment
40.6% (+4.5 %)

Health
22.1% (+7.9 %)

Practicality
37.6% (+6.4 %)

TNS values the 'food chosen for health reasons' at over £11 billion a year, and growing at almost 8%, ahead of practical reasons (e.g. convenience) and enjoyment (just for the taste of it, 'indulgence' and 'something special'). Almost three quarters of British consumers state that they try to eat healthily.

Among those foods chosen particularly for health reasons are fresh fruit, vegetables, fish, yoghurts and breakfast cereals.

The growth in healthy eating has contributed to a reversal of the long term decline in cooking from scratch – with younger consumers, inspired by personalities such as Jamie Oliver, showing 14% growth over the last 2 years. The return to scratch cooking is almost entirely limited to savoury cooking – with both traditional favourites such as cottage pie and international foods such as curry and chilli finding favour

The unbroken popularity of 'healthy eating' is good news for the nation. While enjoyment is still the most important factor when choosing food, followed by practicality, we see the beginning of a shift in priority towards health. It is unlikely that we will ever put health before taste, but brands that manage to combine great taste with practicality as well as a positive health proposition, are in an ideal position to win full marks from the consumer.

with the under 34s. Sweet home-baking such as cakes and biscuits continue their long term decline, and are the preserve of the over 65s.

Breakfast is deemed the 'healthiest' meal of the day – with cereal, fruit and fruit juice high on many consumers list of Breakfast foods, whilst eating between meals – snacking – is least likely to be governed by health considerations, with enjoyment the prime driver of food choice.

Retailers particularly benefiting from the trend towards healthier choices include Waitrose and Sainsbury's, with the health conscious consumer more likely to shop at these grocery outlets. The move towards healthier food choices has also benefited the organic market – which continues to grow strongly and is valued at over £1 billion a year (TNS data, 52 wks xxxx7).

Out of the three main reasons for food choice – health, practicality and enjoyment – the fastest growing is health.

Back to the Table – family meals replace TV dinners and snacking

The evening meal in 2008 is likely to take just 34 minutes to prepare and cook – less than half the time of a decade ago. However, it is more likely to be eaten at the table!

The latest results from TNS Worldpanel reveal that the typical family eat five more family meals together as a family every month than they did three years ago. This positive return to more formal eating occasions extends to eating in the dining room at the expense of eating in front of the television.

The trend towards more formal eating has hit eating between meals – snacking. After two decades of almost uninterrupted growth, snacking is now in decline. Over the past three years snacking has declined by 11%, despite the importance of healthy choices such as fresh fruit as a snack. Increased parental control, health eating and the decline in the number of impulse outlets (convenience) out of home are all contributing to the decline in snacking.

Our research indicates that along with our expanding waistlines, our self control increases when it comes to snacking on the go. Our data shows a real shift in the types of snacks consumed in schools and in the workplace, with crisps and confectionery in decline while fruit is on the up. Fruit is now the most popular in-school snack, being

37.2%

21.5%

2007

Parents win battle over childrens' lunches

Almost two thirds of mums believe that their children should eat what they are given – a rise of almost 20% since 2003. Despite the increased investment in school meals parents are choosing to control what their children eat at school, with 1.2 BILLION lunchboxes prepared in a year

School aged children are carrying 8% more lunchboxes in the past year compared to 12 months earlier.

The contents of children's lunchboxes are increasingly being chosen with health in mind – with one in four chosen for 'health reasons', and although the typical child's lunchbox in 2008 has a familiar look about it, contents such as fruit (+16%), yoghurt (+32%) and salad vegetables (+25%) (barnets, lettuce and cucumber, mainly contained within sandwiches) have increased strongly over the last year.

There is evidence that parents are becoming increasingly health aware and exercising more control on what their children eat, which is reflected in the growth of lunchboxes. In 2004, 44% of the nation's parents agreed they would buy what their children wanted. This has declined to just over a third (in 20067).

In total British households spend around £8bn a year on fresh produce.

The current levels of consumption are very worrying and should be a wake-up call to government and industry alike. The evident disparity in consumption levels by age groups and social class show that there are some serious underlying issues that need to be addressed if fruit and veg consumption is to increase across the population. Price rises in fresh foods lead people on tighter household budgets to seek cheaper alternatives. Clearly the focus on personal health increases with age, but it is alarming that young people are lagging so far behind in their daily intake of fruit and veg. Producers and retailers should join up to address the need for fairly priced fresh produce, and should find new ways to market their products to a younger audience.

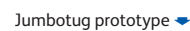
xxxx, TNS



NS Worldpanel Usage
Total Foods
to end of August 2007



corporate id jumbo tugs

Exhibition design Vehicle Graphics [illegible]

Logo design and corporate ID

Collaborative project with product designer

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catalogue design



Kids Character Funwear

Irresistible
softness

Charming
designs



Funkidry Duck

With smiling eyes and fluffy
orange beak

£20.00

85 – 100 cm Hooded only, side pocket
100 – 110 cm Hooded only, side pocket
110 – 120 cm Pouch pocket
120 – 130 cm Pouch pocket
130 – 140 cm Pouch pocket

- Pocket
- Side toggle fasteners
- Useful hanging loop
- Luxury-weight cotton
- Funkidry logo



Watersports wear

Surfers, sailors, windsurfers and
all watersports lovers!
The lure of the water is felt all year
round – even in the winter months.
Forget the traditional towel – add
a **Funkidry** to your kit and dry off
quickly when you leave the water.
Wetsuit off – **Funkidry** on, it is as
simple as that! Get dry and warm
without baring all!

Please see
our clothing
range on
pages 12–13.



Funkidry Size Guide

The sizes below are based on
Funkidrys reaching just
below the knee. If you want a
shorter **Funkidry** simply order
a shorter height. For a longer
length, order one in the height
above your height range.



Fantastic **Funkidry**
Cotton Drill Shirts
£32.50

- 100% soft cotton drill
- Pre-shrunk
- Unisex
- Funkidry logo



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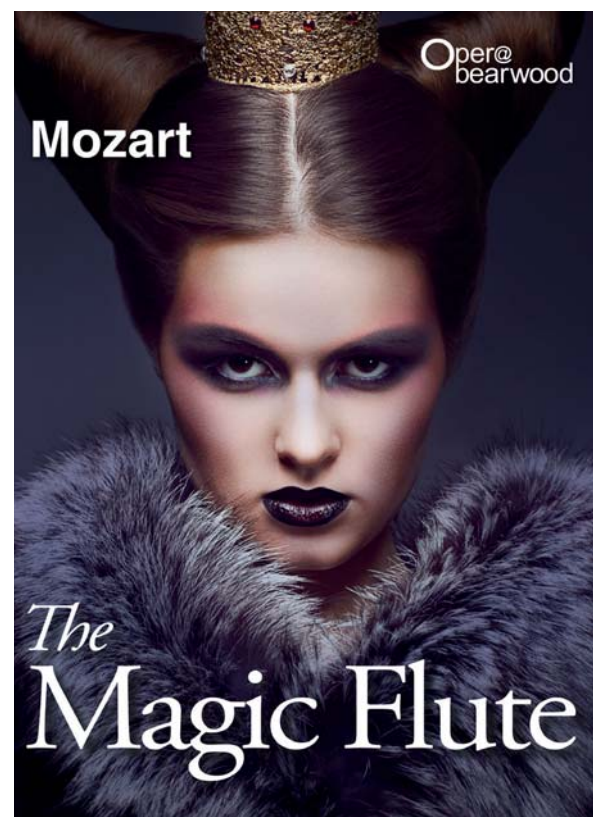
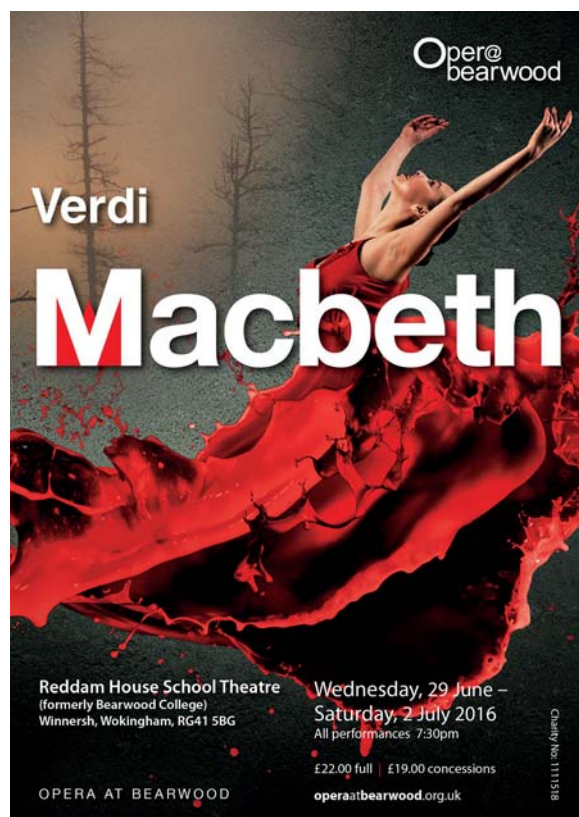
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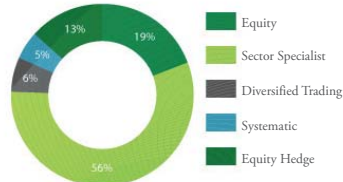


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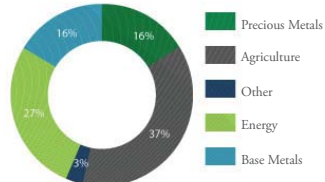
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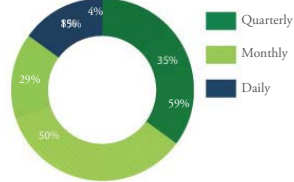
Strategy Breakdown



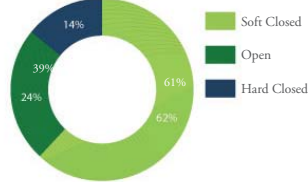
Sector Breakdown



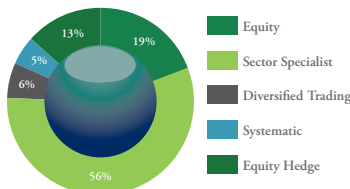
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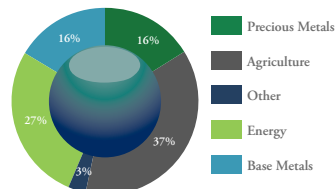
Manager Capacity



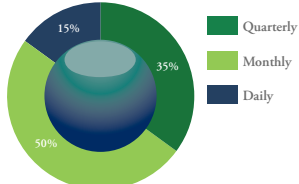
Strategy Breakdown



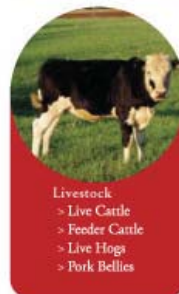
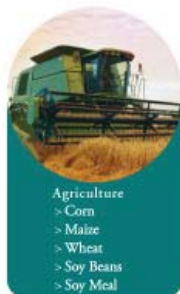
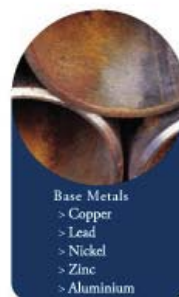
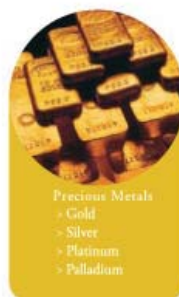
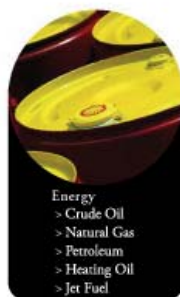
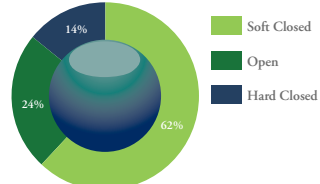
Sector Breakdown



Manager Liquidity



Manager Capacity





design business to business – corporate

Teamwork

We can then engineer the concepts and outline designs into a detailed optimised design and manage the entire project through to specification, bid evaluation, construction, testing & commissioning and acceptance.

Unlike traditional consultancies, LPA has chosen an innovative approach to conducting business by placing staff at the centre of all activities. We firmly believe that well motivated high quality professionals are the key to ensuring client satisfaction and future growth and success. One of the many measures we have undertaken to meet these objectives is to have employee ownership of the business. Other measures include the provision of an open, participative and supportive work environment. As a result our clients receive

LPA staff utilise state-of-the-art tools in order to maximise the benefits of their talents. IP5A, EMIP/APT, CAPT, Mipower, AUTOCAD, DINIS, ETAP, ERACS, PSS/e and Primavera are just some of the examples.



Global Experience

In addition to the UK, LPA engineers have experience of the following countries:

Abu Dhabi, Bahrain, Bangladesh, Barbados, British Virgin Islands, Brunei, China, Dominica, Dubai, East Timor, Ethiopia, Fiji, Ghana, Greece, Guatemala, Hong Kong, India, Indonesia, Ireland, Jordan, Kenya, Kiribati, Kuwait, Laos, Libya, Malawi, Mauritius, Nepal, Netherlands, Nigeria, Norway, Oman, Papua New Guinea, Peru, Philippines, Qatar, St Lucia, Saudi Arabia, Singapore, Solomon Islands, South Korea, Sri Lanka, Syria, Tajikistan, Tanzania, Thailand, Turkey, Uganda, USA, Venezuela, West Bank & Gaza Strip, Western Samoa, Yemen, Zambia and Zimbabwe.



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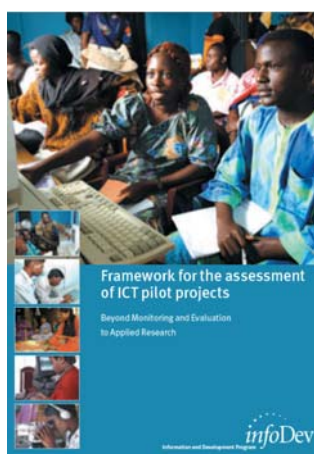


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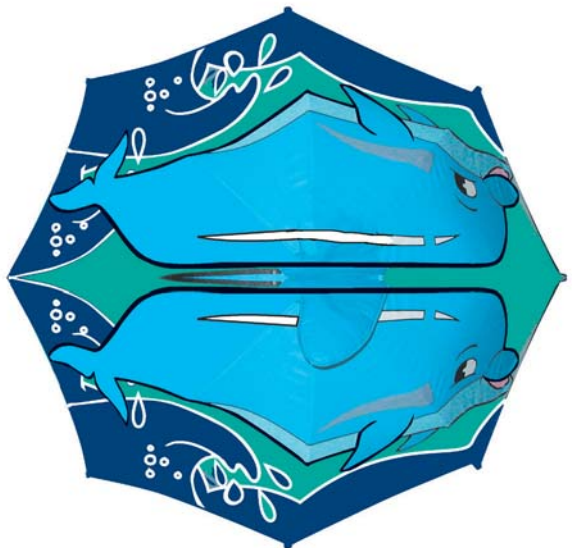
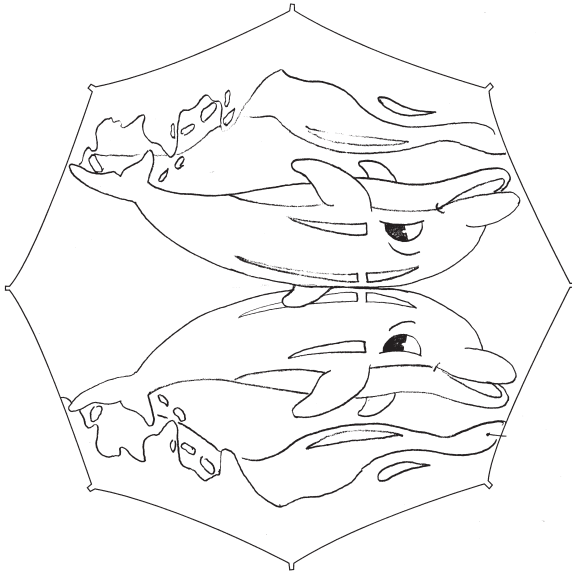


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Collaboration with manufacturer

**Design
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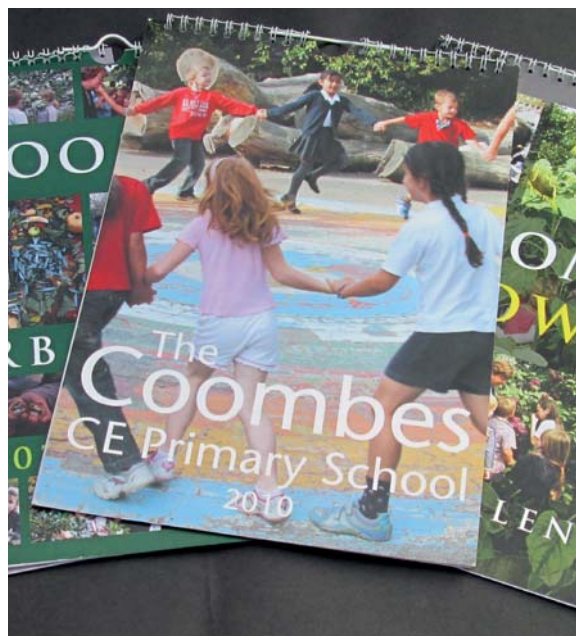
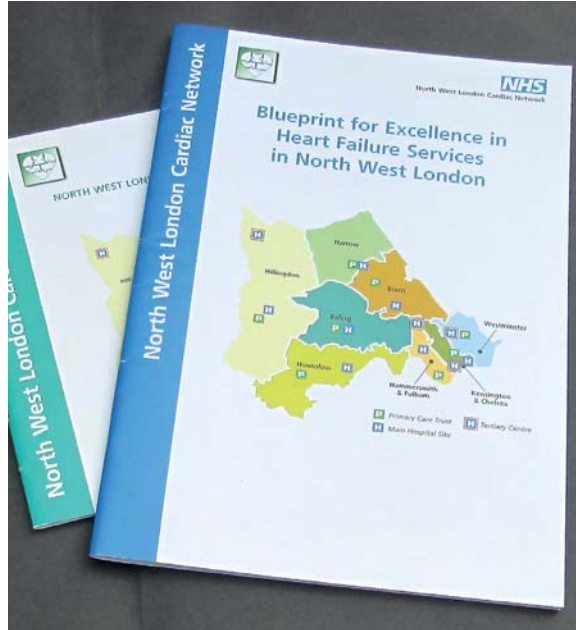
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