



Jami B. Patrick

Vice President, Sustainability Advisory

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Professional Experience

Jami has over 25 years of experience working collaboratively with clients and teams to address sustainability challenges through solutions that make business sense. She is a trusted advisor to clients across multiple industries, providing support via a 'boots to boardroom' approach, spanning from sustainability strategy and planning through to program development and implementation, performance management, and reporting. She utilizes her experience in environmental, safety, and health (EHS) management systems to provide a solid understanding of business realities and a foundation for helping clients translate environmental, social, and governance (ESG) ambitions and goals into actions to operationalize sustainability. She has experience in liaising with all levels of an organization, from the Board and the CEO/Executive Team to facility-based leaders and front-line workers, as well as experience working internationally in multi-cultural environments. Her breadth of experience includes sustainability-focused work such as conducting materiality assessments to inform sustainability strategy, and selecting and configuring software platforms to manage sustainability-related data. Her broader experience includes supporting clients across their operational EHS needs. Jami is also helping guide Montrose on its sustainability journey.

Fields of Expertise include: ESG research and benchmarking, stakeholder engagement, ESG goal setting, sustainability strategy, sustainability reporting, greenhouse gas (GHG) inventories, climate-related risk assessments, EHS management systems, EHS and ESG program development and implementation, performance management, value chain mapping, organizational design, risk management, project management.

Education, Licenses & Certifications

BS Civil Engineering (Environmental), Purdue University, Indiana, 1995

Leadership Program, World Business Council for Sustainable Development (WBCSD), 2017

Relevant Project Experience

Strategic ESG Materiality Assessments

Led teams in undertaking strategic materiality assessments to inform clients' sustainability strategies and reporting. Oversaw ESG research and peer benchmarking to determine the universe of relevant ESG issues, and led internal/external stakeholder engagement activities to gather direct stakeholder input. Supported team in analyzing inputs to understand priority ESG risks, opportunities, and impacts; synthesized results into materiality matrices and compiled underlying insights. Assessment results enabled client organizations to focus resources on those ESG issues most material to their business and develop tailored sustainability strategies aligned with stakeholder priorities.

Sustainability/ESG Reports

Worked collaboratively with clients in various industrial sectors to plan, author, design, and publish annual sustainability/ESG reports. Guided teams in understanding client reporting objectives, gathering information through desk-based research and internal stakeholder interviews, authoring start-to-finish reports for iterative client input, and working with design teams for publication. Advised teams on alignment with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, Sustainability Accounting Standards Board (SASB) Industry Standards, and other frameworks (e.g., the UN Sustainable Development Goals, the Task Force on Climate-related Financial Disclosures, etc.). Supported report launch and external communications.

Greenhouse Gas Inventories

Led multidisciplinary teams completing Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) inventories in accordance with the GHG Protocol Accounting and Reporting Standards. Included development of data collection tools; data collection, synthesis, and analysis; and reporting inventory results. Scope 3 inventory development included significant internal client stakeholder engagement to identify available financial, procurement, and other activity data for inventory input. Identified data and process gaps to enable continual process and data quality improvement.

Task Force on Climate-related Financial Disclosure (TCFD)

Supported a US-based building solutions client in implementing the TCFD recommendations. Oversaw the team of consultants conducting peer benchmarking/gap analysis, identifying physical and transition climate-related risks and opportunities, analyzing risks and opportunities via scenario analysis, and compiling results for TCFD reporting. Worked directly with the Board and the Executive Team, as well as operational and functional leaders, to ensure accurate representation of risks and support understanding and buy-in at the highest levels of the organization. Supported publication of TCFD Index, including financial quantification of the most significant climate-related risks and opportunities.

HSE and Corporate Social Responsibility Strategy and Framework Development

Worked closely with the HSE Manager of an Abu Dhabi-based energy company to create a strategy and framework for HSE and corporate social responsibility (CSR) across the global business. Conducted a series of senior management interviews in order to understand the current view on HSE/CSR/sustainability, inventory the existing programs, and determine future needs. Assisted in the synthesis of this information into a proposed strategy and framework, and supported the client with planning short-term activities in order to implement the strategy.

Organizational Design for HSE/Sustainability Function

Led effort to assist a global chemical company build a fit-for-purpose HSE/Sustainability function. Identified key services the growing function needed to provide to the broader organization in order to ensure compliance, manage risk, maintain best-in-class performance, and meet stakeholder demands. Collaboratively designed global and regional organization to ensure delivery of priority services to the business, as defined by detailed job descriptions and business case documentation.

EMIS Software Solution Needs Analysis and Vendor Selection

Supported effort to assist a global chemical company replace outdated EMIS software modules (e.g., incident management, management of change, sustainability metrics, etc.) with a cloud-based solution. Facilitated global needs analysis to understand current state, business needs, critical functionality, and future user profiles. Supported key communications to drive user enthusiasm around the forthcoming change. Facilitated sessions

to evaluate and select the best-fit platform, and led internal design sessions to support configuration of the new tools prior to launch.

HSE Management System Development

Worked collaboratively with several energy sector and chemical sector clients to develop (or in some cases, redesign) their HSE management systems (HSEMSs). Facilitated a series of workshops involving key HSE stakeholders to determine the desired 'to be' state, and developed an updated HSEMS framework to support it. Underpinned higher-level expectations with the detailed implementation approach in order to increase the usefulness of the framework within the overall management system. Worked with the organizations to identify gaps in the management system implementation and design projects which could be implemented to close gaps and drive HSE performance improvement. Included development of HSEMS Manuals/Framework documents, as well numerous global standards to set minimum requirements for HSE management processes (e.g., incident investigation) as well as technical areas requiring risk mitigation (e.g., confined space entry). Engaged regularly with representatives from HSE and operations to collaboratively review standards prior to finalization.

HSE Management System Effectiveness Assessment

Supported an HSEMS assessment for the US Division of a global drilling contractor. Conducted a review of the suitability and effectiveness of the key processes that comprised the HSEMS to gain a baseline understanding of existing HSE arrangements, with a particular focus on identifying the strengths, weaknesses and opportunities for improvement within and across the business. Review involved data collection, document reviews, observations, and in-depth interviews with key corporate-, division- and rig-level personnel.

Environmental Compliance Requirement Identification and Tasking

Led a team of consultants from multiple US offices in the development of environmental compliance registers for a large US-based power company. Over three years, registers were completed for a total of ~300 assets. Each register documented applicable and actionable regulatory/permit requirements for a given asset and mapped those requirements to tasks that, when implemented, serve to assure compliance. Accountable for overseeing the \$7 million program, setting the overall direction and strategy, ensuring delivery of quality work, and collaborating with the client to ensure ERM exceeded client expectations.

HSE Systems Manager

Working in-house, led the design and development of the HSEMS for a newly established sour gas development company in Abu Dhabi, ensuring that HSE policies, standards, procedures and plans conformed to legal requirements, adopted industry best practice and provided effective control of HSE risks. Monitored and reported on HSE performance, including development of HSE key performance indicators (lagging and leading) as part of a Balanced Scorecard process (at corporate and functional levels). Supported the VP HSE in strategic and tactical HSE planning. Regularly engaged with the Executive Team to review HSE performance and drive continual improvement. Additionally, worked closely with the CEO and the Executive Team in the development of key business processes in order to ensure that HSE was embedded into the core of the newly established business, including the company vision, mission and core values; organizational development; and mapping out company-wide IT/technology needs. Provided oversight to the development of the sustainability strategy, plan, and program activities, including the compilation of sustainability performance data in accordance with GRI for inclusion in the parent company Sustainability Report.

Employment History

Montrose Environmental Group, Vice President, Sustainability Advisory, 2022-Present



Environmental Resources Management (ERM), Principal Consultant/Partner, 2013-2022

Al Hosn Gas, HSE Systems Manager, 2010-2013

Environmental Resources Management (ERM), Senior Consultant, 2007-2010

Self-Employed, Consultant, 2006-2007

URS Corporation, Senior Engineer/Project Manager, 1995-2005