

# At a glance

## PERFORMANCE BY REGION IN 2008

The success of our strategy to diversify the business, both geographically and by discipline, through organic growth has increased our resilience, with approximately 70% of the Group's gross profits generated outside the UK. We have also added three new countries, Turkey, Austria and New Zealand, to the Group during 2008.

### EMEA (CONTINENTAL EUROPE, MIDDLE EAST & AFRICA)

**+32%**  
gross profit

#### Gross Profit

£258.8m 2008

£196.4m 2007

#### Operating Profit

£66.3m 2008

£63.0m 2007

**+31%**  
GROSS PROFIT  
Americas

**3**  
NEW OFFICES  
Americas

**81** Offices   **14** Disciplines   **2,155** Employees

### AMERICAS

**+31%**  
gross profit

#### Gross Profit

£50.5m 2008

£38.4m 2007

#### Operating Profit

£5.3m 2008

£6.2m 2007

**18** Offices   **12** Disciplines   **510** Employees

## UNITED KINGDOM

**-5%**  
gross profit

### Gross Profit

£176.7m **2008**  
£186.0m **2007**

### Operating Profit

£46.6m **2008**  
£59.4m **2007**

**49** Offices **12** Disciplines **1,640** Employees

**+1%**  
REVENUE  
United Kingdom

**9**  
NEW OFFICES  
EMEA

**28<sup>th</sup>**  
COUNTRY  
New Zealand

## ASIA PACIFIC

**+17%**  
gross profit

### Gross Profit

£66.8m **2008**  
£57.2m **2007**

### Operating Profit

£22.4m **2008**  
£20.8m **2007**

**15** Offices **11** Disciplines **638** Employees