

COMMUNICATING PROGRESS 2012

# **CORPORATE RESPONSIBILITY REPORT**

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Ramboll is a leading engineering, design and consultancy company founded in Denmark in 1945. We employ close to 10,000 experts and have a significant presence in Northern Europe, India and the Middle East. With close to 200 offices in 19 countries we emphasise local experience combined with a global knowledge-base. We constantly strive to achieve inspiring and exacting solutions that make a genuine difference to our customers, the end-users and society as a whole. Ramboll works across the markets: Buildings, Transport, Environment, Energy, Oil & Gas and Management Consulting. [www.ramboll.com](http://www.ramboll.com)

# CEO STATEMENT

Based on Ramboll's strong values and ethical beliefs instilled by our founders, we take responsibility for our impact on society. With our aim to be the leading sustainable society consultant, sustainability is in fact at the heart of our strategy.

Ramboll is committed to the UN Global Compact's ten Principles. We wish to advance our efforts within human and labour rights, the environment and anti-corruption, and continuously improve our performance as a sustainable society consultant operating on a global scale. We engage in the UN Global Compact Nordic Network and we share our expert knowledge on sustainability in the public debate.

The development of our Group business strategy 'Stronger together' was a big step forward for Ramboll's focus on sustainability in 2012. Megatrends like urbanisation, climate change and environment and the increasing need for energy and natural resources drive global growth and the long-term demand for engineering solutions. Today, Ramboll already has a strong position as a company that is deeply involved in developing solutions to these global challenges. However, we constantly need to develop our portfolio to create even more integrated social, environmental and economic value for society and for Ramboll.

As we wish to ensure our continued responsible business approach and not jeopardise the safety of our employees, we must also be more cautious. Ramboll is rapidly growing in size and becoming more international and this means

that we encounter an increasing number of risks. In 2012, we introduced a global risk policy with the purpose of protecting the safety of our employees and detailing our responsible approach when operating internationally.

An awareness of risk and risk management is a must when evaluating every project opportunity in Ramboll. As part of our risk management in 2012, we have put special emphasis on identifying corruption risks and potential negative impacts on human rights. With external expert assistance, we carried out a comprehensive corruption risk assessment and a high level assessment of Ramboll's risk of impacting negatively on human rights in the countries where we operate. In 2013, the learning we have gained will be fed into a process of reviewing our policy framework.

Ramboll respects human rights and we wish to mitigate any adverse impacts on human rights that are linked to the projects we work on. In 2012, we have followed the dialogue and initiatives in the industry on human rights as we wish to contribute to future industry guidelines.

Also in 2012, we successfully entered into dialogue with collaboration partners on human rights. Through dialogue, we experienced that a company previously accused of causing a negative impact on human rights had made corrective actions and is now considering committing to the UN Global Compact. Based on this dialogue Ramboll decided to take



up cooperation with this company again. Before entering into a specific new project opportunity involving the company, we agreed upon a specific provision that both parties should comply with the UN Global Compact Principles and any breach of this entitled the other party to terminate the agreement without liability.

This is a very pleasing achievement that shows that standing up for your principles does make a difference. ■

Jens-Peter Saul  
Group CEO, Ramboll

# KEY ACTIONS 2012

In 2012, we continued our focus on delivering sustainable solutions to our customers. Internally, we prioritised a number of corporate responsibility actions that we believed were important for making progress and paving the way for future actions in 2013.

## Respecting human rights

Ramboll respects human rights and we wish to mitigate adverse impacts on human rights. We do not wish to participate in projects that are destructive or aggressive towards mankind. In autumn 2012, a high level assessment was conducted of Ramboll's risk of negatively impacting human rights in the countries we operate in. We also increased our internal expertise on the United Nations Guiding Principles on Business and Human Rights, and we will use

the knowledge we have gained to review existing policies and procedures.

## Safety of our employees

We further developed our global risk policy with the purpose of protecting the safety of our employees and our responsible approach. The policy addresses procedures for personal security when working in high risk areas, it identifies countries that Ramboll has decided not to do business in and/or provide services to, and it addresses services we cannot deliver according to internal policies or international restrictions.

## Impact on climate

All Ramboll employees work actively to minimise our carbon footprint through our behaviour. Again in 2012, Ramboll accounted for its impact on climate by measuring its CO<sub>2</sub> emission caused by energy use and work-related transport. The CO<sub>2</sub> emission caused by energy use (electricity, cooling

and heating) was 0.85 tonnes per employee (FTEE) per year (2011: 0.82) showing a slight increase compared to last year. We have had a continuous focus on energy efficient appliances and systems and on optimising office space and centralising office facilities. To reduce the emission caused by energy use, we have decided to develop a Group environmental and climate policy in 2013.

2012 was the second year we measured work-related transport. The CO<sub>2</sub> emission caused by work-related transport was 1.61 tonnes per employee (FTEE) per year (2011: 1.30). Compared to last year this is a slight increase, mainly due to better validation of data and greater consistency with our calculation methods and an increase in activity level. The total CO<sub>2</sub> emissions per employee (FTEE) was 2.46 tonnes in 2012 (2011: 2.12) and total emissions amounted to 21,534 tonnes CO<sub>2</sub>. Reducing CO<sub>2</sub> emissions caused

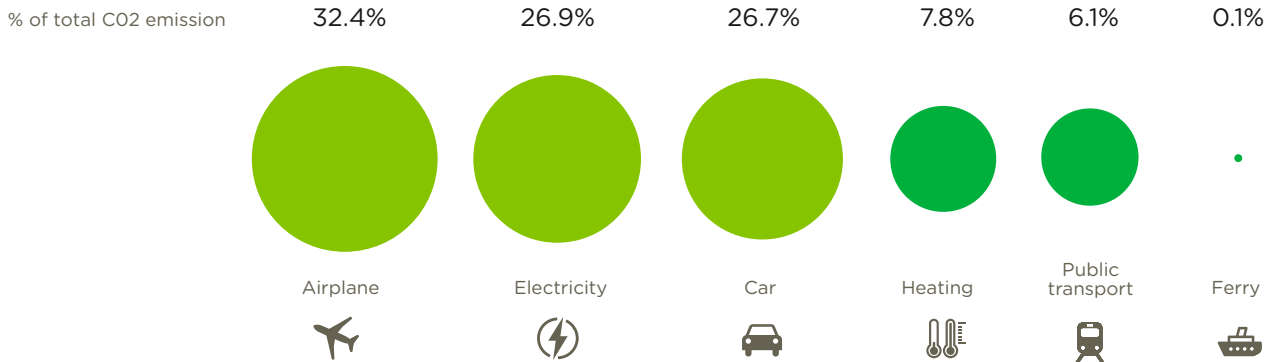
01 In January 2012, a two day compliance seminar was held with the participation of 25 Indian managers in Hyderabad, India.



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## RAMBOLL CO2 EMISSIONS FROM ENERGY USE AND WORK-RELATED TRANSPORT



by work-related transport is a challenge that we are focused on. In 2012, we undertook the initiative of rolling out Microsoft Lync globally. Lync is a unified communications platform that enables people to connect everywhere with instant messaging, voice, video and an online meeting function. By having better and more flexible communication tools we are able to improve cross-border cooperation and at the same time decrease our need for e.g. air travel and cars.

Furthermore, we focused on reducing our impact on the environment through the products we buy. Ramboll in Denmark has joined a new Danish network for sustainable procurement together with other Danish companies under Ecolabelling Denmark to promote eco-labelled products in procurement. We are very excited about joining this network and look forward to working more with sustainable procurement in the future.

### Corruption risk assessment

Ramboll operates in a highly diverse and complex business environment, exposing us to a

range of corruption and bribery risks. Given Ramboll's strong values and brand, internationalisation, a tightening regulatory framework and our wish to combat any form of corruption and bribery, require effective assessment, monitoring and mitigation to fulfill corporate responsibility best practice.

Ramboll has a strong commitment to business integrity, as evidenced by our Code of Conduct from 2004 and our investment into introducing risk mitigation measures and encouraging certain behaviour amongst our employees. On that basis, and with external assistance, Ramboll has conducted a company-wide corruption risk assessment and review in 2012 with the purpose of prioritising measures to address areas that emerge as presenting the greatest challenges and ensuring that we have adequate procedures in place. In 2013, the learning we have gained from the corruption risk assessment will feed into a process of reviewing our policy framework.

### India Compliance Seminar

An essential way for Ramboll to ensure a responsible business approach is to continuously train our employees. A major training activity in 2012 was the execution of a two day Group compliance seminar for Ramboll India. The two day seminar took place in Hyderabad, India, with the participation of the 25 managers in India and covering Ramboll values, business behaviour, and

Group governance principles and policies, with a particular focus on our Code of Conduct. The seminar was a great success characterised by lively discussions, cross-cultural knowledge sharing and awareness-raising of our corporate responsibility.

### Implementing responsibility standards for suppliers

In 2012, we also focused on our business relations, and especially, on the implementation of our Suppliers' Declaration in all business units. Ramboll expects suppliers, sub-consultants and consortium partners to operate in accordance with a set of responsibility standards within human and labour rights, the environment and anti-corruption based on internationally recognised standards. ■



# SHOWCASING EXPERT KNOWLEDGE ON SUSTAINABILITY

# ADVOCACY

We are facing new global challenges. The world's population is growing rapidly. We are living longer and most of us live in urban areas. This creates heavy pollution, higher carbon emissions and a lack of natural resources. Megatrends such as the quest for resources, climate change and environmental issues, urbanisation, and especially the shift in the global population towards the middle class, all drive a demand for a cleaner environment, efficient transport and high standards of living.

As engineers and consultants, we are able to deliver the specific solutions that will help solve global challenges. This means that despite the current fluctuations in the global economy, we believe that the megatrends will be a driver for engineering in the future.

The development of the Group business strategy, 'Stronger together', was a big step forward for Ramboll's focus on sustainability in 2012. We need to constantly develop our portfolio to create

even more integrated social, environmental and economic value for society and for Ramboll. By reaching the ambitions set out in the 'Stronger together' strategy, we are confident that Ramboll will contribute to even more sustainable development in the years to come.

## **Building the world of tomorrow**

In 2012, Ramboll became a knowledge partner for Sustainia – a virtual model of the world we can create if we implement available solutions to our



existing cities, homes, energy systems, transportation etc.

Sustainia is being developed by the Scandinavian think tank, Monday Morning, in a collaborative effort with 16 global companies including Microsoft, GE, DNV, Philips Lighting, DONG Energy, Tetra Pak and Cisco. The initiative is spearheaded by prominent sustainability leaders from the UN and the EU. As knowledge partner, Ramboll provided input and expertise for the “Guide to Sustainia” and the criteria for the “Sustainia100” inspiration catalogue, which comprises 100 tangible solutions and technologies that will help make “Sustainia” a reality.

Sustainia100 is a cornerstone in Sustainia. A construction site for the desirable society we could live in if we implemented ready and available solutions. Developed by world-leading companies, organisations and experts in close collaboration with the UN Global Compact and by former Governor Arnold Schwarzenegger's initiative Regions20, Sustainia is the first holistic introduction to the attractive sustainable future.

Ramboll has been part of the following solutions from the Sustainia list:

- the Forest office in Skolkovo in Russia
- the Wastewater to Energy facility at Lynetten in Copenhagen
- the NCC Headquarter in Oslo
- the Thermal Solar Heating Facility in Marstal and Gram, Denmark
- the Copenhagen District Heating System
- Waste-to-Energy plants in Oslo
- Walney Offshore Wind Farm, UK
- Local District Heating in Lillestrøm, Norway
- the North Sea Offshore Grid



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Ramboll was also part of the Chicago Lakeside project, which was one of the ten finalists among Sustainia100. Ramboll developed concepts for district heating and cooling, waste and water based on experience from Copenhagen and current economic drivers.

We are proud to be part of such a forward-thinking initiative, particularly as it encapsulates how Ramboll's expertise can help realise society's sustainability ambitions.

“Sustainia” was presented to world leaders in June 2012, at the Rio+20 Summit in Brazil, alongside the “Sustainia100” catalogue.

#### Hosting international conference on urban water solutions

Good proposals and convincing data were put on the table to protect cities against future climate change when Ramboll hosted an Urban Water conference at the end of May 2012.

Ramboll gathered more than 100 water experts from 12 countries and keynote speakers from among others the OECD, EU, UN Climate Panel and several universities at our head office in Copenhagen to discuss climate adaptation in cities with a focus on international initiatives and specific solutions. At the conference, the EU, OECD and IPCC predictions of climate change and initiatives for climate adaptation were described, and good proposals and convincing data were put on the table in order

to protect cities against future climate change in an environment where the combination of an increase in severe rain falls, flooding and an increasing number of people in the cities poses a threat.

#### Participating in Danish National Climate Forum

Ramboll takes a prominent place at the table of the new National Dialogue Forum for Climate Adaptation hosted by the Danish Ministry of the Environment, and established in 2012 by Ida Auken, Minister of the Environment. The 17 members are key representatives of the private sector, science, municipalities, and the state. They have been asked to share their professional experiences, and try to come up with concrete and effective solutions to problems within the climate adaptation area. Ramboll was invited to join, both because of our reputation in the Danish water sector, and because of our global experience. We are clearly thrilled to be acknowledged as experts within the climate adaption area and to contribute actively in the climate debate.

#### Achieving sustainable construction certification

Ramboll's Head Office is one of the first Danish buildings that have been certified according to the Danish certification scheme for sustainable buildings developed by the organisation, Green Building Council Denmark (DK-GBC), which is an independent, non-profit overall council for environmentally



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01 Norra Länken, Stockholm, Sweden. Norra Länken helps to solve a complex traffic situation, promote economic growth and create an improved environment for the city's residents.

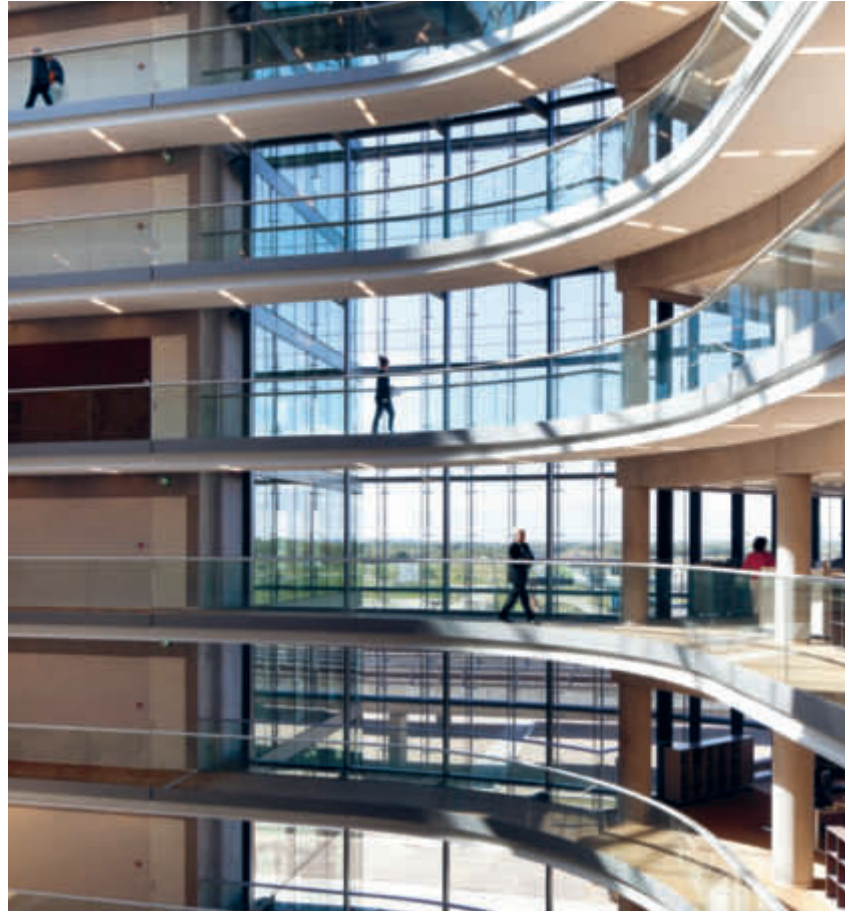
02 Ramboll Head Office, Ørestad, Denmark has been certified according to the Danish certification scheme for sustainable buildings.

03 In the Copenhagen district, Ørestad, canals have been designed to collect rain water and add recreational value.

04 Ramboll hosted an international Urban Water Conference in May 2012 with experts and stakeholders from 12 countries.

friendly and sustainable buildings, and is a Danish version of the German system DGNB. With this certification scheme, it is now possible to evaluate and illustrate all sustainability aspects of Danish building projects. Sustainable construction is about much more than merely the building's energy consumption. When a building is to be certified, not only are energy consumption and materials analysed, but indoor climate, end-user involvement, overall economy and the spatial flexibility of the building are also assessed. Thereby the social, economic and environmental sustainability is assessed.

Ramboll's Head Office in Denmark is one of four pilot projects that have been certified according to the new system. It is a great achievement that we are able to get a certification of a building on which we started the design process in 2006 - five years prior to



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#### BUILDING GREEN

Building Green, Denmark's largest exhibition and conference for sustainable buildings, took place in Copenhagen in October 2012. Since its inauguration in 2011, it has attracted strong Danish and international attention. Ramboll played an important role at the conference by giving presentations on a sustainable city in the Mekong Delta in Vietnam and on global trends that are shaping our world. Ramboll's exhibition stand focused on solar panels, Energy Saving Company (ESCO), local drainage of rainwater, certification systems and the social aspects of sustainable buildings.

The way we create sustainable buildings in Ramboll has advanced significantly and can, if prioritised correctly, make good business-sense. We need to create value for our customers by using customised concepts and solutions that deliver more for less and at the same time reduce impact on society.

the definition of the requirements in the certification system. Ramboll's Head Office focus was especially on the social sustainability by establishing a comfortable indoor climate as well as fitness facilities for employees. The building is thus much more than simply an office building - it makes up the physical settings for Ramboll's activities while also reflecting the company values, the way we work and the way we welcome our guests - truly holistic. ■



# DILEMMAS

As an international company working in numerous countries on thousands of projects each year, we need to be aware of the challenges and dilemmas we face – and more importantly, we need to be ready to deal with the dilemmas when we meet them.

Doing business in remote areas like the Arctic region creates challenges in terms of social responsibility and environmental considerations. At Ramboll, we have decided to positively influence the sustainable development of regions such as the Arctic and sectors like mining and oil & gas by being present and participating in the development.

## **Doing business in the Arctic region**

The Arctic region is developing rapidly and new opportunities arise in the fields of transport, oil and natural resource extraction, mining operations and energy. A growing interest in rare soil types, minerals, oil and gems has shifted mineral exploration away from Europe and China to Arctic areas like Greenland.

Ramboll has been doing business in the Arctic region for 25 years and we have vast knowledge of the unique natural environment and the special conditions that prevail when people work and live in the region.

The Arctic environment is very slow at regenerating and therefore it is important to assess the environmental consequences and the effect of large projects. It is also extremely difficult to perform tasks in the Arctic area. Conditions are tough and extreme. Competent experts are required to advise international companies about the harsh working conditions and protecting the natural environment and indigenous people.

## **Our obligation as society consultant**

The Arctic area is both a challenge and an opportunity for

Ramboll. We face the dilemma of working in a vulnerable natural environment which is sensitive to human interference and great consideration must be given to the local population. So why should Ramboll do business in this area?

We have a platform and a history in the Arctic. In keeping with our role as consultants for the Greenlandic society, we also have an obligation to help ensure that the radical changes underway progress smoothly. To this end, we can advise the local authorities and organisations – and assist developers with building and infrastructure projects.

The quest for natural resources is taking place with or without Ramboll. By choosing to do business in the area, we have the opportunity and responsibility to apply our value of acting responsibly. If we choose not to be there, someone else will instead – perhaps a company with less experience of the special requirements for working in the area and with other ethical standards. We see it as our responsibility to ensure that the solutions applied by the companies we work for in the Arctic area, are longstanding and cause the least harm to the environment, while satisfying the demand for energy and raw materials from societies around the world.

## **Supporting a sustainable mining industry**

Historically, the mining industry has had a bad reputation. The industry is acutely aware of this and transforming itself towards a more sustainable and responsible

approach with improved working conditions and a focus on the environmental impact as well as the affect on the indigenous people in the often remote areas where mining takes place.

Needless to say, the mining industry must be managed and handled with caution in the Arctic area. It is a fact that the projects undertaken by our mining customers in the region involve risks of adverse impacts on the environment.

In our capacity as society consultants, we might be faced with projects that are compromising our ethical standards. This means that we will on occasion have to refuse to go on participating in a project. When it comes to the mining industry, our ability to draw on both local presence and knowledge and the Ramboll Group's global

expertise gives us an advantage in supporting sustainable development of the mining industry.

### Human and labour rights at construction sites

Construction sites can pose high risks for the health and safety of workers. Often, many companies are involved in the same project and it can be difficult for Ramboll - as often a minor part in the project - to know everything about the working conditions for all the people that are working at the construction site. However, Ramboll places the safety of our employees and those of our partners as our first priority. We are constantly aware of our obligation to act if we experience a breach of human and labour rights including health and safety regulations or standards. In 2013, this will continue to be a focus area for us. ■

01 Skyline view and construction site in Dubai.  
02 We use the Arctic Council Monitoring and Assessment Programme (AMAP) as our geographical boundary for Arctic 360.  
03 The helicopter is necessary to transport equipment and Ramboll engineers to conduct field investigations in Greenland.



### PRESENCE IN THE ARCTIC

Ramboll has 15 offices in the Arctic area and around 400 employees with vast knowledge of the unique natural environment and the special conditions that prevail in the region. We have been doing business in the Arctic region for 25 years.

### ADHERING TO THE PRINCIPLES OF UN GLOBAL COMPACT

In the Arctic region, as in all other parts of the world, we adhere to the UN Global Compact's ten Principles in the areas of human rights, labour rights, the environment and anti-corruption. By virtue of our heritage and code of conduct, we advise public authorities and companies in the region by encouraging responsible and respectful, environmental and climate friendly solutions and by offering impartial and independent consultancy services.



02 ——— AMAP  
 ——— Arctic Circle

(Source: AMAP, Arctic Council Monitoring and Assessment Programme)





# COMMUNITY ENGAGEMENT

Each year, Ramboll employees set about helping their local community or people in need around the world through pro bono work, donations or by volunteering with their knowledge and experience. Here are a few examples of our engagement in local community development projects during 2012.

## **Flood relief shelters in Bangladesh**

The Charity Task Group – organised by Ramboll employees in the UK – supports charitable work both in local communities in the UK and around the world.

One such initiative in 2012 was a flood relief project in Bangladesh in partnership with ActionAid. Since its establishment in 1972, ActionAid has worked with children, families and communities across 26 countries in Africa, Asia and Latin America and the Caribbean to overcome poverty.

ActionAid Bangladesh has developed a project with the main aim of improving the immediate and long-term living conditions of people affected by flooding in the district of Tala Upazila, by providing durable flood resilient shelters.

Ramboll is supporting the design and construction of 25 flood relief shelters to accommodate 25 households comprising 125 marginalised people in the Dalit Balia Rishi Para community.

The project has been set up and is being managed voluntarily by two structural engineers from Ramboll. This includes visiting the Dalit Balia Rishi Para community, and designing the shelters in a way that makes them culturally acceptable, cost-effective, sustainable and above all, efficient.

Our volunteers visited the planned site in 2012 and participated in a consultation and brainstorming session with the community, which gave insights into their way of life, and what they would

want and require from the shelter design. This allowed our volunteers to establish how best to work together to come up with the most effective solution; a design which provides the community with not only a home but also an efficient shelter capable of withstanding the monsoon season.

In 2012, the Charity Task Group also continued the scheme 'Donate one paid working day for free'. All employees in the UK were invited to donate one paid working day to a charity of their own choice helping a good cause.

## **Hand in Hand**

Ramboll in Sweden supports Hand in Hand, a registered non-profit organisation. The organisation's aim is to eliminate poverty and child labour through an integrated community development programme. Hand in Hand works in India, Southern and Eastern Africa and Afghanistan.

In December, 2012 Ramboll became a village donor in India. The village donor programme focuses on helping the women in the village establish small businesses to bring income to their families. As the families earn more money, the children no longer need to help by working and can be sent to school instead. The village school is built by Hand in Hand.

## **Rebuilding tsunami hit city in Japan**

Danish companies are part of a consortium that will provide inspiration for the city of Higashi Matsushima, which was severely hit by the tsunami in 2011. Ramboll is contributing with pro bono



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knowledge of green reconstruction. When the tsunami struck the Japanese city of Higashi Matsushima, 65 per cent of the total urban area was flooded. Clean-up of the city is well underway, but at the end of 2012 there were still piles of waste similar to what one person would normally collect in 153 years.

The Danish Embassy in Japan has launched an initiative to create a consortium with the purpose of providing support and inspiration to the city. Higashi Matsushima has been selected to be one of Japan's 'Future Cities' based on a project proposal inspired by Danish solutions in energy, climate, and services provided for senior citizens.

Ramboll, which is one of eight Danish companies in the consortium, contributes with knowledge about green energy solutions and planning. It is know-how in energy optimisation, biomass plants, and district heating,

green technologies like wind, solar and waste management that is particularly needed. Within urban planning, Ramboll also has the capabilities to contribute with expertise in sustainable buildings.

'Future Cities' consists of 11 Japanese cities with a total population of over 5.7 million people. The focus of the initiative is on sustainable urbanisation, re-establishment of energy-efficient buildings and the implementation of renewable energy solutions. Besides Ramboll, the Danish consortium consists of the following companies: Grundfos, BWSC, DHI, Plan Architects, Skandinavian Living, Velux og LOKE (Lolland Energy Holding).

#### **Supporting co-creation between students in Denmark and India**

Ramboll was a partner for a sustainable solutions competition encouraging co-creation between Danish and Indian students. The environment and social balance

in India must lie at the heart of development of business and culture. Ramboll decided to be partner for the "Co-creating sustainable solutions for the future" competition as our company has a strong presence in both Denmark and India. We wish to support further cooperation and knowledge sharing between the two countries. As a partner, Ramboll was part of the jury in the competition.

To take part, Indian and Danish students of business, technology, design/urban development, and arts/culture were tasked with generating and presenting innovative ideas that foster Indian-Danish co-creation in their respective fields. The submitted ideas should contribute to sustainable and inclusive development in India and Denmark. The winning ideas included a research initiative that will provide practical and affordable housing solutions for the urban poor living in existing low income settlements,



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01 Being a partner for the co-creation competition between students in Denmark and India endorses Ramboll's wish to contribute to sustainable development in both countries.  
 02 The city Higashi Matsushima which was severely hit by the tsunami in 2011.  
 03 Consultation and brainstorming session with the local community in Bangladesh.

and a waterline concept that seeks to accommodate the ambiguous use of India's pipelines as well as addressing the water shortage problem in an attempt to merge protection, rainwater collection and public service.

The winners were awarded two-week visiting programmes including brief internships at Indian and Danish companies and institutions. The competition was associated with the "India Today Copenhagen Tomorrow" initiative - the single largest event about India ever held in Denmark. ■

#### DONATIONS 2012

The Ramboll Foundation, the main owner of Ramboll, has made several donations to non-profit organisations in 2012:

- EUR 67,000 to Engineers without Borders in the UK for financing of volunteer work placements in several African countries, incl. local technical courses and workshops
- EUR 36,000 to ActionAid Bangladesh - flood relief shelters
- EUR 67,000 to Engineers without Borders in Denmark for financing of a village water supply project in Kenya, development of a health clinic in Togo, and a waste handling project in Liberia
- EUR 13,000 to Amnesty International. The funds collected will be used in efforts across several countries to provide justice to people who experience adverse impacts on human rights e.g. discrimination due to their sex, nationality, race or sexuality, or are punished for exercising freedom of speech
- EUR 33,500 to 'Danmarks indsamlingen', the Danish broadcasting company, DR's, annual charity telethon, where 12 of Denmark's largest humanitarian organisations collected funds for projects supporting refugee children in Africa.



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# SUSTAINABLE PROJECTS

Ramboll's responsible business approach combined with the environmental capabilities that we have developed over several decades enables us to address today's global megatrends and challenges.

Within our markets of Buildings, Transport, Environment, Energy, Oil & Gas, and Management Consulting, we every year contribute to sustainable development through the environmental knowledge we bring to our projects. Ramboll advises private companies and the public sector on how to minimise their environmental impact on society as an integrated part of our consulting services.

## **Supporting positive societal change and environmental improvement in Saudi Arabia**

The Jeddah Environmental Impact Assessment (JEA) and the Jeddah Environmental Social Masterplan (JESMP) are part of the Jeddah Municipality's plan to oversee a comprehensive series of engineering, environmental and social activities. This includes studies to resolve current and future environmental problems as a result of previous and upcoming development activities. Ramboll acts as environmental consultant for the complete JEA and JESMP projects.

The JEA will provide and cover a baseline of existing environmental conditions that will include the natural and cultural resources as well as environmental and environmentally related socio-economic problems that Jeddah is facing. The complete assessment will provide information on corrective actions in terms of prevention and mitigation of adverse impacts. The environmental assessment will serve as a key component in the development of the JESMP. The JESMP will focus closely on the existing policy, legal and institutional framework and will

serve as a decision makers' manual in preserving the environment and will pave the way for Jeddah to become a model for environmental and social improvement for the entire Kingdom of Saudi Arabia.

The study will aim to identify the primary sources and causes of environmental degradation and pollution. It will provide recommendations and an environmental degradation prevention plan in addition to a strategy for restoration and remediation. The outcome of the study will also identify additional studies and actions that are required to improve the environmental and social conditions of the region.

Ramboll is very pleased to have secured this project. This is the largest environmental project ever won in the region and requires a team of 40 Ramboll specialists working with partners and stakeholders to deliver the JEA and JESMP towards the end of 2013.

## **Setting new standards for low energy hotel in Norway**

A traditional hotel building with an energy consumption of just 1/5 of the energy consumption of regular hotel buildings is the goal for a new, energy efficient hotel development in Trondheim, Norway.

For the contractor HENT AS, Ramboll is designing the energy solutions and building physics for the new Lerkendal Hotel in Trondheim which is planned for completion in the summer 2014. The hotel is being designed as "best in class" internationally with regards to energy consumption.



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In order to achieve the target of a low energy level in the hotel, it was necessary to think out of the box. To realise the ambitious goals, several innovative initiatives were planned; among other things, we introduced the idea of:

- implementing special shafts in order to utilise natural thermal forces for ventilation,
- introducing a booking system based on more energy efficient planning of the rooms,
- implementing intelligent facade solutions,
- using heat pumps and
- thermal solar energy covering a total area of up to 400m<sup>2</sup>.

#### **Introducing low carbon energy infrastructure in Edinburgh**

The Scottish Government has set a challenging target to grow the renewable heat sector from around 3% to 11% by 2020. District heating has been identified as a key element in meeting that target.

In 2012, Ramboll carried out a feasibility study for introducing low carbon technology at a new development in Western Edinburgh. The development site comprises Edinburgh Airport, the Royal Highland Showground and a large area of land identified for development, known as Edinburgh International Business Gateway. This is a high profile site in Scotland's capital, and there are ambitious plans for creating a major mixed use development with sustainable energy as a key feature.

The feasibility study represents the first step in assessing low carbon technology options to create an energy masterplan for the site. The study involved a multi-disciplinary team of engineers from Ramboll in the UK and Denmark with recognised experience of designing and operating low and zero carbon energy systems.

#### **Strengthening Greenlandic companies to ensure sustainable development**

The interest in oil, minerals, gold and iron contained in the Greenlandic subsoil has triggered a boom in mineral exploration. Today, a few companies have received licenses to conduct test drillings and before long they will start extracting resources. The new opportunities within oil and natural resources require a great deal of sensitivity when it comes to assessing the consequences for people and nature, and it is therefore imperative to proceed cautiously in order to develop sustainable solutions.

To help Greenlandic companies gain a foothold in this growing and sensitive market, primarily as subcontractors to global companies, the Government of Greenland is strengthening professional qualifications in a number of sectors that engage developers, transport and



01 The future Lerkendal hotel in Trondheim, Norway. Illustration: Vizwork/Voll Arkitekter.

02 Ramboll supports Greenlandic companies in capacity building.

03 Ramboll has many years of experience in the planning, design and implementation of renewable energy solutions.

security personnel, craftsmen, shipping workers, service and health care staff. A multi-disciplinary team of specialists from Ramboll in Greenland, Denmark and Management Consulting has been engaged by the Government of Greenland to spearhead the two-year project.

the training and partnership programme scheduled for 2013.

The project will hopefully help create local employment and build the Greenlandic companies' competencies to ensure sustainable development in Greenland in the future. ■

Our longstanding presence in Greenland means that we possess in-depth expertise regarding local conditions in the country – and that we have an obligation to help ensure that the radical changes underway progress ethically and respect nature and the rights of its indigenous people.

Ramboll has analysed the gap that exists between the competencies that global companies demand and the competency level that Greenlandic companies offer. We will subsequently assess the specific initiatives to be implemented and select the companies to be included in



**WE BELIEVE  
IN BUSINESS  
BEHAVIOUR  
BASED ON TRUST,  
TRANSPARENCY,  
INTEGRITY AND  
PROFESSIONALISM**

# AMBITIONS

In future, Ramboll will continue to advance our efforts within Corporate Responsibility. We will continue to do what we do well, but we will also aspire to become even better and improve our performance. As the company grows rapidly, we must maintain a strong focus in the years to come to be in compliance with the UN Global Compact Principles, the OECD Guidelines and the UN Guiding Principles on Human Rights.

## ACTIONS WE WILL FOCUS ON IN 2013

DELIVERABLES	ACTIONS	BENEFITS
Human Rights	Review Group policy framework	Policy compliance in accordance with UN Guiding Principles on Human Rights
	Review screening criteria in due diligence process related to projects	Risk mitigation of causing or contributing to adverse impacts on human rights
Labour Rights	Launch Global Performance and Development Process	Increased employee satisfaction and performance
	Establish policy for equal gender representation in management positions	Increased equal opportunities in management positions
	Develop health & safety gap analysis and review policy framework	Health and safety of our employees
	Provide employees with extended travel, security and medical information before travelling to high risk countries	Health & safety of our employees
Environment	Develop Group environment and climate policy	Unified approach to reducing impact on environment and climate
	Develop best practice method for data collection and calculation of CO2 emissions from rental cars	Increased accuracy of CO2 emissions caused by work-related transport
	All units to conduct full CO2 mapping on energy use and work-related transport consumption covering all employees and offices	Increased accuracy of total CO2 emissions
Anti-corruption	Review Group policy framework and mitigation measures based on output from corruption risk assessment	Continued compliance with adequate anti-corruption procedures

# CORPORATE RESPONSIBILITY IN RAMBOLL



At Ramboll, corporate responsibility is an integrated part of our business approach.

## Policies

Our policy commitment is expressed by our corporate responsibility policies, which are the general rules to be observed to meet our ethical standards for business behaviour. The UN Global Compact's ten Principles are integrated in the policies.

Corporate Responsibility policies:

- Code of Conduct and Code of Practice
- Obligation to act policy and guidelines
- Policy on suppliers, sub-consultants and consortium partners
- Suppliers' Declaration
- HR policy (including right to form and join trade union and anti-discrimination policy)
- Global Risk policy

## Management system

To translate our policies into practice, our management systems are based on FIDIC's 'Guidelines for integrity management in the consulting industry', (FIDIC: the International Federation of Consulting Engineers).

## Governance

Corporate responsibility in Ramboll is anchored with the Group Executive Board. The Group Legal and Governance function has the daily responsibility for coordinating and developing corporate responsibility at Group level in accordance with the Group Executive Board's overall instructions and guidance. Corporate responsibility is reported to the Group Board of Directors,

who once a year report progress to the Ramboll Foundation Board, the majority owner of Ramboll.

Ramboll has established a Sustainability Panel consisting of internal sustainability experts with the role of addressing sustainability issues and to provide input and direction on sustainability to the Group Executive Board. As an integrated part of the Group Strategy, the responsibility and accountability for sustainability in our services are anchored with the Group Executive Board. The Group Market Directors and the Managing Directors for the business units are responsible for integrating sustainability in our services and markets.

## ELEMENTS – CR MANAGEMENT SYSTEM

- 01 **Policy**  
Ramboll values, Code of Conduct, Code of Practice, standards and more detailed instructions are communicated and explained to all employees.
- 02 **Organisation**  
A top CR manager and a CR coordinator are appointed for all business units. Channels for communication are defined.
- 03 **Due diligence**  
Procedures for identifying (screening) and managing CR critical projects are implemented in quality management procedures.
- 04 **Training**  
Employees are trained in business integrity and how to use the CR management system.
- 05 **Audit**  
Monitor and document whether CR is implemented in the project processes and if corrective and preventive actions are completed successfully.
- 06 **Management review**  
At least once a year, the management reviews the CR procedures for suitability, adequacy and effectiveness, and decides actions for improvement.

# MEASUREMENT

Key performance indicators are used to show the outcome of our corporate responsibility focus. Where possible, measurements are made for each Principal Business Unit in Ramboll and a Group average or total is also provided.

## NOTE:

- The business units Russia and Telecom have partly been divested or their activities included in other business units in 2012, which is why there is no reporting on these two business units for 2012 except for employee satisfaction and CO2 emissions in India.
- Full reporting for Ramboll India will take place when communicating progress in 2013.

## EMPLOYEE SATISFACTION

To increase employee satisfaction, a global performance and development process will be launched in 2013.

MEASUREMENT - TARGET > 4

EMPLOYEE SATISFACTION (INDEX 1-5)

BUSINESS UNIT	2011	2012
Denmark	■ 4.0	■ 4.0
Sweden	■ 4.0	■ 4.1
Norway	■ 3.9	■ 3.9
Finland	■ 3.7	■ 3.7
United Kingdom	■ 3.7	■ 3.6
Middle East	■ 3.8	■ 3.9
India	n/a	■ 3.8
Management Consulting	■ 4.0	■ 4.1
Oil & Gas	■ 3.7	■ 3.9
Energy	■ 3.9	■ 3.9
Corporate	■ 4.1	■ 4.1
Ramboll Group average	■ 3.9	■ 3.9

■ On target ■ Not on target

MEASUREMENT - TARGET > 80%

EMPLOYEE SATISFACTION SURVEY - RESPONSE RATE

BUSINESS UNIT	2011	2012
Denmark	■ 89	■ 92
Sweden	■ 86	■ 89
Norway	■ 84	■ 87
Finland	■ 86	■ 84
United Kingdom	■ 68	■ 82
Middle East	■ 77	■ 84
India	n/a	■ 76
Management Consulting	■ 86	■ 88
Oil & Gas	■ 98	■ 90
Energy	■ 87	■ 88
Corporate	■ 100	■ 97
Ramboll Group average	■ 84	■ 86

■ On target ■ Not on target



**Attractive Employer**  
Ramboll was voted the second most attractive employer within engineering in the Nordics by the Universum survey.

## EMPLOYEE TURNOVER

To develop and retain employees, a global performance and development process will be launched in 2013.

MEASUREMENT - TARGET < 10%

### EMPLOYEE TURNOVER

BUSINESS UNIT	2011	2012
Denmark	■ 9.4	■ 10.3
Sweden	■ 18.2	■ 15.8
Norway	■ 11.0	■ 11.5
Finland	■ 9.3	■ 7.4
United Kingdom	■ 27.4	■ 24.3
Middle East	■ 27.5	■ 18.6
Management Consulting	■ 18.5	■ 20.3
Oil & Gas	■ 24.9	■ 13.5
Energy	■ 7.8	■ 7.9
Ramboll Group average	■ 16.4	■ 15.3

■ On target ■ Not on target

## EMPLOYEE DEVELOPMENT

To develop and retain employees, a global performance and development process will be launched in 2013.

MEASUREMENT - TARGET > 2%

### TRAINING COST AS PERCENTAGE OF NET PROJECT REVENUE

BUSINESS UNIT	2011	2012
Denmark	■ 2.3	■ 1.8
Sweden	■ 2.3	■ 2.3
Norway	■ 1.3	■ 1.4
Finland	■ 0.7	■ 0.7
United Kingdom	■ 0.3	■ 0.3
Middle East	■ 0.4	■ 0.2
Management Consulting	■ 2.5	■ 2.0
Oil & Gas	■ 1.6	■ 1.6
Energy	■ 1.7	■ 1.2
Ramboll Group average	■ 1.7	■ 1.5

■ On target ■ Not on target

## HEALTH AND SAFETY

In 2013, the health and safety of our employees will be a main focus area. For instance, a health and safety gap analysis will be undertaken.

MEASUREMENT - TARGET > 98%

HEALTHINESS IN PERCENTAGE OF HOURS,  
100% = NO ABSENT HOURS

BUSINESS UNIT	2011	2012
Denmark	■ 97.2	■ 97.2
Sweden	■ 97.1	■ 97.1
Norway	■ 95.8	■ 96.4
Finland	■ 97.1	■ 97.4
United Kingdom	■ 98.6	■ 98.6
Middle East	■ 98.6	■ 97.0
Management Consulting	■ 97.4	■ 98.0
Oil & Gas	■ 97.6	■ 97.5
Energy	■ 97.6	■ 97.1
Ramboll Group average	■ 97.3	■ 97.3

■ On target ■ Not on target

MEASUREMENT

BUSINESS UNITS THAT ARE  
OHSAS\* 18001 CERTIFIED:

Oil & Gas

\*OHSAS: International Occupational Health and Safety management system specification.

## DIVERSITY

Objective recruitment process in place in all business units.

MEASUREMENT

OBJECTIVE RECRUITMENT PROCESS

Systematic procedure objectively ensuring that ability, competences, skills, experience and performance are always the basis for recruitment and promotion.

BUSINESS UNIT	2009	2010	2011	2012
Denmark	■	■	■	■
Sweden	■	■	■	■
Norway	■	■	■	■
Finland	■	■	■	■
United Kingdom	■	■	■	■
Middle East	■	■	■	■
Management Consulting	■	■	■	■
Oil & Gas	■	■	■	■
Energy	n/a*	■	■	■

■ On target ■ Partly implemented ■ Not implemented

\*The business unit, Energy, was established 1 January 2010.

## MEASUREMENT

## AGE DISTRIBUTION

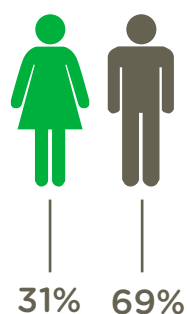
Average age of  
organisation  
managers: 45

Average age of  
permanent  
employees: 40

## MEASUREMENT

## GENDER REPRESENTATION IN TOTAL

Ramboll Group average

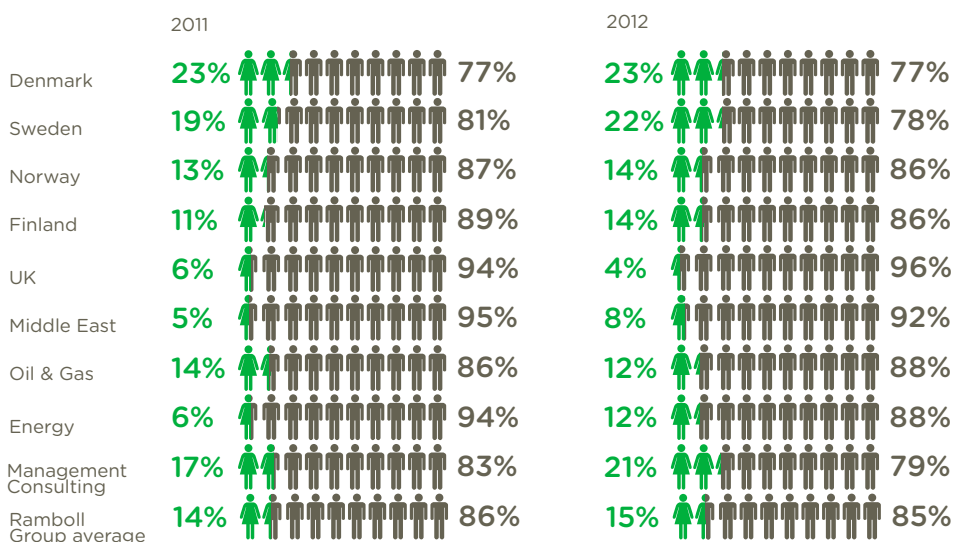


## DIVERSITY

A policy for equal gender representation  
in management will be established in 2013.

## MEASUREMENT

## GENDER REPRESENTATION, RATIO MANAGERS IN TOTAL



Awareness-raising of disability issues in place in all business units.

## MEASUREMENT

## DISABILITY

Systematic procedure objectively ensuring  
awareness-raising of disability issues.

BUSINESS UNIT	2009	2010	2011	2012
Denmark	■	■	■	■
Sweden	■	■	■	■
Norway	■	■	■	■
Finland	■	■	■	■
United Kingdom	■	■	■	■
Middle East	■	■	■	■
Management Consulting	■	■	■	■
Oil & Gas	■	■	■	■
Energy	n/a*	■	■	■

■ On target ■ Partly implemented ■ Not implemented

\*The business unit, Energy, was established 1 January 2010.

## LABOUR RIGHTS

Works council meetings held in every business unit.

### MEASUREMENT

#### WORKS COUNCIL MEETINGS PER YEAR

BUSINESS UNIT	2009	2010	2011	2012
Denmark	■ 4	■ 4	■ 4	■ 4
Sweden	■ 1	■ 2	■ 7	■ 7
Norway	■ 12	■ 12	■ 24	■ 50
Finland	■ 4	■ 4	■ 4	■ 4
United Kingdom	■ 6	■ 9	■ 4	■ 18
Middle East	■ 5	■ 12	■ 12	■ 4
Management Consulting	■ 4	■ 4	■ 8	■ 4
Oil & Gas	■ 4	■ 12	■ 21	■ 20
Energy	n/a*	■ 4	■ 4	■ 4**
Ramboll Group	■ 1	■ 1	■ 1	■ 1

■ On target ■ Partly implemented ■ Not implemented

\*The business unit, Energy, was established 1 January 2010.

\*\*The business unit, Energy, included in the business unit, Denmark works council meetings.

Age is verified before employment in all business units.

### MEASUREMENT

#### AGE VERIFICATION

Systematic procedure that ensures age verification prior to employment

BUSINESS UNIT	2009	2010	2011	2012
Denmark	■	■	■	■
Sweden	■	■	■	■
Norway	■	■	■	■
Finland	■	■	■	■
United Kingdom	■	■	■	■
Middle East	■	■	■	■
Management Consulting	■	■	■	■
Oil & Gas	■	■	■	■
Energy	n/a*	■	■	■

■ On target ■ Partly implemented ■ Not implemented

\*The business unit, Energy, was established 1 January 2010.

## CO2 EMISSION

Develop best practice method for data collection and calculation of CO2 emissions from rental cars.  
All units to conduct full CO2 mapping on energy use and work-related transport consumption covering all employees and offices in 2013.

### MEASUREMENT

#### CO2 EMISSIONS PER EMPLOYEE (FTEE)

BUSINESS UNIT	Energy use		Work-related transport		Total CO2 emissions	
	2011	2012	2011	2012	2011	2012
Denmark	■ 1.23	■ 1.02	■ 2.17	■ 2.44	3.39	3.47
Sweden	■ 0.22	■ 0.22*	■ 1.43	■ 1.40*	1.66	1.61
Norway	■ 0.76	■ 0.78	■ 0.85	■ 0.79	1.61	1.57
Finland	■ 0.58	■ 0.58	■ 1.07	■ 2.44	1.65	3.02
United Kingdom	■ 0.45	■ 1.39	■	■	0.45	1.39
Middle East	■ 0.70	■ 0.89	■ 1.17	■ 1.26	1.87	2.15
India	n/a	■ 0.75	n/a	■ 1.71	n/a	2.46
Energy	■ 1.35	■ 0.97	■ 2.03	■ 1.90	3.38	2.87
Oil & Gas	■ 1.19	■ 1.41	■ 0.82	■ 1.14	2.01	2.55
Telecom in Denmark	■ 1.29	■ 1.07	■ 3.79	■ 3.36	5.08	4.43
Management Consulting	■ 1.36	■ 1.06	■ 1.19	■ 1.91	2.56	2.97
Corporate	■ 1.39	■ 1.29	■ 7.06	■ 8.43	8.45	9.71
Ramboll average	■ 0.82	■ 0.85	■ 1.30	■ 1.61	2.12	2.46

■ On target ■ Partly implemented ■ Not implemented

\*No mapping has taken place in the period 2011-2012, both in relation to energy consumption and work-related transport.  
The calculations are based on last year's figures and corrected for development in FTEE.

## CO2 REDUCTION MEASURES

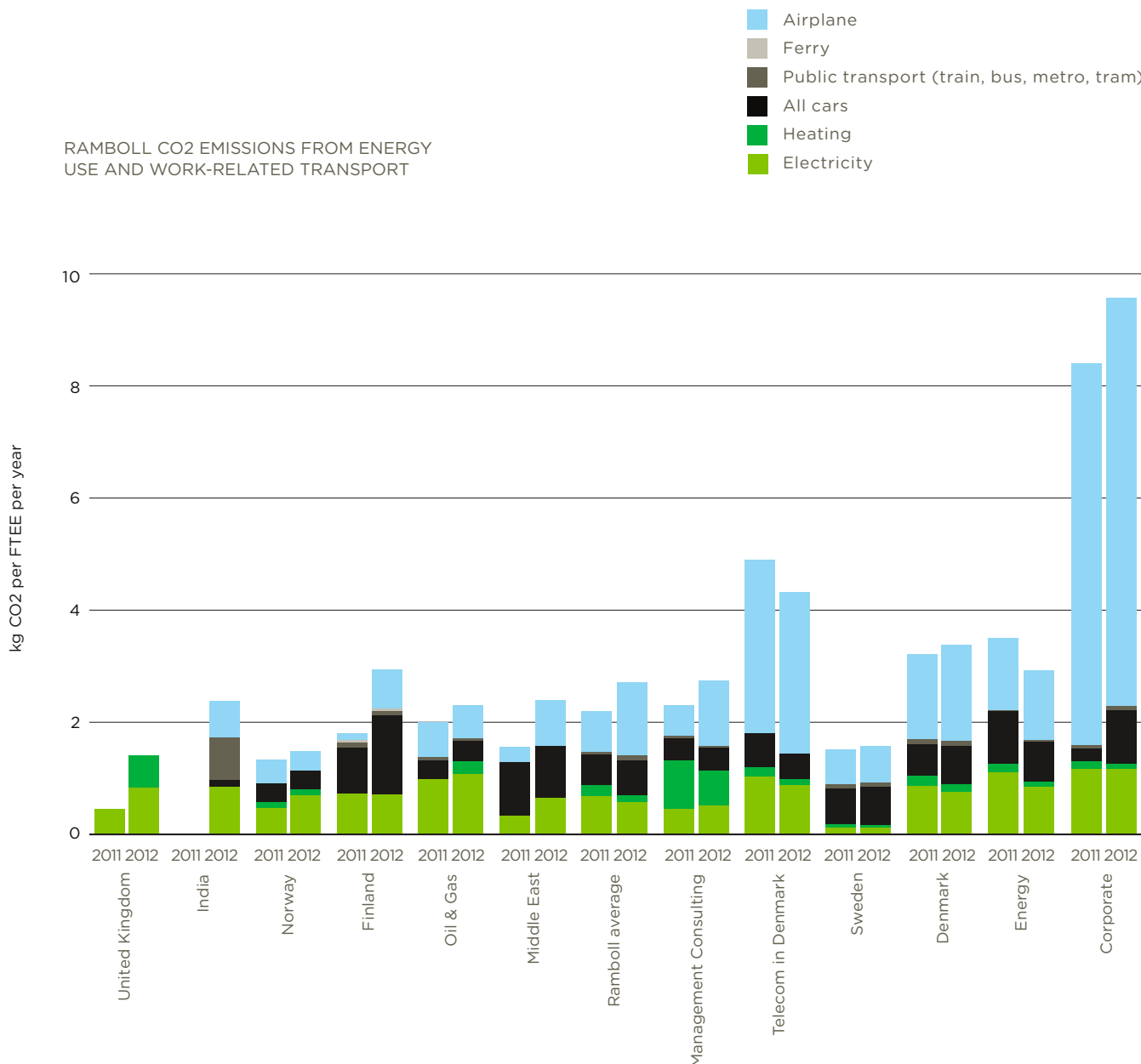
Develop Group environment and climate policy in 2013.

### MEASUREMENT

#### NUMBER OF ELECTRIC/HYBRID COMPANY CARS

BUSINESS UNIT	2012
Denmark	0
Sweden	21
Norway	4
Finland	1
United Kingdom	0
Middle East	0
Management Consulting	0
Oil & Gas	0
Energy	4
Ramboll Group total	30

# RAMBOLL CO2 EMISSIONS FROM ENERGY USE AND WORK-RELATED TRANSPORT



## PLEASE NOTE:

- Reporting period is 1 July 2011 to 30 June 2012.
- In 2011-2012, we have for many business units based calculations on national emission factors as these give a more accurate calculation of CO2 emission. In 2011-2012, emission factors were based on the International Energy Agency (IEA statistics, "CO2 Emission from fuel combustion highlights", 2011 edition).
- FTEE is an average of FTEE in the period July 2011 to June 2012.
- Across most business units, a slight increase in work-related transport emissions occurred due to better validation of data and greater consistency with our calculation methods.
- Generally it has been difficult to capture data on rental cars across all units.

## Business Unit specific notes:

### Corporate:

- Not all data was included in 'all cars' in 2010-2011, which explains the increase in 2011-2012.

### Sweden:

- No mapping has taken place in the period 2011-2012, both in relation to energy consumption and work-related transport. The calculations are based on last year's figures and corrected for development in FTEE.

### Finland:

- Not all work-related transport data was included in the period 2010-2011, which explains the large increase in emission per employee in the period 2011-2012.

### United Kingdom:

- 2011-2012 is the first period for reporting gas consumption, which explains the increase in energy.
- Data for air travel is characterised by a high degree of uncertainty due to lack of systems to capture data, and lack of streamlined process for ticket purchasing. Data has therefore not been included in the reporting.

### Middle East:

- Consumption from the Abu Dhabi office reported for the first time, which explains the slight increase in energy use.

### Russia:

- The Russian business unit has been divested in the accounting period and consumption is therefore not included in the reporting 2011-2012.

### India:

- The first year with a separate consolidated CO2 account for Ramboll India (except Ramboll Oil & Gas activities).
- FTEE is based on an average of 11 months, due to lack of data.

### Oil & Gas:

- In the period 2010-2011 heating included in electricity consumption.
- The increase in energy use in the period 2011-2012 is caused by an increase in office square metres.

### Telecom:

- The CO2 account has been corrected for FTEE in India.

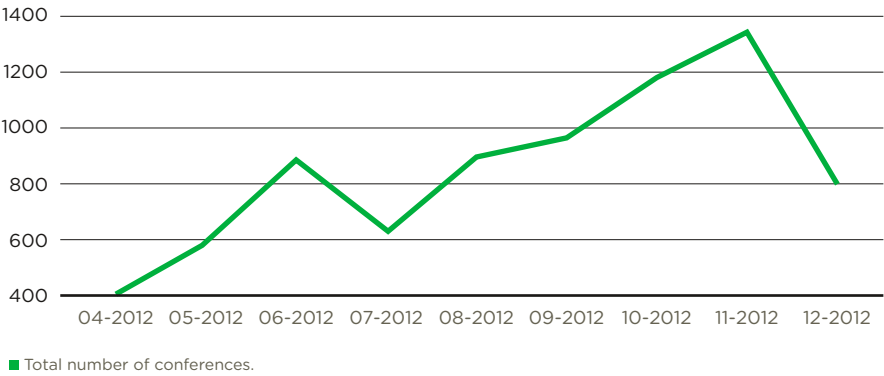
### Energy:

- Activities in Sweden included in Ramboll Sweden CO2 account.

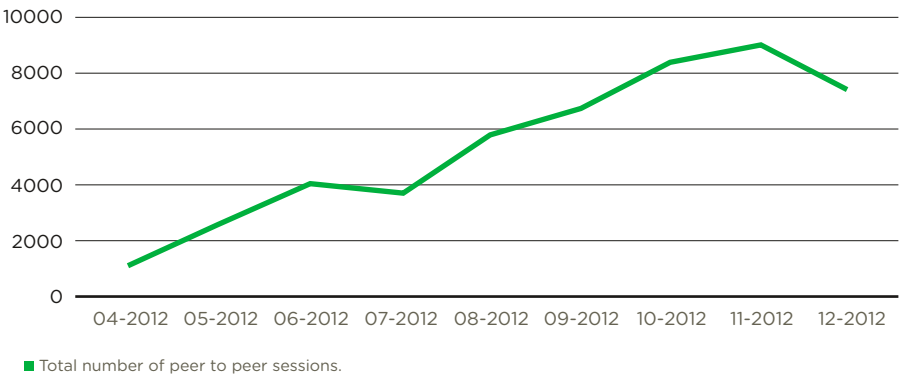
### Management Consulting:

- Activities in Finland included in Ramboll Finland CO2 account.

MEASUREMENT  
LYNC MEETINGS - CONFERENCES (APRIL TO DECEMBER 2012)



MEASUREMENT  
LYNC MEETINGS - PEER TO PEER (APRIL TO DECEMBER 2012)



MEASUREMENT  
GLOBAL VIDEO CONFERENCE SYSTEM 2012

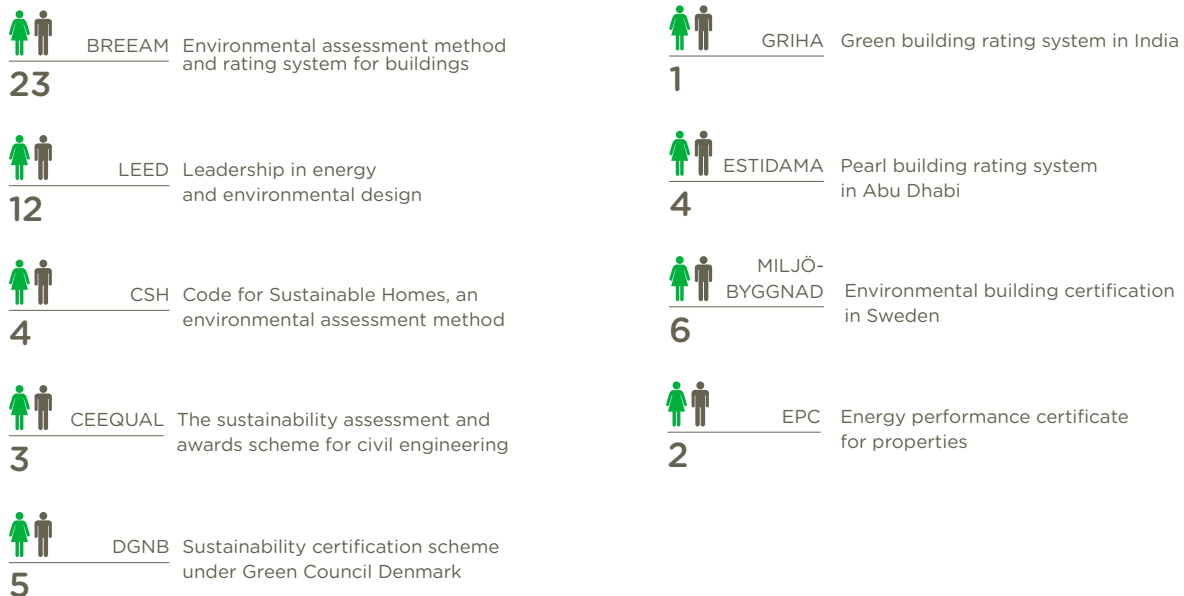
Total number of calls:	Total number of hours used:
28,196	22,088

- NOTE:
- All systems in Denmark including Oil & Gas
  - All systems in Poland, Romania, Chennai, Hyderabad, Hamburg, Berlin, Management Consulting Stockholm, Zürich, Doha, UAE, Brussels
  - 5 systems in Norway
  - 10 systems in Finland
  - 4 systems in United Kingdom

## ENVIRONMENTAL ACCREDITATION SCHEME CAPABILITIES

In Ramboll we have expert competencies within sustainable buildings standards and methods.

### MEASUREMENT



### MEASUREMENT

#### ISO 14001\* CERTIFIED

BUSINESS UNIT	2012
Denmark	■
Sweden	■
Norway	■
Finland	■
United Kingdom	■
Middle East	■
Management Consulting	■
Oil & Gas	■
Energy	■**

■ On target ■ Partly implemented ■ Not implemented

\*ISO 14001: International standard for environmental management system.

\*\*Energy in Sweden, Norway and UK.

## BUSINESS INTEGRITY

Review Group policy framework based on corruption risk assessment.

### MEASUREMENT

#### SUBJECT AND NUMBER OF WHISTLEBLOWER REPORTS

	2011	2012
Code of Conduct	1	2
Critical supplier		1
Discrimination		2
HR / Management	6	6
IT	1	
Values	1	
<b>Total</b>	<b>9</b>	<b>11</b>

## CR MANAGEMENT SYSTEM

In 2013, we will focus on ensuring compliance with screening procedure of projects.

### MEASUREMENT

#### CR MANAGEMENT SYSTEM 2012

BUSINESS UNIT	Code of Conduct to all employees	CR organisation	CR screening procedure - no. of registered CR files in 2012	CR training - onboarding	CR audit	CR management review
Denmark	■	■	0	■	43	■
Sweden	■	■	0	■	2	■
Norway	■	■	0	■	1	■
Finland	■	■	5	■	1	■
United Kingdom	■	■	0	■	0	■
Middle East	■	■	0	■	0	■
Energy	■	■	0	■	0	■
Oil & Gas	■	■	0	■	*	■
Management Consulting	■	■	0	■	10	■

■ On target ■ Partly implemented ■ Not implemented

\* Integrated in HSEQ audits

## COUNTRY OFFICES

### NORDICS

Denmark  
Finland  
Greenland  
Norway  
Sweden

### REST OF EUROPE

Belgium  
Cyprus  
Estonia  
Germany  
Poland  
Romania  
Switzerland  
United Kingdom

### INDIA AND MIDDLE EAST

India  
Kingdom of Saudi Arabia  
Qatar  
United Arab Emirates

### NORTH AMERICA

USA

### AFRICA

South Africa



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