

CSR REPORT

COMMUNICATION ON PROGRESS 2010

STATUS REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR) IN RAMBOLL AS PER FEBRUARY 2010

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Ramboll is a leading engineering, design and consultancy company with a significant presence in Northern Europe, Russia, India and the Middle East. We employ close to 9,000 ambitious experts and constantly strive to achieve inspiring and exacting solutions that make a genuine difference to our customers, the end-users and society as a whole. We acknowledge that our solutions depend on the creativity, insight and integrity of our employees. Therefore, we empower people within our organisation, welcome individual differences and create multi-talented teams to produce inspired solutions. Ramboll works within the areas of: Buildings & Design, Infrastructure & Transport, Energy & Climate, Environment & Nature, Industry & Oil/Gas, IT & Telecom and Management & Society.

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YOU, ME AND SOCIETY

In Ramboll we must at all times endeavour to ensure that our company maintains its basic values; high ethical standards, a sense of responsibility, and an awareness of our obligations to society. We must also strive to ensure that our services contribute to sustainable development that benefits people and society around the world.

Our participation in the UN Global Compact enables us to work systematically with Corporate Social Responsibility (CSR) and to advance focus and information on all current CSR activities for the benefit of our stakeholders. We report the progress we have made within CSR and set goals for improvements for the coming year. As participant in the UN Global Compact, we will make continuous and comprehensive efforts to advance the Global Compact Principles throughout our organisation.

In 2009 focus was to implement our CSR strategy. The strategy was established with the main purpose to define the priorities and actions to be implemented, to ensure that these are anchored in all parts of the organisation, and finally to ensure a full and unrestricted commitment among the management in Ramboll to support the implementation and further development of CSR.

During the process leading to the CSR strategy, it was decided at this stage to focus on only five of the ten UN global Compact principles for our CSR activities to have real impact. The five principles chosen on a short to medium term are:

People

- **Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 5:** The effective abolition of child labour;
- **Principle 6:** The elimination of discrimination in respect of employment and occupation.

Climate

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges;

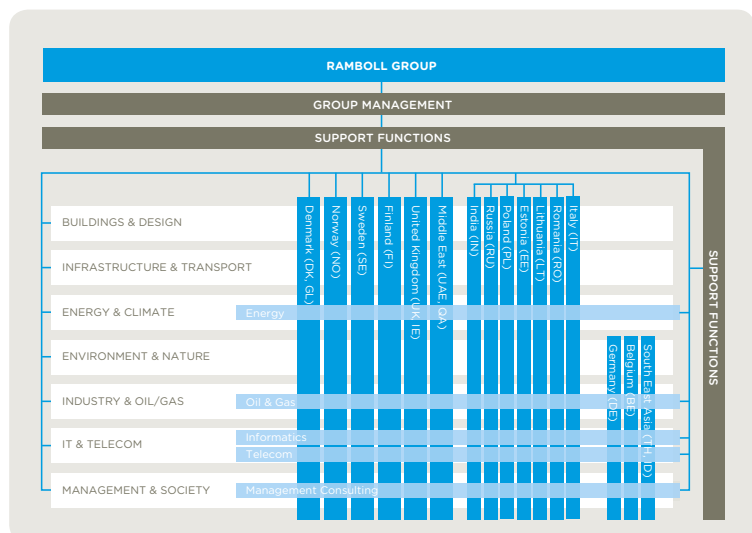
Business Integrity

- **Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

Actions in 2009 were all related to one of the five chosen principles. Specific actions have been taken to facilitate an open and transparent dialogue between employees and management in the form of works councils. HR procedures and guidelines have been implemented with specific attention to minimum age requirements, non-discrimination procedures in recruitment processes and disability awareness-raising among the HR staff. In 2009 Ramboll has also identified the annual CO2 emission caused by the use of heating, cooling and electricity. Finally, specific actions have been implemented to further strengthen the Business Integrity Management System in Ramboll.

The measurement of outcome has been established on the basis of our Operating Model where Principle Business Units →

Ramboll Operating Model



→ (PBUs), including the local Business Units: Russia and Telecom India, are measured on actions implemented. We are in most cases not able to assess progress in relation to past years, however, a foundation for future measurement on progress has now been established. Our consultancy – our core business – has even more far-reaching impact on society than Ramboll's strong CSR efforts as an organisation in itself. Giving expertise advice to our customers and society based on our specialized knowledge has significant influence on sustainable development. Examples are included in this report on how Ramboll act as consultant on matters in line with the UN Global Compact principles within human rights, labour, environment and anti-corruption.

We recognise and promote research and development of knowledge within our fields of expertise, for instance through the Ramboll Prize 2009 awarded by Ramboll to students of the technical universities in Denmark. The prize was awarded to four students with outstanding ideas on how to reduce carbon emissions and sustainable adaptation strategies to climate change.

Ramboll plays a central role in the climate challenge, because we possess the knowledge to find solutions to the problems. We adhere to the statements of the UN's International Climate Panel (IPCC), and we therefore commit ourselves to take climate change into account in all our daily activities, both acting towards slowing down, and diminishing the climate change, and mitigating the inescapable consequences. With a Group-wide climate strategy established in 2009, we provide a one company platform for continuing the Ramboll tradition of addressing matters that matter – locally and globally.

An important milestone in 2009 was the UN Climate Change Conference (COP 15) in Copenhagen. Ramboll was a visible actor in COP 15 which served as a window display for Ramboll and our climate solutions in a

global context. Signing the Copenhagen Communiqué together with more than 800 companies from around the world, Ramboll supported a strong and effective UN climate framework to succeed the Kyoto agreement.

During COP 15, Ramboll co-organised an exclusive seminar with Nobel Prize winner, former US vice president Al Gore, who spoke of the necessity to act in order to minimise the global damages of the human-related climate changes. Ramboll was also teaming up with partners on a range of activities to present climate and energy know-how, technological solutions and long-term visions. Ramboll was among the central exhibitors on one of the more prominent joint initiatives, the 'Bright Green Fair' and the 'Hopenhagen Live Exhibition'. Ramboll also hosted the 'Urban Climate Solutions Tour' in Copenhagen and a seminar on 'Low Carbon Urban Heating in Denmark'.

IN 2010

Development and implementation of the CSR actions will be in strong focus in 2010. We will continue our work with the UN Global Compact principles based on the actions and outcomes obtained in 2009. We will continuously work on raising all parts of the organisation to new levels and ensuring comparable measurement of outcome. Strengthening CSR throughout the organisation has become an important strategic objective for Ramboll to pursue now and in the future.

Flemming Bligaard Pedersen
Group CEO, Ramboll

PEOPLE

Ramboll's fundamental belief in people's inherent ability and understanding of the inspirational solutions we provide to our customers across the globe are entirely dependent on people's creativity, insight and integrity. Based on our conscious awareness of the human dimension by treating employees, other people and society right in a long-time perspective, Ramboll's CSR focus in 2009 has been to work systematically with the UN Global Compact principles related to employees' rights, effective abolition of child labour, and elimination of discrimination.

WORKS COUNCILS

An open and transparent dialogue between employees and management is a very important element in the operation, management and development of Ramboll. Therefore, a forum for such dialogue must be formalised and established by the local management by setting up a works council where employee representatives can meet regularly with the management, and discuss matters affecting the employees. Furthermore, the management must recognise and accept that the employees, in addition to the works council, might want to join associations of their own choice. This does not mean that employees must be organised, or that Ramboll must invite unions in, but it means that Ramboll is prepared to participate in freely and constructive discussions on employee matters with associations.

Actions taken in 2009 to facilitate works councils were to establish guidelines and procedures for meetings between the works council in each PBU and the management in accordance with current corporate policies and subject to local law and requirements.

In 2009 measuring the actions was determined by having established works councils in all Ramboll PBUs.

GROUP WORKS COUNCIL

One Company voice

A Group Works Council has been established representing all employees and units in Ramboll. This works council replaces the former European Works Council (EWC) established in Ramboll in 1994 according to the Works Council Directive (94/45/EC) adopted by the Council of the European Union. The purpose with the new Group Works Council is to give all employee representatives in Ramboll equal right to dialogue with top management (the Group Executive Board), and to further strengthen the dialogue between the employees and the top management. The works council held one meeting in 2009 where issues such as the employment situation, the results of the employee satisfaction and engagement survey, the financial situation of the company and organisational changes were discussed.



UN GLOBAL COMPACT

PRINCIPLE 3 'FREEDOM OF ASSOCIATION'

PBU/BU	Works Council established
Denmark (RDK)	■ 4 meetings
Sweden (RSE)	■ 1 meeting
Norway (RNO)	■ 8 regional councils - 4 meetings per council
Finland (RFI)	■ 4 meetings
United Kingdom (RUK)	■ 6 meetings
Middle East (RMEA)	■ 5 meetings
BU Russia	■
Informatik (RI)	■ 4 meetings
Management Consulting (RMC)	■ 4 meetings
Oil & Gas (ROG)	■ 4 meetings (in DK & NO)
Telecom (RT)	■ 4 meetings in DK (incl. in RDK)
BU Telecom India	■

■ On target ■ Partly implemented ■ Not implemented

NEPAL’S VULNERABLE CHILDREN

Running for charity

26 April a team of Ramboll employees took part in the 2009 Flora London Marathon. The Ramboll team was running on behalf of The Esther Benjamin’s Trust, a charity that works to rescue and rehabilitate Nepali child trafficking victims who have been bonded into a life of labour in India’s circuses.

The Ramboll Foundation granted financial support

The Ramboll Foundation had charitably decided to sponsor the team with an amount of DKK 50,000 and employees also donated money helping the team to reach a fundraising total of close to DKK 100,000.



UN GLOBAL COMPACT

PRINCIPLE 5 ‘EFFECTIVE ABOLITION OF CHILD LABOUR’

PBU/BU	Systematic working procedure that ensure age verification prior to employment contract
Denmark (RDK)	■
Sweden (RSE)	■
Norway (RNO)	■
Finland (RFI)	■
United Kingdom (RUK)	■
Middle East (RMEA)	■
BU Russia	■
Informatik (RI)	■
Management Consulting (RMC)	■
Oil & Gas (ROG)	■
Telecom (RT)	■ (in DK)
BU Telecom India	■

■ On target ■ Partly implemented ■ Not implemented

MINIMUM AGE REQUIREMENTS

Ramboll fully supports the principle of effective abolition of child labour. In connection with any employment of staff in Ramboll, the issue of child labour must be ruled out and all reasonable efforts must be taken to exclude any questions of Ramboll associating with child labour. We expect our customers, sub consultants, joint venture partners, suppliers and other business partners to support Ramboll’s view on child labour, and to disassociate with any kind of child labour contradicting the ILO conventions and local law.

Ramboll defines child labour in accordance with the ILO Conventions.

MINIMUM AGE

Developed countries	Developing countries
Light work 13 years	Light work 12 years
Regular work 15 years	Regular work 14 years
Hazardous work 18 years	Hazardous work 18 years

Actions taken in 2009 to reinforce Ramboll’s contribution to the abolition of child labour were to define procedures and guidelines for how to screen for minimum age in connection with employments in Ramboll. The use of adequate and verifiable mechanisms for age verification in recruitment procedures must adhere to the ILO conventions or provisions of national labour laws and regulations. Such guidelines and procedures should be implemented in all PBU HR functions.

In 2009 measuring the actions was determined by having procedures and guidelines verifying age in place in all PBU HR functions.

COMPETENCIES AS
BASIS FOR RECRUITMENT

In Ramboll focus is on competencies, attitude, performance and behaviour of each individual person including the ability to comply with our values. These elements are main drivers when considering a person in connection with employment or promotion. To be the right person for Ramboll has nothing to do with gender, age, religion, social origin or other irrelevant or subjective elements. Therefore, Ramboll fully upholds the elimination of discrimination in respect of employment and occupation.

Actions taken in 2009 to secure that competencies are basis for recruitment was the establishment of a corporate HR-policy making ability, competencies, skills, experience and performance the basis for the recruitment, placement, training and advancement of employees on all levels. The corporate policy stress that discrimination is not tolerated in Ramboll, and where discrimination is identified, grievance procedures to address complaints and handle appeals must be defined.

In 2009 measuring the actions was determined by having systematic processes in each HR functions ensuring that ability, competencies, skills, experience and performance always are the basis for recruitment and promotion.

EQUAL OPPORTUNITIES

Action programme for equal opportunities
for women and men at the European Commission

In 2009 Ramboll carried out an ex-post evaluation of the Commissions internal programme for equality between women and men. The evaluation looked at internal recruitment and promotion policies and the different activities implemented in this respect, including flexible work conditions, access to leave, attitudes towards female managers, recruitment tests, selection processes etc. with the purpose of assessing implementation, effects, contribution and provide recommendations for future interventions in the field.



UN GLOBAL COMPACT
PRINCIPLE 6 'NON-DISCRIMINATION'

PBU/BU	Systematic process ensuring objectively that ability, competencies, skills, experience and performance always are the basis for recruitment and promotion
Denmark (RDK)	■
Sweden (RSE)	■
Norway (RNO)	■
Finland (RFI)	■
United Kingdom (RUK)	■
Middle East (RMEA)	■
BU Russia	■
Informatik (RI)	■
Management Consulting (RMC)	■
Oil & Gas (ROG)	■
Telecom (RT)	■ (in DK)
BU Telecom India	■

■ On target ■ Partly implemented ■ Not implemented

DISABILITY IN SOCIETY

Disability Strategy

Ramboll and Matrix Knowledge Group have consulted the development of a new 2010-2020 strategy for Disability in the European Union. The study defined the issues at stake, problems and their causes. Based on an analysis of existing Community interventions and Member States' actions and priorities a gap analysis was undertaken leading to the definition of new objectives for the strategy on disability.

DISABILITY AWARENESS RAISING

HR functions facilitate awareness raising in PBUs regarding disability issues, particularly targeting managers who are involved in recruitment of employees. This is to ensure sufficient awareness of reasonable adjustments, and how these can facilitate employment of disabled people.

Actions taken in 2009 to secure non-discrimination of disabled people were to establish guidelines on disability awareness, especially related to the HR functions, and to reasonably adjust the physical environment to ensure health and safety for employees, customers and other visitors with physical disabilities.

In 2009 measuring the actions was determined by having a systematic process implemented in each PBU ensuring that the HR function facilitates disability awareness raising.

ACTIONS PLANNED FOR 2010

In 2010 Ramboll will continue to have strong focus on employees' rights, abolition of child labour, and non-discrimination by improving our results in the above areas, and implement further actions and measurements hereto.

Within employment we will strengthen the dialogue between employees and management by incorporating issues related to freedom of association in our employee satisfaction and engagement survey ensuring, with respect for the individual person, that all employees can express their concerns. Ramboll will consider the need to accommodate cultural traditions and work with representatives of employees and governmental authorities to ensure equal access to employment by all competent candidates.

A corporate policy ensuring union-neutral policies and procedures in such areas as applications for employment and record-keeping, decisions on promotion and on

UN GLOBAL COMPACT

PRINCIPLE 6 'NON-DISCRIMINATION'

PBU/BU Systematic process ensuring that the HR function facilitates disability awareness raising

Denmark (RDK)	■
Sweden (RSE)	■
Norway (RNO)	■
Finland (RFI)	■
United Kingdom (RUK)	■
Middle East (RMEA)	■
BU Russia	■
Informatik (RI)	■
Management Consulting (RMC)	■
Oil & Gas (ROG)	■
Telecom (RT)	■ (in DK)
BU Telecom India	■

■ On target ■ Partly implemented ■ Not implemented

dismissal or transfer, and a corporate policy ensuring that all employees are able to form and join a trade union of their own choice without fear of intimidation or reprisal, (in accordance with local law and requirements) will be established.

Another action planned for 2010 is to provide training to the employees in the HR functions to further strengthen the ability to avoid discrimination in Ramboll (including the ability to implement such corporate policies and guidelines in the organisation), and to be aware of formal structures and informal cultural issues that can prevent employees from raising concerns and grievances. In accordance, we will measure the per cent of employees in the HR functions that have fulfilled training in relation to age verification, non-discrimination in recruitment and promotion situations, and disability awareness raising.

Ramboll will exercise influence on and provide positive incentives for customers, subcontractors, suppliers and other business partners to build a climate of tolerance and equal access to opportunities for occupational development, and to combat child labour and discrimination in the spirit of the UN Global Compact principles. In 2010 Ramboll will give a general statement regarding Ramboll's endorsement of the UN Global Compact to all customers and partners, and measure if such endorsement has been given to customers and partners. Further, Ramboll will proactively communicate to stakeholders in the local communities our belief in treating people right in a long-time perspective.



CLIMATE

COPENHAGEN CARBON NEUTRAL BY 2025

Ramboll was commissioned with investigating the feasibility of reaching the vision for Copenhagen to be carbon neutral by 2025. The result is the report "Copenhagen carbon neutral 2025", which calls for innovative thinking in relation to Copenhagen's possibilities of having an impact on energy consumption and supply in all of the city's sectors – from the production of heat and electricity based on renewable energy sources to the citizens' use of electrical appliances, means of transportation etc. in an energy efficient way.

The conclusion is that it is possible and even realistic for Copenhagen to become carbon neutral by 2025 as the city enjoys special conditions making a great reduction in CO2 emissions possible.

A marked decrease in CO2 emissions from all sources until 2025 is expected. The most significant decrease stems from electricity consumption. The greatest contribution to this reduction comes from the expected transition to renewable energy based primarily on biomass and wind in the power sector.



Climate change is generally recognised as one of the greatest global challenges facing our societies. Climate changes and the challenges related hereto were in 2009 subject to major international attention which reached its climax at the COP 15 in Copenhagen.

In 2009 Ramboll developed a climate strategy according to which Ramboll, in corporation with our employees, must work actively to minimize the emission of climate gases through our conduct – we put our own house in order. This entails the development of specific initiatives aimed at minimizing our consumption of resources and emission of climate gases. Thus, all of our PBUs are committed to actively seeking to reduce our CO2 footprint, and involving our people herein. This commitment is in line with our commitments made under the UN Global Compact, where we will also measure our climate conduct and reward those who make an extra effort.

For more information visit our climate website www.climate.ramboll.com.

UN GLOBAL COMPACT

PRINCIPLE 7 'PRECAUTIONARY APPROACH'

PBU/BU	Emission total (ton)	Emission/FTEE (ton)
Denmark (RDK)	2,047	1.30
Sweden (RSE)	864.8*	0.76*
Norway (RNO)	409.8	0.43
Finland (RFI)	559.6	0.51
United Kingdom (RUK)	288.3	0.58
Middle East (RMEA)	170.4	0.95
BU Russia	78.4	0.47
Informatik (RI) & Corporate (RG)	1236	4.63
Management Consulting (RMC)	132.5	0.37
Oil & Gas (ROG)	724.6	1.21
Telecom incl. Telecom India (RT)	45.0/794.0	0.75
Total for Ramboll	7,350.4	0.93

* Calculated proportionally on consumption as in Ramboll Denmark compared to the total consumption per person in Denmark/Sweden and then multiplied with the CO2 factor for Sweden = 40g CO2 per kwh.

CO2 EMISSION

Emission caused by Ramboll primarily arises out of either use of energy (fuels, natural gas, oil, electricity, heat etc.) and related to transportation and travel (driving, air-travel, freight of goods etc.). In 2009 Ramboll has identified the annual CO2 emission caused by the organisation's use of energy based on heating, cooling and electricity.

In 2009 measuring the actions of a precautionary approach to environmental challenges was determined by the result of the CO2 emission calculation in the period 1 July 2008 to 20 June 2009:

The result is based on an internal measurement on consumption of energy for heating, cooling and electricity. The CO2 emission factor used has been made by the International Energy Agency in

the publication "CO₂ Emission from fuel Combustion" (highlight version 2009 edition).

With respect to the CO₂ emission per FTEE (Full Time Equivalent Employee) in the above schedule, please note the following:

- The emission factor used in Denmark is 317g CO₂ per kWh even the type of energy source may vary from time to time;
- Collection of data regarding the consumption of electricity, heating and cooling in Sweden and Germany has not been available (the landlords have not been prepared to provide us with the requested information);
- The emission in the United Kingdom and the Middle East seems low compared to the emission factor, but due to a high utilisation of the space available in the office facilities in the United Kingdom and the Middle East, we believe that the figures are representative;
- The CO₂ emission in Informatik and Corporate (sharing office facility) is heavily affected by a high use of electricity due to facility management of servers for external customers (estimated to be 90% of the use of electricity). Adjusted for use of electricity related to the facility management activity, the CO₂ emission per FTEE would be 1.66;
- The above listed emission is based on office facilities for 7903 FTEE out of 8141 FTEE as per 31 December 2009. The difference of 238 FTEE represents employees placed in offices in smaller units not included in the list above.

The actual CO₂ emission is most likely higher, but we believe that the figures are providing us with a fair picture of the CO₂ emission arising out of our heating, cooling and electricity consumption. After having conducted the exercise of collecting data →

DONATION TO CARBON SAVINGS IN INDIA

Ramboll Knowledge Experience

Carbon footprints were unavoidable at our company event – the Ramboll Knowledge Experience. An amazing number of 5,000 employees out of Ramboll's more than 8,500 employees from 20 countries joined the Ramboll Knowledge Experience a Saturday in August 2008 at Gissselfeld Castle in Denmark. The company day offered a variety of team building events and knowledge sharing activities followed by dinner and social activities.

Balance out CO₂ emissions

In order to balance out the CO₂ emissions caused by burning fossil fuels when flying and driving. We made up the total CO₂ emissions from the event to 728 tonnes equivalent to EUR 7,500 which we in 2009 invested in a renewable energy project in India.

Sakri Wind Power Project in India

The chosen project 'Sakri Wind Power Project' supports the construction and operation of three new wind turbines in the Dhule district of Maharashtra, India. By providing renewable energy, the project helps to reduce India's reliance on fossil fuels for electricity generation. Furthermore, it provides employment to local people and has generated emission reductions of approx. 9,000 tonnes CO₂ emissions between 2006 and 2008. The wind power industry will help India on to a cleaner development path as it is predicted that the country will need to expand electricity supply by up to seven times today's production levels. As India is one of our emerging markets it came natural to choose this project in order to support the future sustainable development of this country.



THE NEW RAMBOLL HEAD OFFICE

Ørestad, Copenhagen

The vision for Ramboll's new Head Office is that it should become a holistic and sustainable reference project. Therefore the Head Office project group in close co-operation with Ramboll's most experienced specialist in the field of sustainability are implementing as many sustainable solutions in the project as possible.

The Head Office is connected to the Copenhagen district heating network which is one of the largest and most sophisticated in the world, supplying heat to a city with a population of more than one million people.

Ramboll uses a ground water cooling system ATES (Aquifer Thermal Energy Storage) with the capability of a ground water storage to store coldness and heat over long time periods. This system is a quiet unique solution, which is expected to save up to 85% energy for cooling.

One of the targets for Ramboll Head Office is that the energy consumption should be lower compared to similar buildings. Actually the calculated energy consumption for the most consuming installations such as lighting, ventilation, pumps and cooling should be ten to fifteen percent below the energy requirements in the current building code.

Energy efficient lighting with movement sensors has been installed in the office work areas making the lighting intelligent and only in use when needed and thereby reducing the total energy consumption for lighting.



→ on CO₂ emission, we recognise a need for strengthening the data collecting process in the future, in order to obtain a more detailed view of the CO₂ emission arising from heating, cooling and electricity.

It is obvious that it can be difficult to affect the CO₂ emission related to the source of energy, as these sources in many cases are not subject to reasonable alternatives. Each PBU relies on the energy resources available. However, Ramboll will work continuously on reducing our CO₂ emission. In 2009, for example, Ramboll Denmark focused on the awareness among the employees on reducing electricity through the campaign "order in own house". Another important element we will focus on is the requirement to future potential office facilities. Such requirements must ensure low or even CO₂ neutral office facilities, where use of alternative energy sources (e.g. geothermal heat and/or solar collector) must be considered.

The results compared to official average CO₂ emission per inhabitant (based on information from the International Energy Agency 2006/2007) indicate that the CO₂ emission related to Ramboll seems low. See figure on the CO₂ emission per FTEE in Ramboll in 2008/2009 compared to the CO₂ emission in 2006/2007 per inhabitant.

ACTIONS PLANNED FOR 2010

Ramboll will improve our measurement of CO₂ emission caused by heating, cooling and electricity in 2010. A major source to CO₂ emission in Ramboll is related to business transport and travel. It is the intention during 2010 to prepare a process according to which the CO₂ emission related to business transport and travel can be measured. How we as one company and how we as individual employees can help reduce our CO₂ emission will be in focus in 2010.

Country	CO ₂ emission per FTEE in Ramboll in 2008/2009	CO ₂ emission per inhabitant 2006/2007
Denmark	1.30	9.2
Sweden	0.76	5.1
Norway	0.43	7.9
Finland	0.51	12.2
United Kingdom	0.58	8.6
Middle East	0.95	32.8

BUSINESS INTEGRITY

The fundamental belief in behaving properly and decently with relation to customers, employees and society as a whole is part of the legacy created by our founders. To ensure the continuous observance of ethical behaviour, we have made ethical guidelines an integral part of our organisation. Respect, integrity, transparency and responsibility are all essential elements to our personal and professional growth.

BUSINESS INTEGRITY MANAGEMENT SYSTEM

Ramboll has for many years focused on working against all forms of corruption including extortion and bribery. Measures already taken are for instance corporate policies on business integrity, Code of Conduct, Code of Practice and local & corporate whistleblower functions.

According to Ramboll's corporate policy business integrity is an integrated part of our quality management. Incorporating business integrity systematically into our quality management systems has resulted in our Business Integrity Management System (BIMS) which is based on the International Federation of Consulting Engineers' (FIDIC's) BIMS guidelines. In 2008 efforts were made to introduce and implement BIMS in all PBUs including measurement hereof. In 2009 focus has been to improve the BIMS procedures in all PBUs. A well functioning BIMS, according to the FIDIC guidelines and in line with the ISO 9001 requirements to quality management should include six elements. In the past year Ramboll has chosen to focus on the BIMS in more detail by specifically dealing with the three first elements of the BIMS. →

UN GLOBAL COMPACT

PRINCIPLE 10 'BUSINESS INTEGRITY'

PBU/BU	Systematic process ensuring that all employees are fully aware of the Code of Conduct and Code of Practice	A top management BIMS representative & a BIMS manager/coordinator appointed in the BIMS organisation	Systematic BIMS procedure for screening and managing BIMS critical projects
	2009	2009	2009
Denmark (RDK)	■	■	■
Sweden (RSE)	■	■	■
Norway (RNO)	■	■	■
Finland (RFI)	■	■	■
United Kingdom (RUK)	■	■	■
Middle East (RMEA)	■	■*	■
BU Russia	■	■	■*
Informatik (RI)	■	■	■
Management Consulting (RMC)	■*	■	■
Oil & Gas (ROG)	■	■	■
Telecom (RT)	■	■ (incl. in RDK)	■ (incl. in RDK)
BU Telecom India	■	■	■**

■ On target ■ Partly implemented ■ Not implemented

* Under implementation

** Business Integrity is monitored closely in the Telecom India Business Unit, and many unilateral measures have been implemented here. The main part of our business in Telecom India has to do with field services and to a less extent projects, which is why we strongly focus on HR procedures, training of employees, and continuous communication to field employees on Business Integrity.

→ BIMS Elements

1. **Code of Conduct and Code of Practice to all employees** Ramboll values and directives and more detailed instructions are communicated and explained to all employees.
2. **BIMS organisation in every PBU** A top management BIMS representative and a BIMS manager/coordinator are appointed. Channels for BIMS communication are defined – what to do if you are in doubt.
3. **BIMS procedures for projects** Procedures for identifying (BIMS-screening) and managing BIMS-critical projects (Project Integrity File) are implemented.

Actions taken in 2009 to secure a continued high level of business integrity in Ramboll have been to implement the three elements in all PBUs.

In 2009 measuring the actions was determined by having implemented the first three BIMS elements in all PBUs as an integrated part of the quality management system.

ACTIONS PLANNED FOR 2010

In 2010 Ramboll will focus on improving our results on implementing the first three elements of the BIMS. We will also start to ensure implementation of element four, five and six.

BIMS Elements

4. **Training employees** Employees are trained in why and how to use the BIMS
5. **BIMS audit** Audits monitor and document whether the BIMS is implemented in the project processes and if corrective and preventive actions are completed successfully.
6. **Management review** At least once a year the management reviews the BIMS for suitability, adequacy and effectiveness, and decides actions for improvement based upon the audit results, BIMS incidents, input from employees, customers etc.

Ramboll will proactively inform our customers, subcontractors, suppliers and other business partners on our strong ethical belief and encourage our stakeholders to work against corruption in all its forms, including extortion and bribery. By means of doing this, we will give a general statement regarding Ramboll's endorsement of the UN Global Compact to all customers and partners, and measure if such endorsement has been given to customers and partners.



ANTI-CORRUPTION

Support to Anti-Corruption Institutions in Kosovo

Ramboll undertook a large scale implementation project concerned with strengthening the institutional and operational capacity of the Kosovo anti-Corruption Agency (KAA). Also the project assessed the current situation of the anti-corruption legislation framework including recommendations for strengthening the legal framework. Finally, the project dealt with the development of policies and measures to systematically tackle corruption and increase public awareness.

CSR IN THE FUTURE

A major action in the coming years is the dissemination of Ramboll's endorsement of the UN Global Compact to all customers and partners in all our markets. We will start to look at our supply chain and encourage our customers and partners to work together with us on improving corporate social responsibility issues according to the UN Global Compact principles. Secondly, we will in the future have strong focus on increasing awareness among all our employees on corporate social responsibility policies and procedures, actions and progress made.



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