

An aerial photograph of a park area. On the left, there are several multi-story buildings. A wide, green lawn occupies the center, with many small figures of people scattered across it. A winding path runs along the right side of the lawn, bordered by a blue body of water. Pink cherry blossom trees are planted along the path. A small, circular green island is in the water. The overall scene is bright and sunny.

CORPORATE RESPONSIBILITY REPORT 2013

COMMUNICATING ON PROGRESS

Cover: Illustration of the proposed transformation of one of Copenhagen's three inner city lakes into a rain park to safeguard Copenhagen against heavy cloudbursts. Visualisation: Ramboll, Atelier Dreiseitl – part of Ramboll.

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Ramboll is a leading engineering, design and consultancy company founded in Denmark in 1945. Our turnover in 2013 was approx. EUR 1 billion and we are Europe's fourth largest consultancy by revenue. We employ more than 10,000 experts across 21 countries and have close to 200 offices. We have a significant presence in Northern Europe, India and the Middle East and 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, end-users and society as a whole. Ramboll works across the markets: Buildings, Transport, Environment, Energy, Oil & Gas and Management Consulting. www.ramboll.com

OUR COMMITMENT

We are responsible engineers and consultants who believe in the power of knowledge to create a better and more sustainable future.

Ramboll is committed to the UN Global Compact's Ten Principles on human and labour rights, the environment and anti-corruption. We wish to advance our efforts and continuously improve our performance to fulfil our objective to develop Ramboll as a responsible company.

Today, Ramboll is growing beyond the Nordic environment to become a truly international company. In 2013, we expanded our foothold in countries such as China, Romania, Singapore and the USA. The journey is exciting but also challenging as entering international, and sometimes more demanding markets requires a stronger focus on having effective processes and systems in place. Hence, specific attention was put on establishing the Ramboll Compliance Programme in 2013.

Also changing are the regulatory requirements and global standards on corporate responsibility, for instance, the UN Guiding Principles on Business and Human Rights. Therefore, in 2013 we focused on identifying any policy gaps in the light of current expectations and updating policy frameworks to ensure continued compliance and best practice.

Global challenges such as the quest for resources, climate change, environmental problems, globalisation and urbanisation, as well as demographic changes, all drive the need for engineering

and consultancy services. We are passionate about responsibly delivering world class and high quality solutions to our customers, by addressing global challenges, supporting broader UN goals and contributing to sustainable development.

Our independence is fundamental for our existence and success as a sustainable society consultant. Ramboll has a long history of cooperating with and providing unbiased consultancy to all stakeholders in society, for example, private companies, public authorities, citizens, NGOs etc. Our foundation ownership supports our integrity and ensures that our activities are absolutely independent of any external or personal interests. Our professional advice, judgments and decisions are impartial and based on the principles of confidentiality.

Supporting sustainable development is always a matter of balancing needs with social, environmental and economic considerations. On a daily basis, Ramboll is balancing many needs and consideration, for instance, between individual customer interests versus society interests in energy supply. Between the short-term negative impacts versus the long-term positive impacts in building projects, or between increased mobility and economic growth versus increased travel and CO₂ emissions by transport solutions.

Ramboll believes that by being proactive and using our leverage as independent engineers and consultants to address dilemmas,



we can positively influence development in society. We are used to expressing our opinion and engaging in open dialogue with our customers. If we believe a project should be done differently, we say so. ■

Jens-Peter Saul
Group CEO, Ramboll



KEY ACTIONS

Based on experience from 2012 and ambitions for Corporate Responsibility (CR), we directed our main efforts in 2013 into the key actions presented below:

Human rights

Ramboll is committed to respect human rights. We realise that the contexts in which we operate will influence how we address adverse impacts. Through an assessment of gaps between Ramboll's policies and procedures, and the UN Guiding Principles on Business and Human Rights (UNGPs), we have identified that our policy on human rights did not cover all aspects necessary under the UNGPs. Therefore, we have prepared a new policy commitment in 2013, which has been informed by relevant internal and external expertise, and clearly stipulates Ramboll's expectations to employees, business partners and other parties. In addition to the UNGPs, the policy commitment named "Global Commitment" also covers the Ten Principles under the UN Global Compact including environmental and anti-

corruption principles. To embed it, the Global Commitment is reflected and explained in a newly drafted Code of Conduct to be approved and rolled out to all employees in 2014 as part of Ramboll's new Compliance Programme.

In 2013, we conducted a health and safety gap analysis workshop with participants from across all principal business units and external expertise, to establish a unified view of Ramboll's health and safety risks and mitigation measures. Based on the key findings, recommendations were made to take health and safety efforts further. To secure the safety of our employees and support our Global Risk Policy, extended travel security advice was made available for employees travelling to high risk countries in 2013.

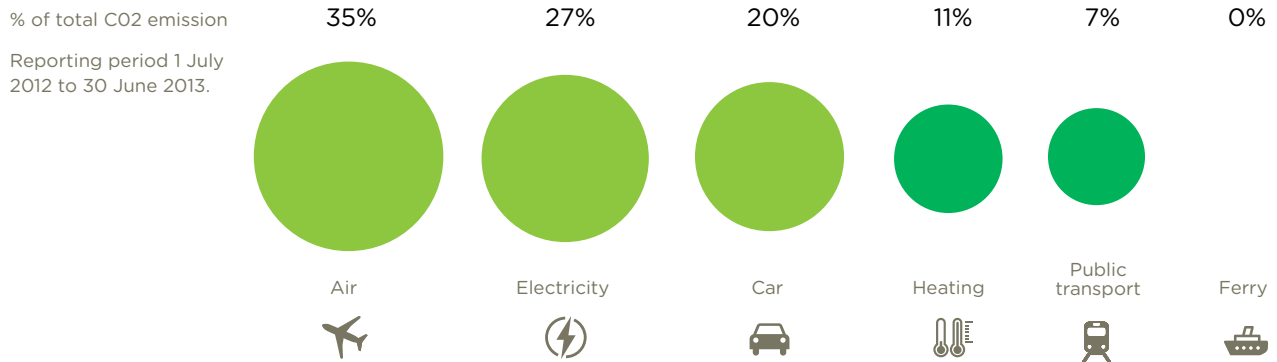
Labour rights

In Ramboll we respect the right to non-discrimination and therefore support the principle of equal representation of gender in board and management positions, and we acknowledge the need for diversity and high professional competence

criteria for our board members and individuals in management positions. In 2013 we introduced a new equal gender policy in Ramboll, setting the target for the Board of Directors in Ramboll Group A/S that each gender is represented with two members. Furthermore, the purpose of the policy is to ensure that each gender is proportionally represented in management positions to reflect the actual proportion of each gender in the industry in general (approximately 30% female and 70% male). In 2013, Merete Helene Eldrup joined the Ramboll Group Board of Directors A/S and thereby the Board is closer to its target fulfilment.

A way for Ramboll to ensure equal opportunities when appointing people to new management positions – subject to a prerequisite that appointed candidates must always fulfil the requirements for seniority and competence for the position in question is our high-potential-employee identification and development process (see measurement page 30). Currently

RAMBOLL CO2 EMISSIONS FROM ENERGY USE AND WORK-RELATED TRANSPORT



the distribution is 22% female versus 78% male for identified high-potentials. To further embed our equal gender policy in Ramboll, a task group has been established to work on recommendations advancing these efforts.

In 2013, we introduced the Group Performance and Development Process (PDP) in order to strengthen the manager-employee dialogue as well as increase our focus on employer and employee performance. We

also introduced Workday as the common HR system enabling us to harmonise the process across Ramboll. This provided all employees with the opportunity to document their dialogue with their manager and to follow up on agreed actions. In 2013, 92% of employees had a development dialogue with their manager.

Environment

For the third year, we measured our worldwide CO2 emissions caused

by our own energy use and work-related transport for approximately 10,000 employees. Based on learning from the previous two years, we are improving the quality of data collection and achieving more accurate results, as we make increasing use of national emission factors specific to energy type where possible, instead of applying International Energy Agency average standards. All our principal business units are showing an improvement in their data

Ramboll is working on the environmental and social masterplan for the Saudi Arabian coastal city of Jeddah, to ensure a sustainable city for the benefit of public health and development. Left: Ramboll employees working on the Forth Replacement Crossing, Scotland's and Northern Europe's largest bridge construction project in the years to come.



collection and calculation methods, and more than half of all business units are also showing a decrease in their CO₂ emissions compared to 2012 (see figure on page 33). Based on our expertise from consulting customers on green accounts and statements from environmental experts, experience shows that it can take up to five years to gain an accurate and reliable CO₂ account, as comparable data collection and calculation methods need first to be established and validated. When a reliable CO₂ account has been established, then it will make sense to use it for monitoring the effects of CO₂ reduction measures.

In 2013, we measured Ramboll's total CO₂ emission as 19,748 tonnes (2012: 20,043) equal to 2.11 tonnes per Full Time Employee Equivalent (FTEE) (2012: 2.17). A slight decrease in our CO₂ emission has been achieved.

The CO₂ emission caused by energy use (electricity and heating) was 0.80 tonnes per FTEE (2012: 0.81), a slight decrease mainly as a

Above: The City of London increasingly focuses on promoting public transport, cycling and walking.

Below: In 2013 we introduced the unified approach to project management across the entire Ramboll Group. This is from an induction workshop in Dubai.



850

employees have taken "Up2Speed" training in the new Ramboll Project Management model in 2013.

result of a reduction in electricity use. This is especially a result of our continuous focus on optimising office space and centralising office facilities. The CO₂ emission caused by work-related transport was 1.32 tonnes per FTEE (2012: 1.36), and also showed a decrease.

The intensive use of our global video conference system, together with the rollout of Microsoft Lync globally in 2012 as a flexible communications platform, enables people to connect everywhere with instant messaging, voice, video, and online meetings. This has a positive effect on our behaviour and helps reduce our CO₂ emission caused by work-related transport, as well to facilitating increased cross-collaboration (see figure on pages 32-33).

In 2013, we were very close to reaching our target of requiring all principal business units to conduct full CO₂ mapping on energy use and work-related transport, covering all employees and offices (see notes explaining this on page 33). Furthermore, we established a method for data collection and calculation of CO₂ emissions from rental cars.

Also in 2013, was the year when a new market strategy for environment was introduced and



a Group environmental policy was prepared to replace local policies and create a unified approach to reduce adverse impact on environment and climate. We expect to present the policy for approval, launch and implementation in 2014.

Anti-corruption

Given Ramboll's wish to combat any form of corruption and bribery, the tightening regulatory framework requires effective assessment, prevention, mitigation and monitoring processes to enable best practice. Based on the findings of a company-wide corruption risk assessment and review in 2013, we have prioritised measures to ensure we have adequate procedures in place and to address areas that hold the greatest challenges. The results have been fed into the development of a newly drafted Code of Conduct.

Tax

A common tax policy was rolled out in 2013. It is a central part of this policy for all principal business units to comply with tax laws both locally and globally and not engage in aggressive tax planning. We seek to maintain transparent relationships with tax authorities, and we focus on constantly improving and strengthening our procedures and controls relating to tax compliance.

Processes and procedures

In 2013, we introduced a unified approach to project management across the entire Ramboll Group. This way, customers benefit from consistent project delivery excellence, innovative solutions, and access to the best specialist expertise. The Ramboll Project Management (RPM) process includes a consistent approach to risk and opportunities management, which is central to our further work to identify risk and opportunities related to human and labour rights, the environment and anti-corruption.

To ensure systematic and consistent implementation of policies and procedures throughout the company a Ramboll Group Compliance



Programme was established in 2013, including appointment of a Group Compliance Manager and implementation plan for 2014. The Compliance Programme also includes the development of a policy defining the authority for managers in accordance with their role and job profile (Policy on Delegated Approval Authority). Secondly, a detailed uniform Group procedure on commercial and legal terms in the consultancy service agreement was developed to manage risks systematically.

Building on the initiatives in 2012 to identify gaps and risks, in 2013 we have developed a revised policy framework for our Code of Conduct and have identified and prioritised future actions. ■

Every day we find innovative solutions to the global challenges of demographic changes, urbanisation, climate change, environmental problems, resource scarcity and globalisation.



This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

AMBITIONS

In future, Ramboll will continue to advance our efforts within Corporate Responsibility (CR). We will persist in doing what we do well, and aspire to become even better. As our company grows rapidly, we must maintain a strong focus on continued compliance with regulations and internationally recognised principles on human and labour rights, environment and anti-corruption. Also we wish to ensure that our policies and procedures conform with best practice on CR, to fulfil Ramboll's own objectives and to develop Ramboll as a responsible company in accordance with the Ramboll Foundation's (majority owner) long-term goals and priorities. ■

OUR FOCUS IN 2014

On human and labour rights, environment and anti-corruption.

SUBJECTS	ACTIONS	BENEFITS
Assessments	Conduct Group environmental impact assessment of Ramboll's own operation	Prioritised environmental focus areas
	Assess how to embed equal gender policy further	Identified recommended actions
	Evaluate our CR project screening/ due diligence process*	Identified potential gaps in CR project screening/ due diligence process*
Policies	Follow approval process and launch new top level Global Commitment and new Code of Conduct	Continued best practice on CR
	Align Group policies with new Global Commitment	Embedded CR in organisation
	Follow approval process and launch and implement Group Environmental Policy	Improved environmental performance
Processes	Develop Group method for measuring water consumption and waste	Improved mapping of Ramboll's own environmental impact
	Develop revised anti-corruption procedure	Prevented and mitigated risks
	Develop pilot project for revised CR project screening /due diligence process*	Identified systematic best practice for preventing and mitigating CR risks
	Integrate CR in new Ramboll Tender Management Process	Improved process of assessing CR impacts in tender phase and communicating CR externally to customers
Training	Communicate new Global Commitment and new Code of Conduct to all employees	Embedded CR in organisation
	Train employees in the new Code of Conduct	Embedded CR in organisation
	Develop targeted CR training to high risk/areas of concern	Prevented and mitigated risks
Measurement	Develop CR KPIs (Key Performance Indicators)	Improved documentation of performance
Review	Monitor CR compliance	Tracked effectiveness of CR processes
	Integrate CR KPIs in new Group Compliance Review	Documented and reported performance

* In this context, due diligence is an ongoing management process designed to avoid and address adverse impacts on human and labour rights, environment and anti-corruption.

CORPORATE RESPONSIBILITY IN RAMBOLL

At Ramboll, Corporate Responsibility (CR) is an integrated part of our business approach.

Group Policies

Our responsibility is expressed in our Group policies, which are the general rules to be observed to meet our standards for responsible business behaviour. The UN Global Compact's Ten Principles are integrated in the following policies as per 2013.

- Code of Conduct
- Code of Practice
- Obligation to act policy
- Group HR policy
- Equal gender policy
- Global risk policy
- Travel policy
- Tax policy
- Policy on suppliers, sub-consultants and consortium partners

Management system

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

Governance

CR in Ramboll is anchored with the Group Executive Board. The Corporate Legal function has the daily responsibility for developing, coordinating and reporting on corporate responsibility at Group level. In each principal business unit, a CR manager and a CR coordinator are appointed. Status and progress on CR are reported to the Group Board of Directors,

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

Sustainability Excellence Network

Ramboll has a Sustainability Excellence Network consisting of cross-organisational internal experts with the role of addressing sustainability issues related to our service offering to customers and to provide recommendations 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 and the Group Market Directors. The Managing Directors for the principal business units are responsible for integrating sustainability in our services and markets according to our strategy. ■




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 CR manager and a CR coordinator are appointed for all principal 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 the Code of Conduct and how to use the CR management system.
- 05 Audit**
Monitor and document whether CR is implemented in the project processes and whether corrective and preventive actions are completed successfully.
- 06 Management review**
At least once a year, the local management reviews the CR procedures for suitability, adequacy and effectiveness, and decides actions for improvement.

A full-page background image showing a towering, rugged glacier wall. The ice is white with dark, jagged cracks and crevasses. At the bottom of the frame, two hikers are standing on a grassy ridge, looking up at the glacier. The hiker on the left is wearing a dark jacket and a hat, while the one on the right is wearing a red jacket and a green hat. The foreground is a mix of green and brown grass.

TAKING ACTION IN SUPPORT OF UN GOALS

UN goals refer to the most acute global challenges including for instance the Millennium Development Goals, water security and sanitation, climate change mitigation and adaptation, health, education, employment, children's rights, human rights, etc. (www.business.un.org/en/browse/global_issues).

A full-page photograph of a towering, white glacier wall with numerous vertical and horizontal cracks. At the bottom left, four people are standing on a rocky, grassy ledge, looking up at the glacier. The scene is brightly lit, suggesting a sunny day in a high-altitude or Arctic environment.

Ramboll has been working in the Arctic for more than 30 years and has gained a comprehensive understanding of the area's sensitive natural environment, social considerations and special working conditions.





DILEMMAS

Supporting sustainable development always poses dilemmas when balancing needs with the social, environmental and economic elements of sustainability.

In 2013, Ramboll's Sustainability Excellence Network consisting of experts from across the company initiated the exercise to establish a unified understanding and approach to sustainability in Ramboll. We need to ensure that our common perception of sustainability takes all dimensions of sustainability into consideration

where relevant. Sustainability is more than energy savings and CO2 reduction potential, and is part of projects other than building and planning initiatives. It became clear in undertaking this exercise, that sustainability always poses dilemmas. It is not an 'either or' situation but rather about making a qualitative and quantitative evaluation, weighting the different dimensions and finding balanced solutions that move things in a positive direction for our customers and society.

On a daily basis, Ramboll is balancing many needs and consideration, for instance, between individual customer interests versus society interests in energy supply. Between the short-term negative impacts versus the long-term positive impacts in building projects, or between increased mobility and economic growth versus increased travel and CO2 emissions by transport solutions. ■

SUSTAINABILITY

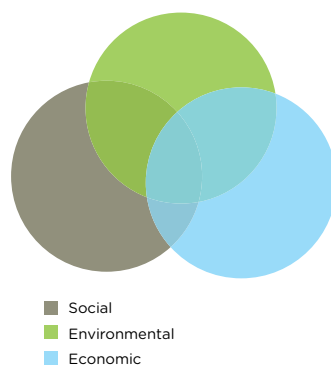
Ramboll acknowledges the needs from society and where we as engineers and consultants make the greatest contribution to sustainable development is through our expertise and technical knowhow addressing these needs sustainably.

However, Ramboll cannot always influence the decisions in a project leading to a sustainable solution. Sometimes we are met with the belief that sustainability equals increased costs despite experience demonstrating the opposite, and as a result, the demand for sustainable solutions could be greater.

Also in our role as engineers and consultants, we are often just one piece of the puzzle with a narrow project scope and a limited impact on the entire project and its context. When the overall project vision and concept is deficient in other sustainability aspects, and decisions are out of our influence, it may not be possible to provide the most sustainable solution.

A dilemma is also short-term versus long-term benefits. For instance, short-term focus in the design and build phase can sometimes prevent focus on applying a Life Cycle Assessment (LCA) of a building. A dilemma is also recognising that sometimes achieving sustainable development might lead to not building anything or going through with a project. In particular work at the policy level or at the early stages of a project, could lead to recommendations that cut the supply of work to engineering design teams.

In all cases and contexts Ramboll wish our customers to be well-informed of sustainability impacts and we aim at developing solutions that address society's needs and create long-term value for people, the planet and the economy. ■



Ramboll define sustainability in accordance with the Brundtland Commission's definition of sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

(Source: World Commission on Environment and Development's report "Our Common Future", 1987)

SOCIETY DEVELOPMENT IN THE ARCTIC

The Arctic is experiencing unprecedented interest from international companies looking to extract minerals, gems, oil and gas. This is fuelling the economic and social development of the countries straddling the region and also challenges the cities. Greenland in particular anticipates great commercial opportunities, but this is also a cause of great social and environmental concern for one of the world's most unique, and until now, untouched environments. Contradictory concerns also emerge such as between natural resources exploration and environmental and public health concerns, or

between urban development or mining and farmland or herding.

Ramboll cannot and will not stop socio-economic development; our role is to be responsible consultants and engineers who contribute to building sustainable societies that equally serve all types of customers, such as private companies, public authorities, citizens, NGOs, etc. We are committed to delivering socially, environmentally and economically responsible outcomes through continual dialogue with stakeholders in the Arctic, for instance, indigenous Inuit or Sami communities and local public authorities. ■



Left and right: Among other services Ramboll is performing social, environmental and socioeconomic impact assessments for customers in Greenland.



Above: Ramboll is supporting Troms Kraft Produksjon AS in the procurement of turbines for 54MW Fakken onshore wind farm in northern Norway.

Below: Flaring is the controlled burning of natural gas and a common practice in oil and gas exploration, production and processing operations. Ramboll provides technology that obtains what is known as a “smokeless flare”.

ENERGY SUPPLY

A dilemma related to delivering solutions in the market of energy and climate mitigation is to combine energy and climate mitigation planning with the right technological solutions, such as energy efficient and renewable energy technologies. And keeping a holistic view and the right strategic focus when designing energy and climate mitigation plans for municipalities, cities, regions and countries. Often there will be a potential risk of sub-optimisation and delivering inadequate solutions if the right balance is not considered in delivering our services. As a consequence, Ramboll focuses on all efforts and measures related to delivering sustainable energy and climate mitigation plans are qualified and quantified from a social, environmental and economic point of view while keeping in mind the overall vision of the project or plan. ■

GAS FLARING

Ramboll provides expertise on a large range of renewable technologies including wind, waste-to-energy, district heating, solar, etc. But we also provide expertise on traditional fossil fuel technologies such as oil and gas. It could be argued that these activities contradict each other. For instance, CO₂ emissions from platforms, refineries and gas production sites are a source of atmospheric pollution. However, acknowledging the world's current need for oil, we see an opportunity in helping the traditional fossil fuels move in a more sustainable direction.

Ramboll has considerable experience in designing flare gas recovery systems that reduce CO₂ emissions from the platforms and increase the production of export sales gas. So recovering valuable resources instead of discharging them into the atmosphere, which is much more harmful to the environment than emitting the gas without igniting it first. ■



RESPECTING HUMAN RIGHTS IN CHALLENGING CONTEXTS

Ramboll has the responsibility to respect human rights in all the countries where we operate. However, both risks and dilemmas concerning human rights are more obvious when working in countries that neglect their state duty to protect human rights.

Ramboll takes a firm stand against abuse and exploitation of migrant workers in any context. For instance, in relation to the respect for their right to safe and healthy working conditions, right not to be subjected to slavery, servitude or forced labour, and right to adequate standard of living.

Ramboll works to avoid and address adverse impacts on the right to enjoy just and favorable conditions at work, including equal pay for equal work, a living wage

(minimum wage), safe and healthy working conditions, equal opportunity for everyone to be promoted etc.

Adverse impacts on human rights caused by business relations are of great concern to Ramboll. We use our influence to impact positively on projects. We seek to prevent and mitigate adverse impacts by entering into dialogue with our customer and project consortium partners. We believe in engagement, dialogue, and consulting the stakeholder groups as the means to prevent and mitigate adverse impacts and to address and resolve grievances. As responsible consultants and engineers, we believe that the best is to be present in such countries in order to influence development

in a positive direction. This is a great opportunity for Ramboll to help create effective policy making and build sustainable societies. ■

Ramboll believes that safe and healthy working conditions must be an indisputable prerequisite on any construction site.





ADVOCACY

Ramboll builds a bridge between stakeholders in society. We advise governments and business on societal, environmental and economic issues and planning, we enable delivery of sustainable buildings, infrastructure and energy supply, and we facilitate responsible extraction of natural resources.

To be able to succeed we have an outward focus on engaging with all types of stakeholders to increase positive impacts on society. We advocate the importance of action addressing global challenges such as the quest for resources, climate change, environmental problems, globalisation, and urbanisation

– supporting broader UN goals contributing to sustainable development. In 2013, we engaged in many initiatives, conferences and partnerships to exactly do that. Some examples from 2013 follows, to demonstrate how Ramboll advocates for sustainable development. ■



SUSTAINIA KNOWLEDGE PARTNER

Ramboll is knowledge partner to the innovative community Sustainia (www.sustainia.me) where thought leaders and organisations come together to promote a platform for working with sustainability and to create concrete and real solutions for a sustainable transformation. As a knowledge partner, Ramboll has played a key role in defining the overall criteria for the selection of the 100 solutions presented in the sustainability guide 'Sustainia100' which was published in 2013. In addition, Ramboll has assisted in the assessment and selection of the 100 solutions included in the guide. The UN Global Compact is a strategic partner to Sustainia. ■

Above: 'Green Solution House', on the Danish island of Bornholm, was nominated for Sustainia100 in 2013. It brings together principles from Cradle to Cradle, Active House, and DGNB-DK. Visualisation: 3XN.

Left: Chicago Lakeside masterplan won the Sustainia Community award in 2012 - the solution that received the most votes from the general public. Ramboll participated in the design concept for sustainable energy, water management, and waste management.

Visualisation: Skidmore, Owings & Merrill LLP/MIR.

Below: The City of Dubai, United Arab Emirates.



SHARING BEST PRACTICE

The Danish government and the EU have in recent years put a strong focus on developing a framework for corporate responsibility, with the aim of contributing and promoting responsible growth creating value for both businesses and society. Hence, the Danish Business Authority works to improve the conditions for businesses and in that connection has established the CSRGov website (www.CSRgov.dk) as a tool for businesses to seek inspiration and best practice. Ramboll contributed with a case sharing our experience with working on construction sites in Dubai, illustrating how through dialogue and cooperation we have taken initiatives to prevent negative impacts on human rights. ■





Supply of clean drinking water is one of the urban challenges in India. Trucks drive drinking water from the desalination plant to the city. This extremely vulnerable system also aggravates traffic problems.

INSPIRING IDEAS

Ramboll is a partner in 'Co-Creating Sustainable Solutions for the Future', a competition that encourages Danish and Indian students to collaborate. The Indian engineering students chosen as winners have been in Denmark to learn more about sustainable solutions in Denmark and visit universities and companies. They also paid a visit to Ramboll to get feedback and further develop their ideas on business, technology and urban development. Each winning project constitutes a concrete solution to existing urban and rural challenges in India. All the projects can help improve quality of life. Among the winning ideas were:

1. Empowering the growing India by its green energy and connecting the Danish clean technology experience with micro-financing systems in India.
2. An air-conditioning system that cools by means of recycled water from the household
3. Providing practical and affordable housing solutions for the urban poor living in existing low income settlements
4. A waterline concept addressing urban water shortage problems by merging protection, rainwater collection and public service. ■

NORDIC BUILT PRINCIPLES

In 2013, Ramboll committed to the Nordic Built principles and signed its charter designed for the building sector. We commit to taking leadership and implementing the Nordic Built principles in our work and our business plans. We commit to taking the necessary actions to delivering competitive concepts for a sustainably built environment that benefits users, the building sector, the Nordic region and the world. The initiative is established by Nordic Ministers for Trade and Industry with the objective of supporting the development of new concepts for sustainable construction.

The Nordic Built Principles:

1. Made for people and promotes quality of life
2. Pushes the limits of sustainable performance, as a result of our innovative mind-set and high level of knowledge
3. Merges urban living with the qualities of nature
4. Achieves zero emissions over its lifecycle
5. Is functional, smart and aesthetically appealing, building on the best of the Nordic design tradition
6. Is robust, durable, flexible and timeless - built to last
7. Utilises local resources and is

8. Is produced and maintained through partnerships founded on transparent collaboration across borders and disciplines
9. Employs in concepts that are scalable and used globally
10. Profits people, business and the environment. ■





STAKEHOLDER ENGAGEMENT

In the Arctic business cannot be successful if the local communities we serve are not developing in a positive direction. At the same time, society needs businesses to help ensure growth and development. Ramboll believes that working responsibly in the Arctic is an indisputable prerequisite for all companies wanting to help Arctic societies in their growth and development. It is a question of realising that cooperation and partnerships are necessary to succeed in doing business in the Arctic – a region where experience, credibility and safety are crucial.

In 2013, Ramboll took the initiative of hosting our first round table meeting where key stakeholders in the Arctic were invited to discuss the challenges and solutions for societal development in the region. The round table was held in Tromsø, Norway with the participation of mayors from Arctic cities, industry leaders, NGOs, businesses as well as research experts. The region is experiencing a growing interest from multinational companies in the energy, oil and gas, mining and commodities industries. The round table explored how future development can be achieved in a responsible manner.

With Ramboll's close to 30 years' experience of doing business in the Arctic, we have for a long time acknowledged that cooperation



between companies is very important for business in the Arctic. For many years Ramboll has been member of the transatlantic network – the Arctic Business Network – focusing on developing cooperation between companies, institutions, authorities, NGOs etc. The Network started as a collaboration between companies in Greenland and the city of Aalborg in Northern Denmark, but now it has grown into an international network with more than 80 members and acts as sounding board for public authorities and ministries of business, trade and growth.

Other networks are important, for instance, Ramboll is member of CSR Greenland a network

with the purpose of helping local companies with their corporate responsibility efforts while creating awareness and knowledge sharing. Ramboll is also member of the Arctic Cluster of raw materials, a platform for companies with interest, experience and competences within the extractive industry. ■

Above: The city of Tromsø, Norway – a city in the Arctic circle.
Below: In late October 2013, Ramboll hosted a round table discussion on sustainable development in the Arctic.



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 expertise.

Because we believe that children have the right to learn, we support educating children in

economic developing countries. We also bring engineering into the schools, to inspire students to become engineers and teach them how rather simple engineering solutions can be of vital importance to communities in economic developing countries.

Here are a few examples of how

Ramboll contributes proactively to the fulfilment of 'the right to education', 'the right to benefit from scientific progress' and 'the right to water and sanitation' in certain contexts. ■

BUILDING A BRIDGE TO SCHOOLS

The Charity Task Group - organised by Ramboll employees in the UK - supports many charitable initiatives in both local communities in the UK and around the world. The task group has been a huge success since its establishment in 2011.

One such initiative in 2013, to promote engineering in the local community and to inspire children to become engineers, was a partnership with Wimbledon High School to participate in the Engineering Education Scheme (EES). One of many schemes run by the Engineering Development Trust in the UK, EES provides a chance for students to tackle a genuine

engineering project and its various challenges with assistance from professional engineers. In this case, the students were met with the task of producing a concept design for a disaster relief shelter for the homeless in Haiti, with potential further application in natural disasters elsewhere.

They received help and expertise from some of Ramboll's graduate engineers who stepped up to mentor the students through the project from briefing to final presentation.

As part of another initiative called 'Bridging the Gap', engineers from Ramboll's office in Chester in the UK gave support and advice to

schools competing in the Mersey Gateway Bridge competition. Here teams of students developed their own designs for a new bridge over the River Mersey, together with Ramboll engineers over several months, culminating in a presentation and awards day with judges from the industry. ■

SUPPORTING ENGINEERS WITHOUT BORDERS

Ramboll also funds Engineers Without Borders (EWB). This non-profit organisation is responsible for improving the quality of life in disadvantaged communities worldwide, through education and implementation of sustainable solutions, by offering engineering expertise – all on a voluntary basis. We encourage our employees to join EWB as this is a genuine way for engineers to make a difference. Thus in 2013, the Ramboll Foundation granted EUR 39,000 to EWB in Denmark to support training in scientific equipment donated by Aarhus University School of Engineering to Kwame Nkrumah University of Science and Technology in Ghana. EWB has conducted and carried out a training programme illustrating how the equipment should be used. In addition, they invited a Ghanaian laboratory technician to attend a three-months' internship at Aarhus University to get practical experience and thereby become capable of fixing, developing and maintaining electronic equipment for the purpose of research.

A further donation from the Ramboll Foundation of EUR 61,000 was given to EWB in Norway to plan and carry out a water and sanitation project, providing the 700 inhabitants of the village Kiruruma in western Uganda with clean drinking water. The project has caused a dramatic decrease in illness in the village.

Other donations by the Ramboll Foundation in 2013 were a donation of EUR 33,500 to 'Danmarks Indsamling' and another EUR 12,000 to 'TV-aksjonen' - the Danish and Norwegian broadcasting companies' (DR and NRK) annual charity telethon. A further EUR 80,000 was donated to internationally recognised aid organisations to help Philippine disaster victims after the typhoon Haiyan struck in early November 2013. ■



Above: Several of the Humanitarian Association members have volunteered at the Welfare home in New Delhi.

Left: Ramboll engineers have been helping to bring hands-on construction experience into the schoolyards with the Institution of Civil Engineers' project 'Bridge to Schools'.

WORKING FOR THE RIGHTS OF CHILDREN

In 2013, the Ramboll Foundation donated EUR 27,000 to the international humanitarian federation Terre des Hommes, working for the rights of children, to promote equitable development without racial, religious, political, cultural or gender-based discrimination.

The financial support was granted to the three following projects – one in Kenya and two in India:

- The WEMA Centre in Mombasa, Kenya. A children's home for approx. 120 girls to protect them from a life on the streets. This is done by means of education, health programmes and basic necessities such as food, clothes and shelter

- A welfare home for children in New Delhi, India
- The street children project, Vatsalya, in Mumbai, India, that aims at providing care, education and shelter to some of the millions of street children in Mumbai.

The Humanitarian Association – an employee organisation initiated by Ramboll employees in Denmark with the primary purpose of supporting children in need – also supports Terre des Hommes and the projects in Mombasa and New Delhi.

Approximately 135 employees are currently members of this internal organisation which has donated around EUR 250,000 to charity since its establishment in 1992. ■



PROJECTS

Ramboll is dedicated to developing solutions to solve global challenges, such as resource scarcity, climate change, environmental challenges, globalisation, urbanisation and demographic changes.

Our combination of competences and services bring together engineering, design and management consulting expertise. Across our disciplines, we provide expert knowledge, sustainable and long-term solutions for the benefit

of our customers and society. Thus, our responsible business approach combined with our capabilities enable us to address today's global challenges. ■

A BLUE AND GREEN REVOLUTION

Cities around the world are considering various ways of adapting to a changing climate. With the prospect of increasing rainstorm frequency, cities such as Copenhagen are introducing plans that view the higher water volumes as a resource rather than a problem.

Copenhagen is planning to invest around EUR 1 billion to safeguard the city against future extreme weather, while also exploiting the positive aspects of the restructuring. Ramboll has prepared a planning framework focusing on specific solutions that can protect Copenhagen against heavy cloudbursts.

The framework focuses on creating blue and green areas to absorb and divert large volumes of water. By combining these areas with so-called water boulevards on strategically chosen streets to channel water into the harbour, flooding can be avoided.

One of the more radical solutions is to transform one of Copenhagen's three inner city lakes into a rain park. This will create a vast area for collecting water and additionally enhancing the recreational value of the city.

In Sweden's second largest city, Gothenburg, Ramboll is carrying out a similar project for the local government, conducting hydraulic measurements of the drainage system as part of an ambitious plan to map the flooding risks throughout the city. ■



Above: Offenbach Harbour in Frankfurt, Germany. An industrial peninsula on the River Main is being converted into a new sustainable city district with assistance from Ramboll experts. The German Association of Sustainable Building (DGNB) has pre-certified Offenbach Harbour with a gold standard in the category 'Sustainable urban districts'.

Left: Illustration of the proposed transformation of one of Copenhagen's three inner city lakes into a rain park to safeguard Copenhagen against heavy cloudbursts. Visualisation: Ramboll, Atelier Dreiseitl – part of Ramboll.

CREATING LIVEABLE CITIES

In 2013, as part of Ramboll's sustainable city services, we have developed the Liveable Cities Lab (LCL) to explore ways of making cities more attractive to their inhabitants. LCL studies advance in cities around the world that create green and attractive liveable places in which to live and work.

An example is in Finland where we are working on two projects financed by the Finnish Funding Agency for Technology and Innovation (TEKES) to develop strategic business plans for urban development. This involves using among others innovative digital solutions to promote sustainable urban development by enabling technological choices in relation to energy consumption and transportation – always with the end-user in mind. ■

30%

predicted likely
increase in rainfall
for Copenhagen.

Data source:
City of Copenhagen, Denmark

THE WORLD'S NUMBER ONE SUSTAINABLE BUILDING

Ramboll creates visionary, sustainable and award-winning buildings, meeting the strictest demands for energy-efficient design.

In Dubai, in the United Arab Emirates, Ramboll has designed the mechanical, electrical and plumbing (MEP) services for the “world’s number-one-most-environmentally -sustainable” building. In 2013, this project, called the Change Initiative Building, was officially recognised as the world’s most sustainable building, when assessed according to the American LEED (Leadership in Energy and Environmental Design) standard.

The Change Initiative is a non-profit organisation that solely provides sustainable solutions and products, and has incorporated environmental considerations into all aspects of their 4,000 m2 new head office in Dubai – from efficient MEP services and water conservation strategies to renewable energy technologies. ■



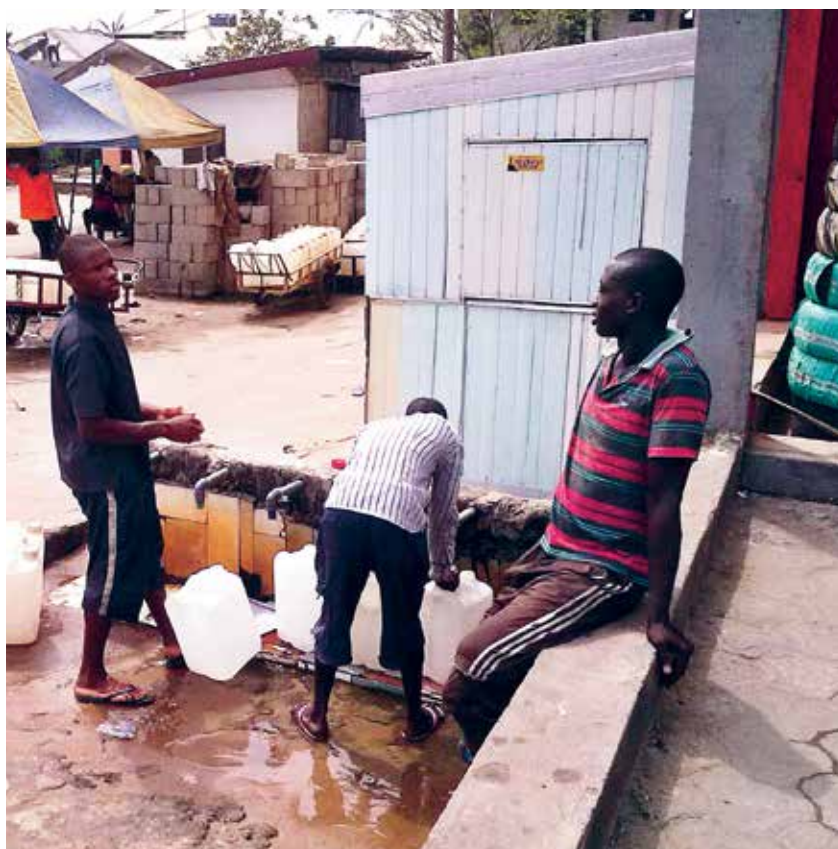
Above: The world's most sustainable building - the 'Change Initiative Building' - in Dubai, United Arab Emirates.
Below: A public standpipe provides safe drinking water to the inhabitants of Yenagoa, Nigeria.

IMPROVING WATER SUPPLY IN NIGERIA

In Nigeria, access to safe drinking water is one of the greatest development challenges. The provision of improved water and sanitation supports human rights such as the right to clean water and sanitation and the right to health, by reducing incidences of disease, but also economic development, corresponding reductions in health care costs, less time and efforts needed for the collection of water, and improved potential for business development.

In the Niger Delta of Nigeria, Ramboll is currently working to improve access to water supply and sanitation facilities in five Niger Delta states through technical support to water supply and sanitation institutions in urban areas and small towns. Ramboll's work focuses on developing and implementing effective, realistic and efficient governance structures in the water supply and sanitation sector, leading to improved sector policies, facilitating greater financial backing and community support.

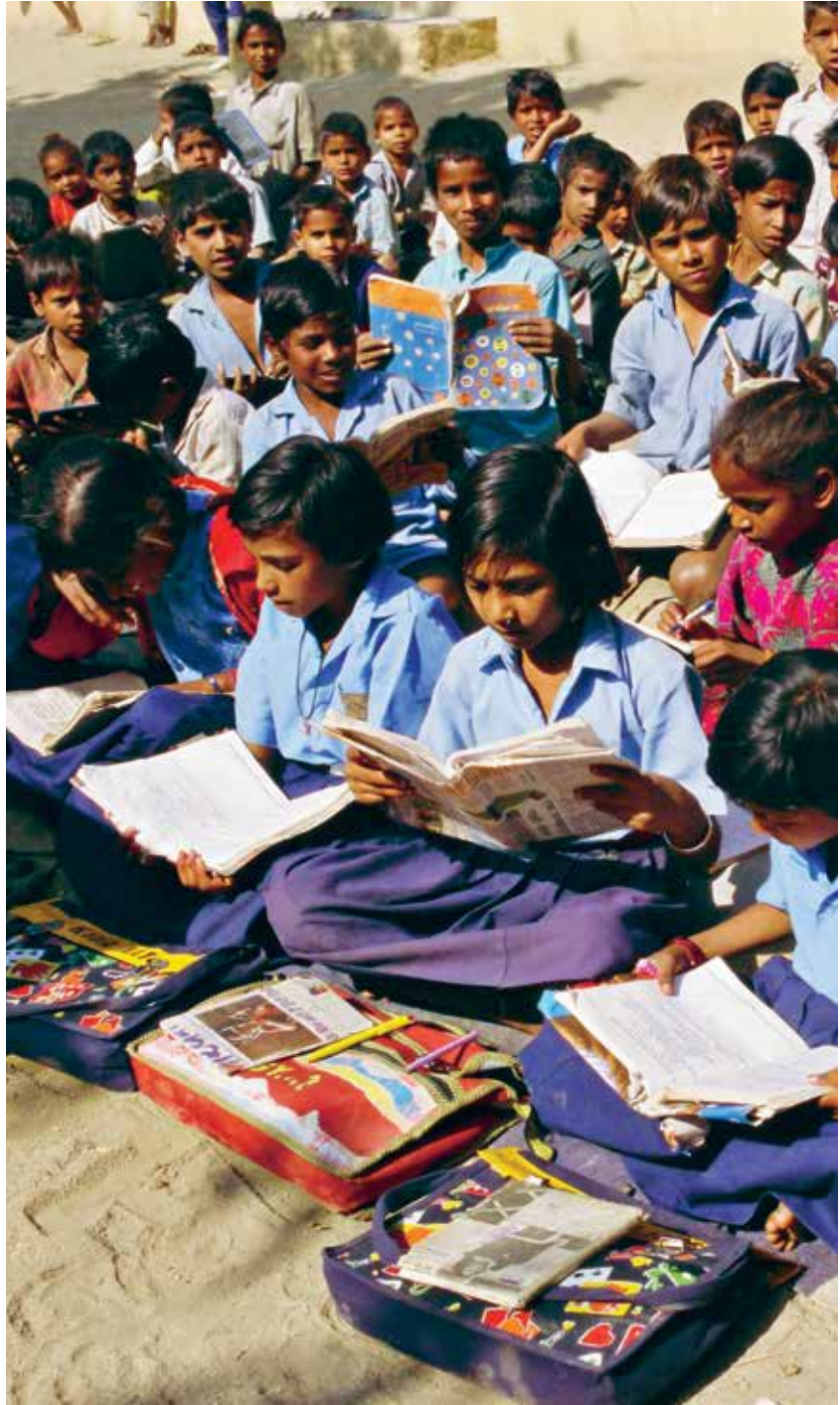
The project is carried out in a consortium led by Safège, in partnership with Mott MacDonald and Yves Bee. The project started in July 2013 and will run for a period of four years. ■



SUPPORTING PUBLIC HEALTH

Our strong local presence allows us to support and promote sustainable growth and development in India. Selected to design modular toilet buildings for schools throughout one of India's largest states Andhra Pradesh, Ramboll is making a positive contribution to fulfil the right to an adequate standard of living including the right to water and sanitation. Furthermore, it supports our wish to create a significant beneficial impact on improved sanitation. The UN estimates that up to 2.5 billion people worldwide lack access to basic sanitation which is a UN Millennium Development Goal. The client is a joint venture between a UK-based investor and NVH Technology.

Ramboll is also working on launching and managing a National Electromagnetic Radiation Portal that will allow the public in India to verify that emission norms are being met by telecom towers in their neighbourhood thereby contributing to the right to benefit from scientific progress. The portal is a significant step in the right direction to introduce know-how, transparent processes and synergies between the public, government, and the telecom sector in India – especially as there is an increased public awareness about health and safety issues concerning radiation from telecom towers. ■



Above: It is an opportunity for Ramboll to positively impact sanitation through improving the standard of school facilities. Left: Ramboll received the Danish Lighting Award for the innovative and sustainable illumination of 'Lynetten' - the Copenhagen sludge incineration plant - turning it into a beautiful new landmark. The lighting design highlights the building's architectural character by illuminating five silos with orange and red colours that flow from the inside to the outside of the building. At the same time, the lighting design is environmentally friendly.



COUNTRY OFFICES

NORDICS

Denmark
Finland
Greenland
Norway
Sweden

REST OF EUROPE

Belgium
Cyprus
Estonia
Germany
Poland
Romania
Russia
Switzerland
United Kingdom

INDIA AND MIDDLE EAST

India
Kingdom of Saudi Arabia
Qatar
United Arab Emirates

NORTH AMERICA

USA

ASIA

China
Singapore

MEASUREMENT

Social, environmental and economic measurements are used to show the outcome of our CR efforts. Where possible, measurements are made for each overall operational unit (called principal business unit) in Ramboll and a Group average or total is also provided.

NOTE:

- The principal business unit New Markets was established in 2013 as a result of reorganisation. New Markets includes results from India and Middle East.

EMPLOYEE SATISFACTION

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

MEASUREMENT - TARGET > 4

EMPLOYEE SATISFACTION (INDEX 1-5)

BUSINESS UNIT	2011	2012	2013
Denmark	■ 4.0	■ 4.0	■ 4.0
Sweden	■ 4.0	■ 4.1	■ 4.0
Norway	■ 3.9	■ 3.9	■ 3.9
Finland	■ 3.7	■ 3.7	■ 3.8
United Kingdom	■ 3.7	■ 3.6	■ 3.8
New Markets	n/a	■ 4.0	■ 4.1
Management Consulting	■ 4.0	■ 4.1	■ 4.1
Oil & Gas	■ 3.7	■ 3.9	■ 4.0
Energy	■ 3.9	■ 3.9	■ 3.9
Corporate	■ 4.1	■ 4.1	■ 4.2
Ramboll Group average	■ 3.9	■ 3.9	■ 3.9

■ On target ■ Not on target

MEASUREMENT - TARGET > 80%

EMPLOYEE RESPONSE RATE, %

BUSINESS UNIT	2011	2012	2013
Denmark	■ 89	■ 92	■ 92
Sweden	■ 86	■ 89	■ 84
Norway	■ 84	■ 87	■ 84
Finland	■ 86	■ 84	■ 85
United Kingdom	■ 68	■ 82	■ 85
New Markets	n/a	n/a	■ 89
Management Consulting	■ 86	■ 88	■ 90
Oil & Gas	■ 98	■ 90	■ 94
Energy	■ 87	■ 88	■ 91
Corporate	■ 100	■ 97	■ 100
Ramboll Group average	■ 84	■ 86	■ 88

■ On target ■ Not on target

LABOUR RIGHTS

Works Council meetings held in every business unit.

MEASUREMENT

WORKS COUNCIL MEETINGS PER YEAR

PRINCIPAL BUSINESS UNIT	2009	2010	2011	2012	2013
Denmark	■ 4	■ 4	■ 4	■ 4	■ 4
Sweden	■ 1	■ 2	■ 7	■ 7	■ 4
Norway	■ 12	■ 12	■ 24	■ 50	■ 4
Finland	■ 4	■ 4	■ 4	■ 4	■ 4
United Kingdom	■ 6	■ 9	■ 4	■ 18	■ 3
New Markets*	■ 5	■ 12	■ 12	■ 4	■ 14
Management Consulting	■ 4	■ 4	■ 8	■ 4	■ 4
Oil & Gas	■ 4	■ 12	■ 21	■ 20	■ 20
Energy	n/a**	■ 4	■ 4	■ 4***	■ 4***
Ramboll Group	■ 1	■ 1	■ 1	■ 1	■ 1

■ Implemented ■ Partly implemented ■ Not implemented

* From 2013 India is included in the measurement. Previous years only the Middle East was included in the measurement.

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

*** The business unit, Energy, included in the principal business unit Denmark's Works Council meetings

MEASUREMENT

ALL PRINCIPAL BUSINESS UNITS HAVE THE FOLLOWING PROCEDURES IN PLACE TO AVOID DISCRIMINATION

OBJECTIVE RECRUITMENT PROCESS	Systematic procedure objectively ensuring that ability, competences, skills, experience and performance are always the basis for recruitment and promotion.
DISABILITY	Systematic procedure objectively ensuring awareness-raising of disability issues.
AGE VERIFICATION	Systematic procedure that ensures age verification prior to employment.

HEALTH AND SAFETY

In 2013 a Group health and safety gap analysis and review was conducted and results have been fed into a recommendation.

MEASUREMENT

PRINCIPAL BUSINESS UNITS THAT ARE OHSAS* 18001 CERTIFIED:

Oil & Gas

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

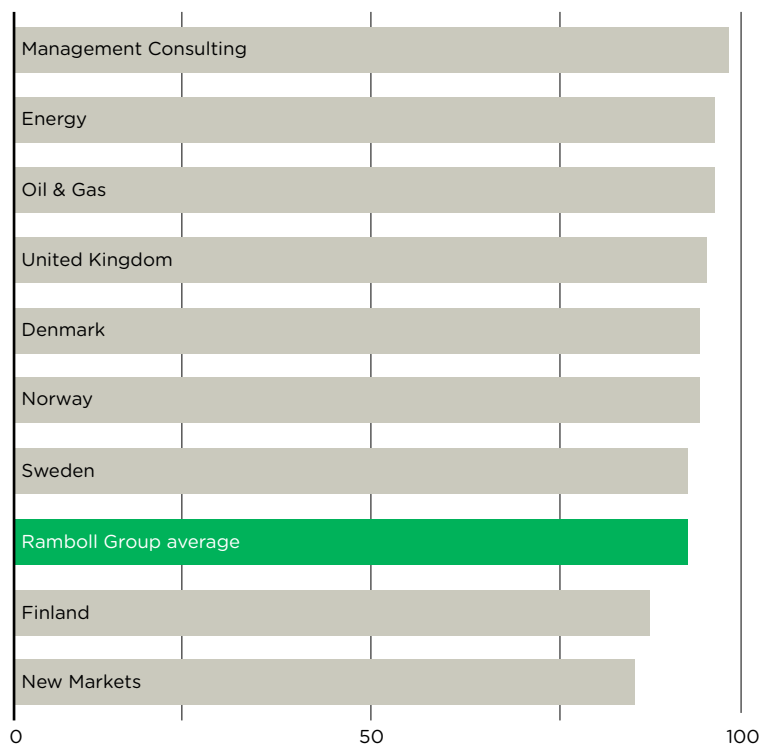
PERFORMANCE AND DEVELOPMENT DIALOGUE

To develop and retain employees each year employees have a dialogue with their manager. A global performance and development process was launched in 2013 to document goals and development plans.

MEASUREMENT

ESES SCORE* 2013, %

PRINCIPAL BUSINESS UNIT



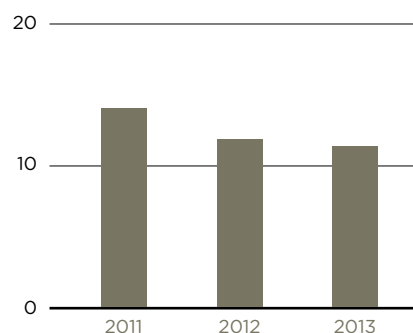
*Measurement of how many employees who confirm in the Employee Satisfaction and Engagement Survey (ESES) that they have had a development dialogue with their manager.

EMPLOYEE TURNOVER

Employees who have voluntarily terminated employment.

MEASUREMENT

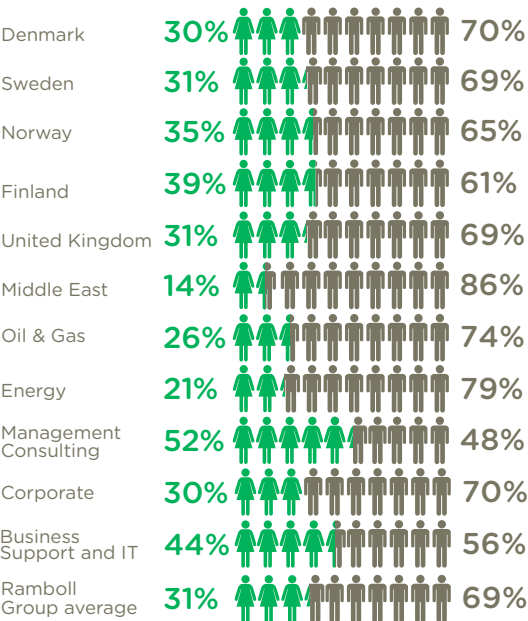
EMPLOYEE, VOLUNTARY TURNOVER, RAMBOLL GROUP TOTAL, %



DIVERSITY

A policy for equal gender representation in management was established in 2013.

MEASUREMENT
GENERAL GENDER REPRESENTATION, DISTRIBUTION



MEASUREMENT
AGE DISTRIBUTION - GROUP AVERAGE 2013

< 19	20-29	30-39	40-49	50-59	60-69	> 70
1%	20%	33%	23%	16%	7%	0%

MEASUREMENT
GENDER DISTRIBUTION ON MANAGEMENT LEVEL
AND IDENTIFIED SUCCESSORS (B-D LEVEL), FEMALE %

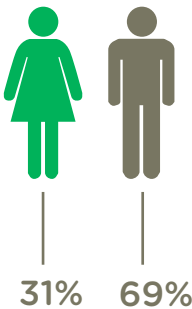
Management B-level	7%	Successor B-level	14%
Management C-level	12%	Successor C-level	23%
Management D-level	23%	Successor D-level	24%

All Ramboll employees are mapped into a global job family architecture. The architecture consists of a number of profiles reflecting job levels ranging from A to H level.

To have the right people in the right places at the right time, the succession planning and high potential identification process is designed to secure both management continuity and the identification of high potential employees.

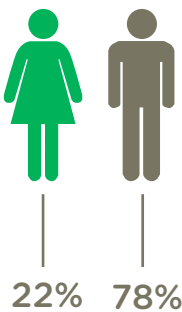
MEASUREMENT
GENDER REPRESENTATION
IN TOTAL 2013

Ramboll Group average



MEASUREMENT
GENDER REPRESENTATION
IN HIGH POTENTIALS 2013

Ramboll Group average

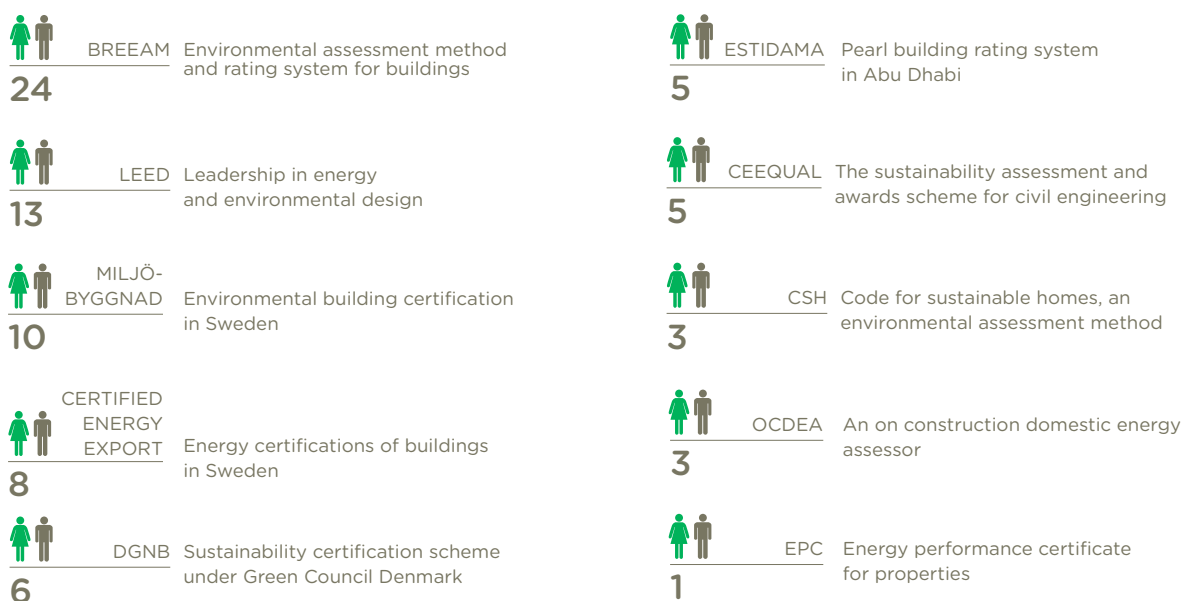


ENVIRONMENTAL ACCREDITATION SCHEME CAPABILITIES

In Ramboll we provide assessment services within a variety of environmental accreditation schemes covering different themes, in relation to buildings and communities. A way to measure, document and compare the quality of sustainable buildings and communities. Below are measured Ramboll's licensed assessors for each scheme in 2013.

MEASUREMENT

NUMBER OF LICENSED ASSESSORS



An environmental assessment is a holistic evaluation considering a number of criteria with regard to building materials, mobility opportunities, pollution, waste handling, energy consumption, water, biodiversity, health, safety, social value and financial considerations. The accreditation schemes vary according to local conditions and needs and are a good way to give concrete expression to sustainable buildings, communities and cities.

ENVIRONMENTAL MANAGEMENT SYSTEM

MEASUREMENT

ISO 14001* CERTIFIED

PRINCIPAL BUSINESS UNIT	2012	2013
Denmark	■	■
Sweden	■	■
Norway	■	■
Finland	■	■
United Kingdom	■	■
New Markets	■	■
Management Consulting	■	■
Oil & Gas	■	■
Energy	■**	■**

■ Implemented ■ Partly implemented ■ Not implemented

*ISO 14001: International standard for environmental management system.

**Energy in Sweden.

ONLINE COMMUNICATION TOOLS

By having more flexible and effective online communication tools, we are able to improve cross-organisational cooperation and at the same time decrease our travel needs, thus decreasing the CO2 emissions from work-related transport.

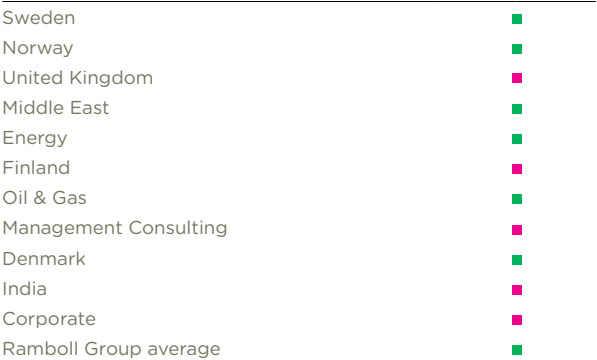
MEASUREMENT
GLOBAL VIDEO CONFERENCE SYSTEM (VC)
TOTAL NUMBER OF CALLS

2012:	2013:
28,196	36,308

CO2 EMISSION

In 2013, we were very close to reaching our target of having all principal business units conduct a full CO2 mapping on energy use and work-related transport, covering all employees and offices. See notes explaining this on page 33.

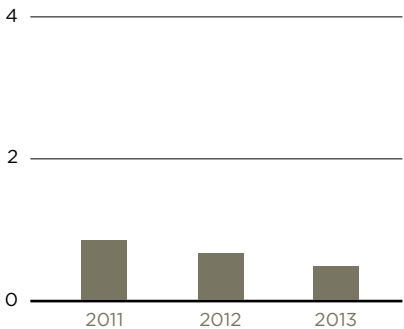
MEASUREMENT
DEVELOPMENT IN CO2 EMISSION
PER EMPLOYEE COMPARED WITH 2012



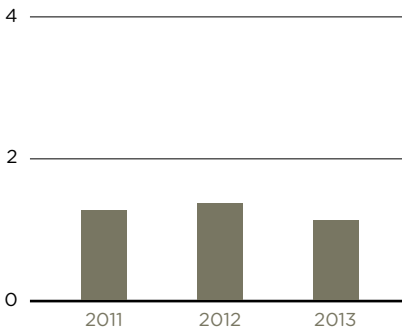
Development compared with 2012 per business unit: ■ Decrease ■ Increase

MEASUREMENT
CO2 EMISSIONS PER EMPLOYEE (FTEE), TONNES

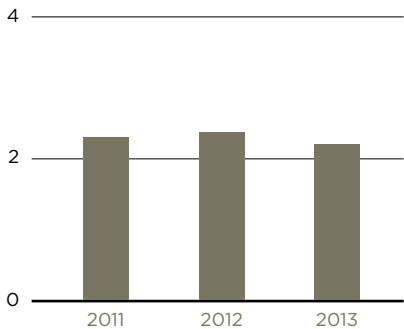
ENERGY USE



WORK-RELATED TRANSPORT



TOTAL CO2 EMISSIONS



MEASUREMENT
LYNC* INSTANT MESSAGES 2013
Total number:

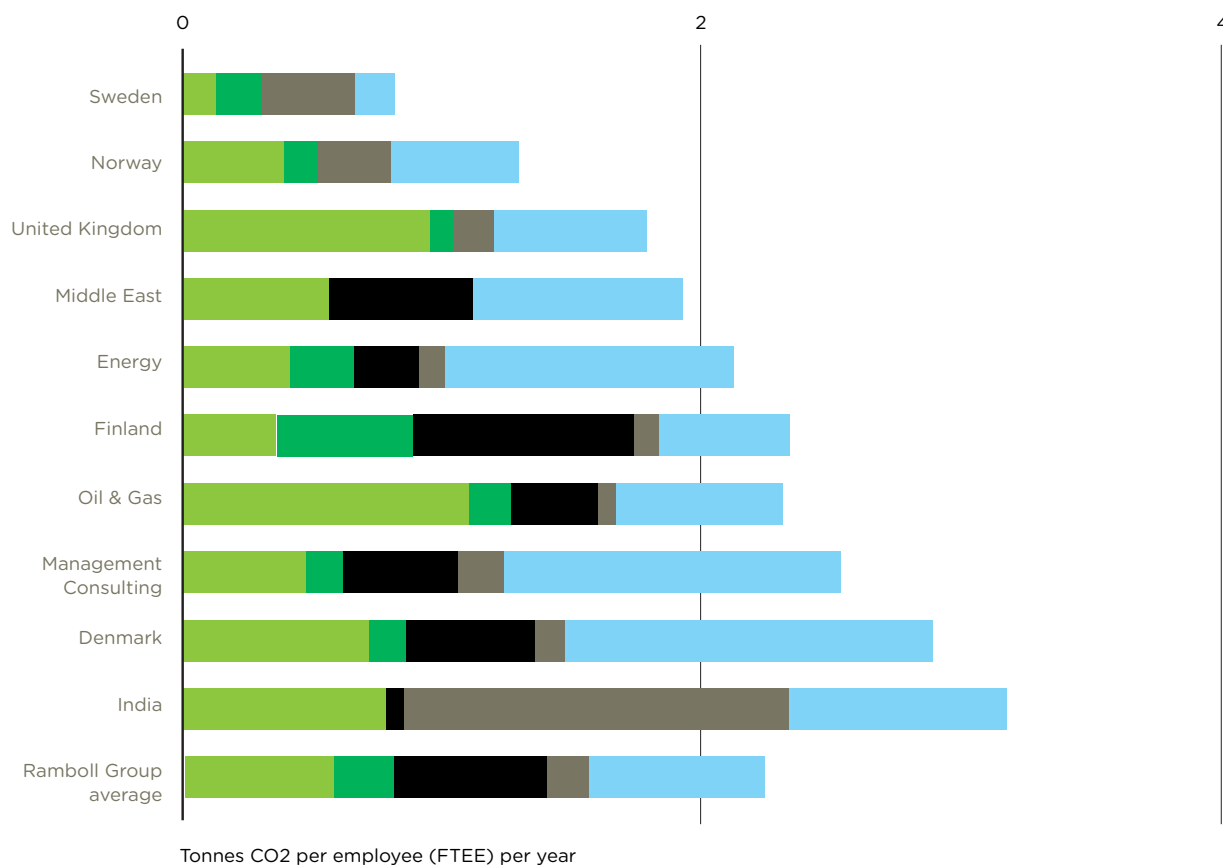
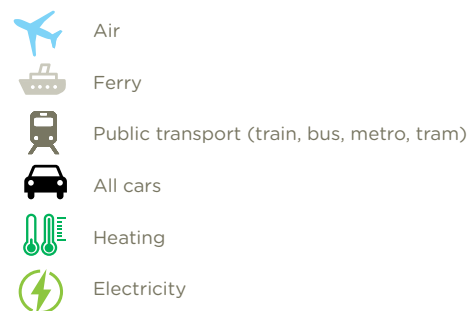


MEASUREMENT
LYNC* VIDEO CONFERENCE 2013
Total number:



*Microsoft Lync is a unified communications platform that enables people to connect everywhere with instant messaging, voice, video and online meeting function.

RAMBOLL CO2 EMISSIONS FROM ENERGY
USE AND WORK-RELATED TRANSPORT IN
2013 PER PRINCIPAL BUSINESS UNIT



NOTE:

- Reporting period is 1 July 2012 to 30 June 2013.
- If the International Energy Agency factors (IEA statistics, "CO2 Emission from fuel combustion highlights", 2011 edition) are used instead of national factors, this is stated in the business unit notes below.
- FTEE figures are 12 months rolling FTEE June 2013.
- The business unit New Markets is split into two separate accounts, one for India and one for Middle East.

Principal business unit specific notes:

Sweden:

- Data from credit cards is not included in reporting. Deviation from last year's reporting is due to much more reliable data collection and improved calculation methods in this reporting period. CO2 neutrality of trains in Sweden is obtained through purchase of environmental certificates. This is not the most sustainable way to become CO2 neutral. There should be

a common view towards the use of CO2 certificates across PBUs, which could be included in the guide for next year's CO2 mapping. However, it should be noted that the data is not cleaned for certificates. Calculation for cars is based on a six month data period.

Finland:

- This year's reporting for heating has been included for the first time, thus the total emission is increasing. Use of IEA factors.

United Kingdom:

- Cars are not included in reporting. Some offices lack figures for air travel and train. The travel figures for London and Southampton are estimated based on the accurately recorded figures of the Chester office. Figures for heating and electricity deviate much from last year's reporting due to more reliable data collection in this reporting period. Use of IEA factors.

Middle East:

- Partly use IEA factors.

India:

- Reduced taxi use as transportation and instead increase in public transport and company cars. Use of IEA factors.
- FTEE is based on an average of 11 months, due to lack of data.

Energy:

- The absolute emission increased but there is a considerable reduction per FTEE because of better data and increase in FTEE proportional to the office space. Ten employees are included in Ramboll UK's account. 58 employees in the newly acquired company IMS are not included. Two employees in India and nine employees in Germany are not included in reporting. Partly use IEA factors.

Oil & Gas

- Partly use IEA factors.

Management Consulting:

- This year changed to national factor for heat consumption in Denmark (heating factor 317 was altered to 120). Partly use IEA factors.

CORPORATION INCOME TAXES

Ramboll pays a substantial part – in 2013 30.5% – of its profits as corporation tax in the countries in which we operate. Ramboll booked a total corporate income tax cost of DKK 109 million in the 2013 accounts.

MEASUREMENT

TAX ON PROFIT FOR THE YEAR 2013

COUNTRY	DKK Million
Norway	33.7
Denmark	31.1
Sweden	21.3
Finland	13.4
India	4.5
Rest of world	2.4
United Kingdom	1.6
Germany	1.2
Ramboll Group total	109.2

CR MANAGEMENT SYSTEM

MEASUREMENT

CR MANAGEMENT SYSTEM 2013

PRINCIPAL BUSINESS UNIT	Code of Conduct to all employees	CR organisation	CR screening procedure - no. of registered CR files in 2013	CR training - onboarding	CR audit*	CR management review
Denmark	■	■	1	■	40	■
Sweden	■	■	0	■	2	■
Norway	■	■	0	■	2	■
Finland	■	■	0	■	0	■
United Kingdom	■	■	1	■	28	■
New Markets**	■	■	0	■	16	■
Energy	■	■	0	■	8	■
Oil & Gas	■	■	0	■	>20***	■
Management Consulting	■	■	0	■	0	■

■ On target ■ Partly implemented ■ Not implemented

* See explanation on page 9 - 05 Audit

** India not included in reporting for 2013

*** Integrated in HSEQ audits

WHISTLEBLOWER

MEASUREMENT

SUBJECT AND NUMBER OF WHISTLEBLOWER REPORTS

	2011	2012	2013
Code of Conduct	1	2	1
Critical supplier		1	
Discrimination		2	
People / Management	6	6	3
IT	1		
Values	1		
Ramboll Group total	9	11	4

Ramboll Group A/S
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