

COMMUNICATING PROGRESS 2010

CSR REPORT

STATUS REPORT ON CORPORATE SOCIAL RESPONSIBILITY (CSR)

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Ramboll is a leading engineering, design and consultancy company founded in Denmark in 1945. Today, we employ close to 9,000 experts and we constantly strive to achieve inspiring and exacting solutions that make a genuine difference to our customers, the end-users and society as a whole. www.ramboll.com

HOLISTIC AND RESPONSIBLE

We like to see ourselves as a community partner, and as the world around us is becoming increasingly global, we too must become a globally responsible player and be able to deliver specific solutions to the global challenges the world is facing.

Ramboll has always been committed to good citizenship and a responsible corporate business conduct in all its communities. From the very beginning, one of our founding fathers, B. J. Ramboll, has instilled Ramboll's strong ethical and human belief in our company.

A business behaviour based on trust, transparency and integrity – combined with high ethical standards, responsibility towards society and thriving employees – have always been key elements in our approach to business.

We as employees must act in favour of holistic, long-term and sustainable solutions that balance human and commercial needs for the benefit of our customers, end-users and the local communities we are a part of.

The growth of the earth's population, increasing urbanisation and global warming issues challenge us as consultants. At Ramboll, we see it as our job, through our knowledge and our own behaviour, to respect and support human rights, to contribute to minimizing the pull on resources and to conduct our business with integrity. We are committed to the ten principles of the UN Global Compact within human rights, employee rights, the environment and anti-corruption as well as supporting global universal standards.

In this report you will see the progress we have made within CSR in 2010, be inspired by our way of engaging with society, and learn how we support our customers in achieving sustainable targets. →



→ CSR highlights for 2010 were first of all our non-discrimination training of all HR employees. The training took place on 1 December where we gathered 65 HR employees to discuss the various aspects of potential discrimination in relation to recruitment and promotion. Inspiration and suggestions were made as to how Ramboll can work with diversity and equal treatment in the future. The day was characterised by positive dialogue and raised our awareness towards non-discrimination issues.

Secondly, in a market characterised by increasing competition and internationalisation, we believe the development of a common business integrity e-learning training course will be an important tool to increase awareness of our Code of Conduct, among employees and to uphold transparency in the future. The training will be implemented in 2011.

Thirdly, in Ramboll we are exploring urbanisation every day. The world's attention is on cities, and for good reason. From a global perspective, cities have become the engines of economic prosperity and development. On a global scale, two million people move to cities every week which surely proves that urbanisation is a global challenge. To set focus on some of the key opportunities and solutions related to urbanisation, Ramboll hosted the Urbanisation Event 2010 on 2 December at Ramboll Head Office in Copenhagen. The event highlighted how cities are responding to global development challenges such as climate change, energy efficiency, and economic development in an innovative way. A group of leading international thinkers shared their views and answers to fundamental urban challenges. The day was of great inspiration for around 130 customers, collaboration partners and Ramboll people.

In the future we are committed to continuously improving our own performance and knowledge within the ten principles of the UN Global Compact. We will further strengthen our supply chain, implement a Supplier Declaration and encourage our customers and partners to work together with us on improving CSR according to the UN Global Compact principles. We will follow up on actions and develop new initiatives and actions which will raise all our business units to new levels within CSR.

Flemming Bligaard Pedersen
Group CEO, Ramboll

PEOPLE

Ramboll should be the most attractive employer within our profession, by offering superior opportunities for professional development as well as highly motivating working conditions. An open and transparent dialogue between employees and management is an important element in the operation, management and development of Ramboll.

Based on our conscious awareness of the human dimension by treating employees, people in general and society right in a long-time perspective, Ramboll strongly supports the UN Global Compact's principles of Human Rights and Labour, and aspires to advance our own performance within these areas.

IMPORTANCE OF DIALOGUE

Policy on freedom of association

The management must recognise and accept that the employees may want to join associations of their own choice. Ramboll is prepared to participate in open and constructive discussions on employee matters with associations.

In 2010 we introduced a corporate policy ensuring that employees are able to form and join trade unions, and ensuring union-neutral policies and procedures based on the ILO's Declaration on Fundamental Principles and Rights at Work.

"Ramboll respects all employees' freedom to join associations of their own choice. No discrimination in respect to recruitment, promotion, pay, or redundancy must take place as a result of employees being members of associations or unions."

COMMUNITIES IN URGENT NEED

Pakistani flood victims

After suffering several floods since mid-May 2010, Pakistan is facing a catastrophe of unprecedented magnitude. More than a third of the country was inundated and up to 8 million people were in immediate need of food, clean water, shelter and medical attention. It goes without saying that the situation called for further international support and aid.

Ramboll chose to support these efforts by making a financial donation to the victims of the disaster of approx. EUR 40,000. The donation was given through the International Committee of the Red Cross (ICRC) in Geneva. "Giving a donation in connection with a tragic event like this is a natural continuation of Ramboll's commitment to the global community. And something our employees really value that we do" says CEO Flemming Bligaard Pedersen.

Haiti disaster victims

The situation in Haiti was devastating after the earthquake and the desperate circumstances called for international support and aid. International aid groups and the United Nations were trying to get food, water, tents and other supplies to survivors of the earthquake as quickly as possible.

Ramboll chose to support these efforts by making a financial donation to the victims of the disaster of EUR 80,500. The donation was made through internationally recognised aid organisations in the countries where we are present through our country business units.

Support for refugees around the world

More than 43 million people around the world have been forced to leave their homes. People on the run often have no access to basic necessities and need help to get food, water and shelter. They have little opportunity to claim their rights and have no protection from violations. And they often live in some of the world's most dangerous and remote areas.

Ramboll donated an amount equivalent of EUR 13,000 to the Norwegian Refugee Council (NRC) to be used to provide relief and protection for refugees from wars and conflicts. The Norwegian Refugee Council (NRC) promotes and protects the rights of people who have been forced to flee their countries, or their homes within their countries.



COMMUNITIES IN URGENT NEED

Brand products to Danish Red Cross

A donation of products with our old logo was made to Danish Red Cross during 2010. The products, including t-shirts, jackets, sweatshirts and caps, were donated to third world countries in Africa, disaster-hit areas and areas in Belorussia. The total value was approx. EUR 50,000 and we were very pleased to be able to donate the products to charity. Furthermore, we give discarded computers away to communities in Africa via humanitarian organisations.



Works Councils

This year there has been a continued focus on an open and transparent dialogue between employees and management in the form of Works Councils. An organised dialogue with employee representatives on matters and questions related to the company's development are taking place in Works Council meetings across the company. The purpose of a Works Council is for employee representatives to create a forum where they can bring up any relevant subject or question and to put forward the employees' point of view. This forum also gives management the opportunity to inform, consult and listen to the employee representatives before making a decision related to the development of the company.

To articulate issues which are related to cross organisational matters and questions, a Group Works Council meets regularly once a year to give employee representatives the right to dialogue with top management.

A target for all Business Units is to establish guidelines and procedures for Works Council meetings, according to corporate policies and local law requirements. The target is to hold at least one Works Council meeting per year. See the measurement, "Works Council meetings per year."

MEASUREMENT

WORKS COUNCIL MEETINGS PER YEAR

BUSINESS UNIT	2009	2010
Denmark (RDK)	■ 4	■ 4
Sweden (RSE)	■ 1	■ 6
Norway (RNO)	■ 12	■ 12
Finland (RFI)	■ 4	■ 4
United Kingdom (RUK)	■ 6	■ 9
Middle East (RME)	■ 5	■ 12
Russia (RRU)	■	■
Informatik (RI)	■ 4	■ 5
Management Consulting (RMC)	■ 4	■ 4
Oil & Gas (ROG)	■ 4 (in DK & NO)	■ 12
Telecom (RT)	■ 4 (in DK incl. in RDK)	■ 4 (in DK)
Energy (RE)	n/a	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

**In relation to Telecom in India, no definite number of meetings have been held.

Instead an online portal was developed where all employees freely can express themselves and highlight any condition which requires attention, or any circumstance which does not follow our HR guidelines.

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

Employee Satisfaction

Each year we carry out an Employee Satisfaction and Engagement Survey (ESES) in which all employees in Ramboll are invited to participate. The survey has two closely interlinked purposes. Firstly to increase the satisfaction and engagement of employees, and secondly, to strengthen the business through continuous improvement of employee engagement, working processes and management practices.

A record-high 6,966 employees filled out the questionnaire in ESES 2010, which is equivalent to 83% of all employees. Apart from being an all-time-high response rate, it was furthermore the second consecutive year that the response rate increased, from 78% in 2008 to 81 % in 2009.

Employees are given the opportunity to anonymously show their satisfaction or dissatisfaction with issues related to their work environment, immediate manager, personal development, engagement, knowledge-sharing, and innovation. We wish to identify the reasons that indicate if an employee is not motivated, enthusiastic and satisfied. Thereby we are able to prioritise the effort targeting these issues.

IN DIALOGUE WITH COMMUNITY

Ramboll cooperates with the Danish Social Ministry on a project with the purpose of involving citizens in urban development and renewal projects. The project deals with citizen's dialogue and involvement, and is an exemplary opportunity to engage and involve citizens in urban renewal and social empowerment projects instead of creating adversaries and resistance.

The idea is to see groups of citizens who are target for change projects, social or urban, as co-players and resources. The goal is to involve and make use of their creativity in projects by using methods of interactivity, user involvement, user-driven innovation and local participation.

"Combining the energies of authorities and citizens affected by urban renewal and development seems to us to be sustainable, innovative, and – we hope – inspirational" says Jacob Storch, Director in Ramboll.

The value is increased because the local citizens will often add perspectives to the process that the architectural planners or other planners of the project did not have in mind. The feeling of increased local ownership of projects creates value for local citizens – and decreases the risk of negative activities e.g. graffiti bread of a lack of ownership.

We believe this can be useful in all projects where experts have the task of developing, constructing or renewing facilities, later to be used by others.



FROM ABSENCE TO PRESENCE IN THE MUNICIPALITY OF HOLBÆK, DENMARK

In a large-scale organisation development project running until summer 2012, the Municipality of Holbæk takes new measures to reduce absenteeism in collaboration with Ramboll.

High absenteeism among employees in the Municipality is costly and results in poorer service for citizens. That's why the Municipality of Holbæk has chosen Ramboll for a holistic development project to result in major economic benefits for the Municipality as a result of improved levels of job satisfaction.

The goal is for the Municipality of Holbæk to reach similar or higher attendance rates as compared to other municipalities in Denmark. The premise of the project is that job satisfaction has a high impact on absenteeism. Thus, job satisfaction should be increased and maintained throughout the organisation. Appreciative and attentive management is one of the keys to achieving this objective.

The change process is facilitated by consultants from Ramboll, but will gradually be handed over to the organisation's own consultants, allowing the organisation to independently continue the effort.

Changing absenteeism culture

Change teams consisting of both managers and employees will collaborate to figure out how improvements in job satisfaction may be achieved and maintained. An important part of this work will be to examine well-performing organisations and learn from them.

Furthermore, managers and trade union representatives are trained in paying more attention to the individual employee's well-being.

Another important objective is to change the perception of absenteeism among employees. Often absenteeism is perceived as something that relates only to the manager and the individual employee. However, employees should understand absenteeism as something that affects their entire team.

In Ramboll all employees have the right to an employee development dialogue (EDD) with their immediate manager once a year. The EDD is a formalised framework for mutual feedback where a dialogue about performance and development opportunities takes place. The reason for the EDD is to harmonise expectations for the future, to create an optimal framework for engagement and enjoyment, to reach the insight needed to set innovative and exacting standards, and to take people further through continuous development.

In addition to the Employee Satisfaction and Engagement Survey, the employee development dialogue (EDD) makes it possible for employees and management to go into dialogue on matters that need improvement.

THE FUTURE POOL OF KNOWLEDGE

Education & research

Knowledge is fundamental to our business. We acknowledge that our solutions depend on the creativity, insight and integrity of the people within our organisation. Our future ability to create innovative solutions to our customers and society depend on knowledge. We therefore wish to support and cooperate with schools and universities to create the best possibilities for young people to explore their potential.

In 2010, Ramboll interacted with the community in many ways, for instance through cooperation with institutions of higher education to inspire students and to foster the development of innovative long-standing solutions and technologies. For instance Ramboll is sponsor for the Science Center Østfold in Norway whose purpose is to encourage young people to take an interest in mathematics, science and technology. But also community interactions through cooperation and support to secondary schools and projects for vulnerable children and ethnic minorities have taken place.

EDUCATION AND TECHNICAL CAPACITY IS THE KEY IN SIERRA LEONE

Ramboll and its engineers are involved in a number of projects around the world where our expertise can help communities in need. This work is principally focused on post-conflict reconstruction and disaster relief, although our engineers also regularly take part in charitable fundraising events and volunteer projects.

A crowd of several thousand came to witness the groundbreaking ceremony for the Equiano Centre, Waterloo, Sierra Leone on Friday 19th February 2010. The Equiano Centre is a learning and literacy resource centre for which Ramboll has provided pro bono consultancy and project management services. The project is coordinated by the Construction and Development Partnership (www.codep.co.uk) with whom Ramboll has close links.

This project is the culmination of the longstanding relationship CODEP has built with the community in Waterloo, Sierra Leone, and in particular the drive by the community to improve education opportunities as the key to recovering from the Civil War, which ended in 2002.

The groundbreaking ceremony celebrated the start of construction of the first phase of the Equiano Centre, designed by Nick Willson Architects, which comprises storage library facilities, book sorting and the installation of infrastructure for the remaining phases. Once complete, the Equiano Centre will be a 'campus' of educational buildings and facilities, each with a different role to play towards increasing literacy and technical capacity.

With no public power supply in operation, structural engineer Sebastian Wood and his team developed engineering solutions to ensure that building can perform to a high standard even with no available energy or drainage infrastructure. Disability access is also a key issue, due to the high number of people wounded during the war, not only as a practical measure but also to convey a clear message of inclusion.

The first phase is due to be completed in April 2011.



FOCUS ON THE WELL-BEING OF CHILDREN AND YOUNG PEOPLE

Children who are doing fine in their everyday lives have the best basis for turning into balanced and well-adjusted adults and thereby contributing to an effective society when they grow up.

With this goal, Denmark's second largest municipality, Aarhus, is running a user-satisfaction survey until the end of June 2010. Here parents of more than 48,000 children get the opportunity to suggest ways to improve their child's institutions.

A comprehensive investigation

This user-satisfaction survey will provide the Municipality of Aarhus with an overview of parental expectations towards the quality level in institutional area (daycare, kindergarten, school, after-school care, etc.).

Furthermore, the heads of all institutions receive their own evaluation report, asking for improvement proposals, seen from their viewpoint. In this way, the Municipality wishes to focus on welfare and to create the best possible conditions for children, teachers, school and daycare personnel, etc.

Every parent can make themselves heard

Ramboll is conducting the user-satisfaction survey for the Municipality of Aarhus. The survey is conducted comprehensively in five different languages (Danish, English, Arabic, Turkish and Somali) via Ramboll's multi-lingual and multi-ethnic interviewers. The parents can answer the survey as they prefer - online, on paper or by telephone interview.

Child labour

Ramboll believes that children have the right to schooling and the opportunity to develop their competencies. We disassociate ourselves from any form of child labour and we expect our customers, suppliers and other business partners to support Ramboll's view on child labour, and to disassociate themselves from 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

Light work 13 years
Regular work 15 years
Hazardous work 18 years

Developing countries

Light work 12 years
Regular work 14 years
Hazardous work 18 years

Again this year, we have focused on a systematic working procedure and guidelines in place in all our business units that ensures age verification prior to an employment contract. The use of adequate and verifiable mechanisms for age verification in recruitment procedures adhere to the ILO conventions or provisions of national labour laws and regulations. See the measurement "Age verification."

MEASUREMENT

AGE VERIFICATION

BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)*	■ (in DK only)	■
Energy (RE)	n/a**	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

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

RECRUITMENT AND PROMOTION

Anti-discrimination

We focus on training all employees in the HR organisation in non-discrimination practices. On 1 December 2010 we gathered 65 HR employees to discuss the various aspects of potential discrimination in relation to recruitment and promotion. Guest speaker was Signe Hinz Andersen, Project Manager in the Danish Institute for Human Rights. She introduced the concept of discrimination and came up with some suggestions as to how Ramboll HR can work with diversity and equal treatment. The notion of discrimination can be put into four different categories: direct discrimination, indirect discrimination, harassment and instruction to discriminate. Signe encouraged Ramboll to speak openly and honestly about differences in order to understand them and to be able to consider diversity as an asset.

The training seminar continued with group discussions on the challenges Ramboll may face in this area, and also what should be integrated in our daily work to minimise the risk of discrimination related to recruitment and promotion. The day was characterised by positive dialogue and raised our awareness towards non-discrimination issues.

MEASUREMENT

TRAINING IN NON-DISCRIMINATION*

BUSINESS UNIT	2010
Denmark (RDK)	■ 100%
Sweden (RSE)	■ 100%
Norway (RNO)	■ 100%
Finland (RFI)	■ 50%
United Kingdom (RUK)	■ 17%**
Middle East (RME)	■ 100%
Russia (RRU)	■ 100%
Informatik (RI)	■ 100%
Management Consulting (RMC)	■ 100%
Oil & Gas (ROG)	■ 80%***
Telecom (RT)	■ 0%****
Energy (RE)	■ 100%
Corporate (RGR)	■ 100%
Total Ramboll Group	■ 78%

■ On target ■ Partly implemented ■ Not implemented

*The measurement is based on employees in the defined HR organisation

**Training scheduled to 16 February 2011

***Training scheduled to take place in 2011

****Training in Telecom India will be part of a larger HR integration planned for 2011



"You can't change how other people see the world but you can be aware of your own understanding and respect differences."

MEASUREMENT**COMPETENCIES AS BASIS FOR RECRUITMENT**

BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)	■ (in DK only)	■
Energy (RE)	n/a**	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

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

The training seminar was documented and serves as input for continued discussions in the HR Managers' Forum where the further process will be decided upon in 2011.

The target was to train all employees in the HR organisation to secure awareness-raising of non-discrimination in relation to recruitment and promotion. See the results in the measurement, "Training in non-discrimination."

Secondly, we have followed up on the systematic procedure ensuring that ability, competences, skills, experience and performance always are the basis for recruitment and promotion. We have in 2010 been able to ensure such a procedure in all our business units and thereby fulfil our target of 100% compliance in 2010. By having this in place we minimise the risk of discrimination in recruitment and promotion situations. See the measurement, "Competencies as basis for recruitment."

In continuation of the above procedures, we have also followed up on implementation of a systematic process to ensure that the HR-function is facilitating awareness-raising in relation to disability. This is to ensure sufficient awareness of reasonable adjustments, and how these can facilitate employment of disabled people. See the measurement and progress, "Awareness of disability."

MEASUREMENT**AWARENESS OF DISABILITY**

BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)	■ (in DK only)	■
Energy (RE)	n/a**	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

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

CLIMATE

Ramboll works holistically with climate on the strategic as well as the operational level and is pleased to contribute with expertise on climate solutions to the social debate and professional discussions. However, Ramboll's work with climate starts with our own efforts.

Combined with the growth of the earth's population and increasing urbanisation, the global warming issue challenges us. Handling global warming, carbon emissions and the large amount of residual waste requires solutions today for tomorrow's generation, and the skilful management of energy becomes an ever more pressing global priority. Therefore Ramboll wishes to contribute through consultancy and own activities to a reduction of climate gases, a decrease in the climate change effects and to the protection of the values in the society.

CARBON CUBE

Ramboll took part in the London Festival of Architecture 2010 by creating an interactive exhibition that highlighted issues of climate change.

The Carbon Cube is an installation which aims to demystify the term carbon footprint. A team of Ramboll engineers designed and installed the cube - which is a physical representation of how much carbon the average UK citizen emits. The Carbon Cube, if solid, is the volume of timber required to absorb the average UK citizen's annual CO₂ output - a 2.4m cube. In comparison, the carbon cube for the average Kenyan citizen is roughly a 600mm cube.

"The idea was to tell a story both about our responsibility as individuals to make choices that are better for the environment and also about the opportunity we have within the industry to drive change. So the Cube has this double message. It's about using renewable materials wherever we can. But it's also about reducing consumption," explains Designer Yanchee Lau who was on the team of young Ramboll engineers who came up with the idea.

The timber blocks spilling out of the cube are intended to show that the large solid volume can be broken down into more manageable pieces. The installation offers information about how activities can equate to the volumes of the stools and benches, if solid. For example, a return journey from London to Paris on the Eurostar rather than by plane saves 3 stools.

Ramboll's message is one of positivity and to promote awareness that timber is a material that absorbs CO₂ and can be grown and harvested sustainably. Most messages on sustainability indicate doom and gloom and disempower people from taking action to adopt responsible lifestyle choices. Ramboll wants to generate a buzz around - 'what's your carbon cube?' and what you can do about it.



IDEA COMPETITION REDUCING CO2 EMISSIONS

In December 2010, a campaign named "put your house in order" inspired ideas and concrete initiatives for reducing work-related CO2 emissions at our business unit Ramboll Denmark. A campaign site was launched to give the employees insight into CO2 emissions related to company transport (air, trains, cars, etc.) highlighting measures and tools to reduce the company's carbon footprint.

Employees in all local offices were able to participate in the competition by submitting concrete ideas and proposals to reduce CO2 emissions. 55 departments took part in the competition and submitted many good ideas and suggestions reducing CO2 emissions. In 2011 the proposals will be assessed relative to innovation, achievability and effect, awarding the best proposal with a special climate friendly prize. The idea is to implement the winning proposal in 2011.

MEASUREMENT

CO2 EMISSION CAUSED BY COOLING, HEATING AND ELECTRICITY

BUSINESS UNIT	Emission per employee (FTEE - Full time equivalent employee)	
	2008/09 (ton)	2009/10 (ton)
Denmark (RDK) Incl. Energy (RE)	1.47	1.34
Sweden (RSE)	0.76*	0.76*
Norway (RNO)	0.43	0.46
Finland (RFI)	0.51	0.57
United Kingdom (RUK)	0.58	0.64
Middle East (RME)	0.95	1.30
Russia (RRU)	0.47	1.28
Informatik (RI)	4.63	5.5
Management Consulting (RMC)	0.37	0.51
Oil & Gas (ROG)	1.21	1.14
Telecom (RT)**	0.75	0.75***
Ramboll Total	0.96	1.01

*Calculation of emission based on number of employees multiplied with factor 0.76 which is a national figure in Sweden.

**Telecom India is in 2010 included in the business unit Telecom's results.

***Calculated on 2009 emission per employee multiplied with present number of employees due to lack of valid information.

ENERGY - CO2 EMISSION

Ramboll has continued to measure CO2 emission caused by cooling, heating and electricity in the period 1 July 2009 to 30 June 2010, and creating a benchmark for measuring our performance of CO2 emission for the first time. The emission was close to 8,152 tons which is a slight increase of 7% compared to 2009/2008, where the emission was close to 7,604 tons. But when looking at the CO2 emission per employee (FTEE), the increase of 5% is less. The total emission per employee (FTEE) was 1.01 ton in 2009/2010 compared to 0.96 ton in 2008/2009.

In general the increase is insignificant. The number of employees is relatively stable in the period with only a 3% increase and our office facilities have not changed greatly in the period either. The slight increase is due to local conditions in some business units. See the measurement, "CO2 emission caused by cooling, heating and electricity."

It can be difficult to reduce the CO2 emission related to the source of energy, as these sources in many cases are not subject to reasonable alternatives. Each business unit relies on the energy resources available. However, Ramboll will work continuously on reducing our CO2 emission.

The result is based on an internal measurement on consumption of energy for heating, cooling and electricity. The CO2 emission factor used has been prepared by the International Energy Agency in the publication "CO2 Emission from Fuel Combustion" (highlight version 2009 edition).

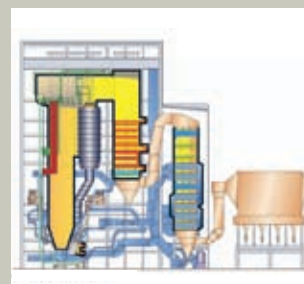
With respect to the CO₂ emission per FTEE in the above measurement, please note the following:

- Small deviations can be caused by uncertainty in relation to the data quality
- The office facilities do not change proportionally with a decrease in the number of employees
- The emission factor used in Denmark is 317g CO₂ per kWh even though the type of energy source may vary from time to time
- Change of calculation method increased the emission in Denmark from 1.30 to 1.47 in 2008/2009
- Collection of data regarding the consumption of electricity, heating and cooling in Sweden 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, 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 for 2009/2010 is based on office facilities for 8038 FTEE out of 8229 FTEE as per 31 December 2010. The difference of 191 FTEE represents employees placed in offices in smaller units not included in the list above.

PARTICIPATING IN DESIGNING THE WORLD'S LARGEST BIOMASS POWER UNIT

Poland has committed to produce at the least 15% of its electricity from renewable sources by 2020.

Ramboll is cooperating with Foster Wheeler Energy to design automation, electrification and instrumentation for the world's largest power plant fired entirely by biomass fuel. The new CFB (Circulating Fluidized Bed) "Green Unit" will be built and located in Polaniec, Poland. The Green Unit, with a production capacity of 190 MW, will burn wood and agri-fuels. It is estimated to reduce CO₂ emission by 1.2 million tons per year. The Green Unit will come into operation by the end of 2012.



"OUR CARBON CUBE IS 1.1M"







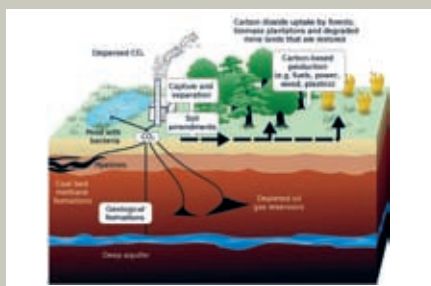
ANALYSIS OF LARGE CARBON CAPTURE AND STORAGE PLANT

One of the world's largest Carbon Capture and Storage (CCS) plants is being built in Mongstad, Norway. Ramboll and Norwegian Gassnova SF have made an agreement to work on the analysis and sampling of emissions at the plant.

Ramboll's assignment consists of five sub-tasks concerning the development of the online and manual sampling and analysis of emissions and process compounds of the CCS-plant based on amine technology. The process compounds used at the plant have to be investigated for environmental and health effects, and the work done by Ramboll will produce basic information about the amount and quality of emissions and will help further the development process towards cleaner production.

Power plant exhaust gases from using fossil or biofuel usually consist of 5 - 15% CO₂. With CCS technology, up to 90% of CO₂ emissions can be captured and thus prevent emission of CO₂ into the atmosphere. It is planned to pump the collected CO₂ to e.g. former oil wells. Present CCS-plants work on a smaller, pilot scale, whereas the project executed at Mongstad aims at building a full scale power plant with CCS.

Broad expertise in organic analytics and emission measurements as well as knowledge of CCS-techniques and amine analytics was needed for being chosen for the project. Ramboll's analytics division represents the top of expertise within organic analytics and emission measurements. Ramboll cooperates with CCS-technology experts from Aalto University, Finland, for part of the project.



RESEARCH JOINT VENTURE

Together with the Geological Survey of Denmark and Greenland, Technical University of Denmark (DTU), Aarhus University and Vattenfall, Ramboll will participate in the research project "Environmental Technology for Geological Storage of Carbon Dioxide". The Danish Agency for Science, Technology and Innovation has allocated approx. DKK 20 mill for the project which will be carried out during the period 2010-2013.

The purpose of the project is to develop environmentally safe technologies for the reduction of greenhouse gas in the atmosphere during geological storage of CO₂. This includes developing methods for active removal of CO₂ from the atmosphere. Ramboll's role is to participate in the development of hydrological models for CO₂ storage.

TRANSPORT AND TRAVEL - CO₂ EMISSION

In 2010 we also introduced measurement of CO₂ emission related to business transport and travel. We have implemented the process, however, a relative large part of the data is based on estimates. Due to this high uncertainty related to the data, we have chosen not to publish the Group results of the CO₂ emission caused by business transport and travel, but will focus on improving the data quality in 2011.

Reducing CO₂ emission by 5 percent

Our business units in Denmark have adopted a common target for reducing CO₂ emissions from our own production (cooling, heating, electricity, and transport).

The objective is a 5% annual CO₂ reduction per employee until 2015. This corresponds to one ton less CO₂ emission per employee in 2015 compared to 2009. The CO₂ target should primarily be achieved through savings in energy and transportation at our local offices in Denmark, with special focus on air travel, work-related driving and electricity use.

MOBILITY PLAN AND CAMPAIGN TO CHANGE TRANSPORT BEHAVIOUR

On 9 August 2010, 1,600 employees moved into the new Ramboll Head Office at Hannemanns Allé in Ørestad, Copenhagen. The central placement in Denmark's most active development region and proximity to the airport, regional train, metro and motorway increased the possibility to use public transport. Many employees, however, had to change their transport behaviour. Purpose of this project was to encourage employees to use green means of transport, e.g. public transport and cycling. Before launching the campaign, a report analysed transport preferences among employees. The initiative was in part sponsored by a government fund for promotion of bicycle traffic.



REDUCING CO₂ EMISSIONS BY USING VIDEO CONFERENCES

Transport's share of CO₂ emissions is high. Videoconferencing saves travel to and from meetings and makes it easier to hold meetings with colleagues, customers and suppliers who are physically located elsewhere. In the new Ramboll Head Office, 11 video conference rooms are available for meetings. In addition all major local Ramboll offices are equipped with video conference facilities.

CARBON FOOTPRINT ON TELECOM TOWERS

Ramboll has taken many measures to decrease the resource consumption in the design of telecom towers. This leads to a significantly lower environmental impact from production of materials for the towers.

Ramboll has made a comparative evaluation of the carbon footprint for a range of different towers. The carbon footprints include the whole life cycle "cradle to grave" of the towers, from excavating the raw resources to production, use and disposal. The approach used is the life cycle assessment (LCA) method and data is collected from approved LCA tools and databases.

The results show that the consumption of steel for both base and tower is the single most important parameter for the overall footprint for the telecom towers assessed in this study. Assembly, welding and transportation are of insignificant importance. However, also the consumption of concrete and armouring of the foundation is of some importance. Surprisingly transportation even over larger distances does not affect the overall emissions with more than 0.5%. Similar contribution has the mounting of the tower.

So how does one decrease the overall CO₂ emissions in tower productions?

First of all, as seen above, transportation is of less importance seen in the full production cycle. This means that it would be possible to manufacture a tower in a more CO₂ efficient production facility and then transport the tower, maybe on a longer distance, to the site and still discharge a lower total CO₂ emission.



RAMBOLL PROJECT IN BBC DOCUMENTARY

Through its support to biodiversity and rural development in Laos within two projects under the Ministry of Agriculture and Forestry, Ramboll has taken part in the development of the BBC Documentary 'Earth Report: Gambling on Laos'. The documentary has been produced as part of the celebration of the United Nation's Year of Biodiversity 2010. It explores urgent issues on development, biodiversity and socio-economic changes in one of the World's most diverse and beautiful countries, South-East Asia's last remaining wilderness.

About the documentary

Communist Laos has come late to the Asian economic boom but it's now open for business. Investment is pouring in and resources like timber and rubber are pouring out – transforming the country and turning virgin forest into fields and plantations. But Laos is one of the last biodiversity hotspots in South East Asia and commercial development is chipping away at the country's natural capital.

A successful Hong Kong businessman, Sam Say, originally from Laos, is searching for investment opportunities that won't destroy his country's heritage. He's teaming up with botanist Dr Sounthone Ketphanh, Director of Lao's Forest Research Center. Together, they're on a mission to find out if the price of economic development is the loss of unique and valuable species and ecosystems. In the United Nation's Year of Biodiversity TVE's Earth Report programme, Gambling on Laos travels with them to see if there could be another way.



THE “GREENEST” PRODUCT THAT MONEY CAN BUY!

There is a growing focus on green consumption in our society. However, not enough is known about the socio-economic costs and benefits that green products give rise to, compared with the purchase of a conventional variant of the same product.

Ramboll has therefore, in collaboration with the University of Southern Denmark, launched a project for the Danish Environmental Protection Agency, to find out how we can get the most environmental value through our consumption.

Lack of knowledge in the area

Public authorities, private businesses and consumers are all considered to have a common interest in creating a green market that takes into account the environmental aspects of consumption. Herein lies the assumption that the development of a green market is beneficial to our society as a whole. According to the government's strategy for sustainable development, all members of society play an important role when it comes to achieving greater sustainability in production and consumption.

However, we lack greater knowledge in this area, especially of the socio-economic costs and benefits we obtain when we buy a green product instead of a non-green product. Many of the studies conducted so far have focused broadly on the physical impact of various green products on the environment. However, since different products produce various kinds of physical environmental effects, it is difficult to compare the results of these studies. Ramboll's project therefore aims to convert all significant effects to socio-economic costs and benefits, thus contributing to greater clarity on what is considered to be an appropriate strategy when choosing between a green product and a corresponding non-green product - seen from a socio-economic point of view.

Life cycle analysis used to assess environmental effects

“The model will provide the Danish Environmental Protection Agency with a useful tool in guidance and direction of e.g. public buyers. In addition, the analysis has a series of societal perspectives, such as making the value of green products visible and providing us with information on sustainable production nationally and globally,” explains Henning Thomsen, Manager in Ramboll.



BUSINESS INTEGRITY

As a professional and responsible company, Ramboll shares the concerns of the international community in relation to corruption and bribery. And as a participant of the UN Global Compact - Ramboll embraces the tenth principle of anti-corruption:

“Businesses should work against corruption in all its forms including extortion and bribery”.

To ensure the continuous observance of our ethical behaviour, our Code of Conduct sets standards for business integrity. We strive to maintain a company in which our employees can and will feel proud of the standards we follow - and the decisions we make.

In Ramboll we have a set of tools that will help us uphold the Code of Conduct. One important tool is our Business Integrity Management System (BIMS) which is an integrated part of our Quality Management systems. The Business Integrity Management System is based on the FIDIC (the International Federation of Consulting Engineers) BIMS guidelines.

A well functioning Business Integrity Management System (BIMS), according to the FIDIC guidelines and in line with the ISO 9001 requirements to quality management, should include six elements. In 2010 Ramboll has followed up on our results within the first three elements, and furthermore, focused on the development of the fourth element, shown here.

BIMS Elements:

1. **Code of Conduct and Code of Practice**
Ramboll values, standards and more detailed instructions are communicated and explained to all employees.
2. **A BIMS organisation** A top management Business Integrity representative and a Business Integrity manager/coordinator are appointed. Channels for communication are defined - what to do if you are in doubt.
3. **Screening and managing projects**
Procedures for identifying (screening) and managing Business Integrity critical projects (Project Integrity File) are implemented.
4. **Training in Business Integrity** Employees are trained in why and how to use the Business Integrity Management System

Another important tool is our Whistleblower. This tool is a way for employees to make anonymous reports about matters that they believe are jeopardising our business integrity. The report is forwarded directly to the Group CEO or the business unit's managing director, and all reports are taken seriously and handled with discretion. Two minor investigations have been conducted in 2010 but without any of them leading to the conclusion that a violation of the Code of Conduct had taken place.

CODE OF CONDUCT & CODE OF PRACTICE

Values

In 2010 we introduced our new Value toolbox to employees in the form of a value e-learning tool, a short introduction to the materials in the toolbox, a PowerPoint presentation about the five values, and a trainer's manual with inspiration and instructions on how to use the materials to introduce others to the values.

Ramboll is a value-based company and our five values: Insight, Integrity, Empathy, Enjoyment and Empowerment are absolute. In combination, they constitute a unique point of reference in all decisions and actions we take. Therefore, we have initiated a process across the Ramboll group to remind ourselves about our five values.

At the same time, we realize that the implementation of our values is a long-term process where we must continue to speak about the values, explore them and continuously inject them into decisions. Our values are powerful only when they are expressed in actions and impact the way we operate.

Code of Conduct

With our values, mission and vision, the Code of Conduct defines what we understand as our ethical business behaviour.

Our 'Code of Conduct' which is a written set of general ethical rules that employees must observe in order to meet our standards for ethical business behaviour. The purpose is to create transparency, to show our credibility to society and to give employees the foundation to live the Ramboll values and ethical standards when they encounter obstacles in their daily work.



MEASUREMENT**CODE OF CONDUCT**

BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)*	■	■
Energy (RE)**	n/a	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

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

Code of Practice

The Code of Practice is a translation of the Code of Conduct into practical terms. In the Code of Practice the employee can find information on how the principles in the Code of Conduct relate to situations in the daily work. While it cannot describe every situation our employees might encounter, it does provide a framework for what we consider responsible behaviour.

Systematic process

In 2009 we focused on the implementation of a systematic process ensuring that all employees are fully aware of the Code of Conduct and Code of Practice in all our business units. In 2010 we have followed up on our results. And it is positive that we are now compliant in all our business units and met the target of 100% in 2010. See the measurement, "Code of Conduct."

Further to this initiative, all employees in Telecom India sign a legal binding document in addition to their employment contract, which will enable legal action, should any employee participate in unethical behaviour. This document states that every employee is aware of Ramboll's Code of Conduct and that he/she will abide by it fully.

MEASUREMENT**A BIMS ORGANISATION**

BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)*	■ **	■
Energy (RE)**	n/a	■

■ On target ■ Partly implemented ■ Not implemented

*Telecom India is in 2010 included in the business unit Telecom's results.

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

A BIMS ORGANISATION

As part of our Business Integrity Management System, a top management Business Integrity representative and a Business Integrity manager or coordinator must be appointed. As with the first element, we introduced this implementation in 2009 and we have in 2010 followed up on the results. Again it is positive that all our business units are compliant in 2010 and thereby have met the target of 100% compliance in 2010. See the measurement, "A BIMS organisation."

SCREENING AND MANAGING PROJECTS

This includes the implementation of a systematic procedure for screening all projects and managing projects that could potentially violate our Code of Conduct. The purpose of this systematic screening is to increase the awareness of the business integrity risks related to a project and to eliminate risks related to critical projects.

In 2010 we have continued our focus on such procedures in all business units, and this will be a continued focus area in order to reach full compliance. See the measurement, "Screening and managing projects."

In Telecom in India, business integrity is monitored closely. The main part of our business in Telecom in India is related to field services and to a lesser extent projects, which is why we strongly focus on HR procedures, training of employees, and continuous communication to field employees on business integrity.

MEASUREMENT

SCREENING AND MANAGING PROJECTS

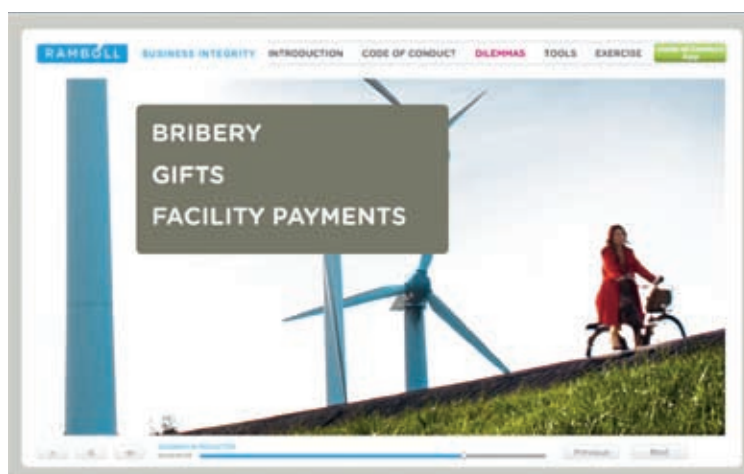
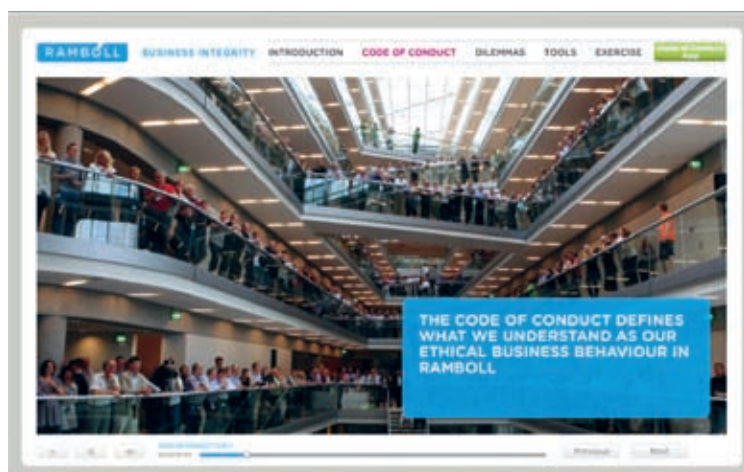
BUSINESS UNIT	2009	2010
Denmark (RDK)	■	■
Sweden (RSE)	■	■
Norway (RNO)	■	■
Finland (RFI)	■	■
United Kingdom (RUK)	■	■
Middle East (RME)	■	■
Russia (RRU)	■	■ *
Informatik (RI)	■	■
Management Consulting (RMC)	■	■
Oil & Gas (ROG)	■	■
Telecom (RT)*	■	■
Energy (RE)	n/a***	■

■ On target ■ Partly implemented ■ Not implemented

*Under implementation

**In Telecom in India, every employee has access to an online portal where anyone can submit anonymous reports on business integrity. This information is shared on a senior level with our customers. We have chosen not to look at this as a project related matter but rather as a corporate initiative which is applicable for any business that we are involved in or any interface to a third party that we have.

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



TRAINING IN BUSINESS INTEGRITY

As a fourth element of the Business Integrity Management System, we have in 2010 developed a common training course for all employees in the Ramboll Group to increase awareness of the reason why we have a Code of Conduct, how it influences our daily work and what we should do to maintain our ethical standards for business behaviour.

The training is developed as an e-learning training course related to our own industry. The training starts with a pre-test where employees can test their present knowledge of business integrity in Ramboll. The training continues with information on our Code of Conduct and Code of Practice and the reasons why it is important. Then the course takes the employee through three fictive dilemmas related to our business and with focus on the three issues of bribery, gifts and facility payment. In each dilemma the employee must evaluate and decide what solution is the best. Hereafter, information is given on business integrity tools and where to find more information. Finally, as the most important part, the training ends with a post-test consisting of the same questions as in the pre-test which gives the employees the opportunity to see where they have improved their knowledge.

The training will be conducted by all employees in 2011, and we hope as many of our employees as possible will brush up on their knowledge of the Code of Conduct and will discuss it further with their colleagues. When the training is completed, the participation is counted in the measurement of this activity and the results will be published in the CSR report 2011. The target is 100% participation by all employees.

“Awareness creates Transparency”

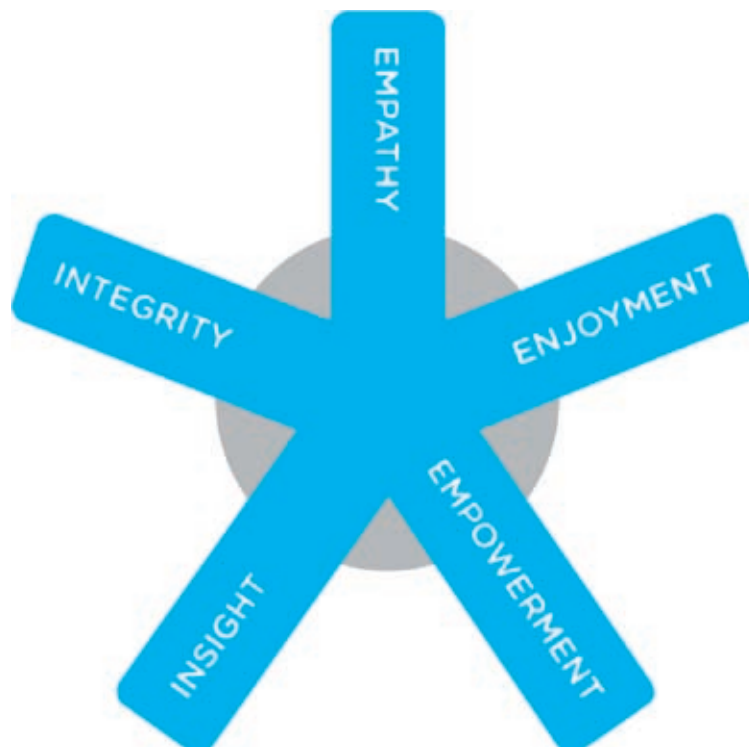
OUR MISSION

'Through the inherent ability of our people, our decency and exacting business principles and values, Ramboll strives to create customer solutions that balance human and commercial needs and are genuinely insightful and progressive'

OUR VISION:

'Ramboll is committed to helping create inspirational and long-standing solutions that allow people and nature to flourish'

Ramboll is thus aspiring to become the engineering, design and consultancy partner for the global community, offering world class solutions within all our markets and service areas.



OUR VALUES

WWW.RAMBOLL.COM