

CORPORATE RESPONSIBILITY REPORT 2015

COMMUNICATING ON OUR PROGRESS

Cover: Visualisation of the Helsinki Central Library, which will be a modern addition to Töölönlahti Bay's cultural hub and provide city residents with a cultural living space. Ramboll is responsible for project and construction management, structural engineering, cost estimation and quantity survey, as well as energy calculations. Visualisation: ALA Architects

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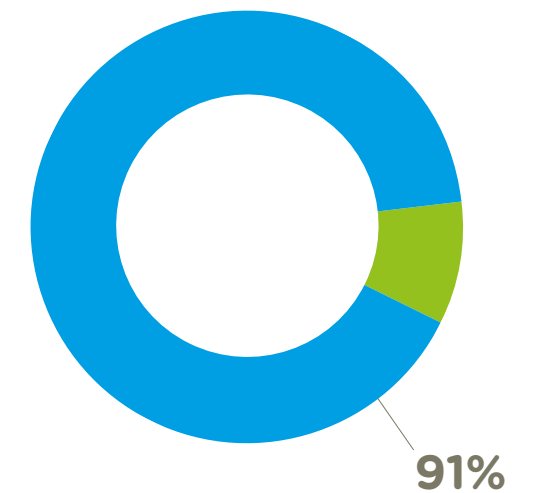
Read the report online here:
www.ramboll.com/CRreport2015

KEY ACHIEVEMENTS IN 2015

CONDUCTING GLOBAL GENDER DIVERSITY ANALYSIS

ADVOCATING TECHNICAL SOLUTIONS TO COMBAT CLIMATE CHANGE AT COP21

91% OF EMPLOYEES COMPLETED CODE OF CONDUCT TRAINING



RAMBOLL IN BRIEF

Ramboll is a leading engineering, design and consultancy company founded in Denmark in 1945. The company employs 13,000 globally and has especially strong representation in the Nordics, UK, North America, Continental Europe, Middle East and Asia Pacific.
www.ramboll.com

REVENUE IN EUR M

1,419.5 Revenue 2015

EBITA IN EUR M

63.6 EBITA 2015

EMPLOYEES



13,000 employees on a global scale

GLOBAL PRESENCE



300 offices across 35 countries

CUSTOMER SATISFACTION

4.27 On a scale from 1-5

OUR COMMITMENT TO SUSTAINABILITY

Ramboll's vision is to create inspirational, long-standing solutions that allow people and nature to flourish. The vision fuels our ambition to be a leading sustainable society consultant in line with the UN Global Compact Principles. We continuously operationalise our holistic approach to creating value for our clients, employees, society and shareholders by considering social, environmental and economic risks and opportunities in our business processes and strategies.

The global challenge is to continue developing society and create growth with a limited adverse impact on the environment and society. Engaging with — and even encroaching upon — nature is inevitable when meeting the growing needs for infrastructure, housing, energy production, transportation, goods and services. We are consultants whose holistic, technical and scientific capabilities are needed to advise our clients on decisions and add solutions that empower our clients and society to develop in a more sustainable and balanced way.

The UN's 2030 Agenda for Sustainable Development, which identifies a set of 17 universal Sustainable Development Goals (SDGs), is an action plan to combat these

global challenges, which includes targets and indicators. Ramboll is well-positioned to support both the public and private sectors as they work towards achieving these goals. The SDGs will be an opportunity and priority for Ramboll going forward, as they emphasise the need for our technical and integrated solutions to global challenges.

We continue our focus on conducting business in a responsible way. This is not only to ensure that our employees are aware of our targets and progress, but also to ensure that responsible behaviour becomes embedded throughout the organisation, leading to uniform high performance. During 2015, we have continued our work to achieve exactly that. Highlights include:

- Conducting global gender diversity analysis
- Advocating technical solutions to combat climate change at COP21 in Paris
- Delivering Code of Conduct e-learning training to 91% of our employees.

Our stakeholders increasingly look to us for both continuous improvement and transparency in our own sustainability performance. In 2016 we will develop a new 2020 business strategy that further integrates sustainability thinking and action into our business goals and processes. We will intensify our focus on risk management, target-setting and holistic reporting based on international reporting standards.

I am proud to introduce Ramboll's Corporate Responsibility Report, which accounts for our holistic performance in 2015 and demonstrates how we help create value for our clients, employees, society and shareholders.

Jens-Peter Saul
Group CEO, Ramboll



UN SUSTAINABLE DEVELOPMENT GOALS

As a sustainable society consultant, Ramboll takes an active role in developing the global community we are part of through the solutions we provide. In 2016, Ramboll will prepare a new strategy for 2017-2020. In this process, the UN Sustainable Development Goals (SDGs) will be included as a framework for developing specific targets and actions for Ramboll's corporate responsibility effort, to ensure that these become integrated into our business. The figure below highlights the SDGs considered most relevant to Ramboll.



UN GLOBAL
COMPACT
PRINCIPLES



UN SUSTAINABLE
DEVELOPMENT GOALS

Throughout the report, these icons will be used to indicate which of the ten UN Global Compact Principles and 17 UN Sustainable Development Goals are reflected in the various sections.

OUR APPROACH

Since our founding, responsibility towards clients, employees and society has been embedded in Ramboll’s business behaviour. We remain committed to acting responsibly towards people, the environment and the economy, and we seek to promote and provide services and solutions that contribute to sustainable development.

We operationalise Ramboll’s holistic approach to creating value for clients, employees, society and shareholders by integrating social, environmental and economic impacts and opportunities into strategies, policies and processes as expressed in the figure to the right. Our definition of corporate responsibility (CR) is based on the European Commission’s definition of corporate responsibility as ‘the responsibility of enterprises for their impact on society’.

Our approach is rooted in our values, mission, vision and ambition to become the leading sustainable society consultant globally. Our broad services and talented employees position us to achieve that ambition, and are supported by our value-driven culture, which is embedded throughout the organisation by policies, processes and continuous efforts to communicate, train and develop our employees.

Since 2007, Ramboll has been a UN Global Compact (UNGC) participant, which provides a guiding framework for our continuous efforts to improve CR performance. Ramboll is also a member of the UNGC Nordic Network, where we share both challenges and best practices for implementing CR. Our Global Commitment, which serves as our policy, is an expression of our commitment to sustainability, based on our values, international principles of the UNGC and UN Guiding Principles on Business and Human Rights, and also FIDIC’s Integrity Management Guidelines (International Federation of Consulting Engineers).

CR is anchored with Ramboll’s Group Executive Board, while the responsibility of developing, embedding, communicating, ensuring compliance and reporting on CR is headed by the Compliance function of Corporate Legal. Each principal business unit has a local CR coordinator and compliance manager. Status and progress on CR is reported to the Group Board of Directors, who convey the information annually to the Ramboll Foundation, the majority owner of Ramboll. ■



Ramboll directly and indirectly impacts people's lives across the globe. We strive to ensure that we provide our employees safe and equal working conditions, conduct business in a responsible way and engage with the communities where we work.

PEOPLE

The inspirational solutions we provide to our clients spring entirely from our employees' creativity, insight and integrity. Ramboll fundamentally believes in supporting people's inherent abilities and works to ensure equal opportunities and safe working conditions.

SUPPORTING EMPLOYEE DEVELOPMENT

We aspire to be the preferred employer within our profession, and we support measures that enhance the quality of working life to increase employee motivation, engagement and satisfaction. By continuously focusing on the competencies of our employees, we develop the company, as well as the services we provide to our clients and society at large.

Employee satisfaction

It is important to Ramboll to have satisfied, motivated and dedicated employees, and to engage in dialogue with our employees to ensure quality of working life. This is why a yearly Employee Satisfaction & Engagement Survey (ESES) is carried out across all Ramboll business units. The survey also serves as a 'grievance mechanism' for employees to raise potential complaints.

In 2015, the ESES response rate was an impressive 93% – the highest ever recorded in the company. The overall result in 2015 shows an index of 4.0 on a 5-point scale, which is similar to 2014. 85% of the responding employees are satisfied or very satisfied with their job as a whole, and 83% would recommend Ramboll as a great place to work.

As in previous years, the survey areas that received the highest scores are engagement; having sufficient independent responsibility and challenging tasks; and working in a unit that supports the individual employee. The results also emphasise that the immediate manager remains the strongest factor for creating a high engagement index. For this reason, we continuously focus on developing and equipping our people managers with the necessary tools and knowledge to ensure high employee satisfaction. In 2015, we focused on awareness training of our HR functions, and 79% of all HR employees have read and signed the revised Group policy 'Employee Satisfaction and Engagement Survey'. In 2015, the voluntary turnover was 11.9%. We monitor employee turnover on country level and compare to local level. In general we are performing at the average industry level.

UN GLOBAL COMPACT PRINCIPLES



These principles are covered in this section
1, 2: Human Rights
3, 4, 5, 6: Labour Rights

UN SUSTAINABLE DEVELOPMENT GOALS

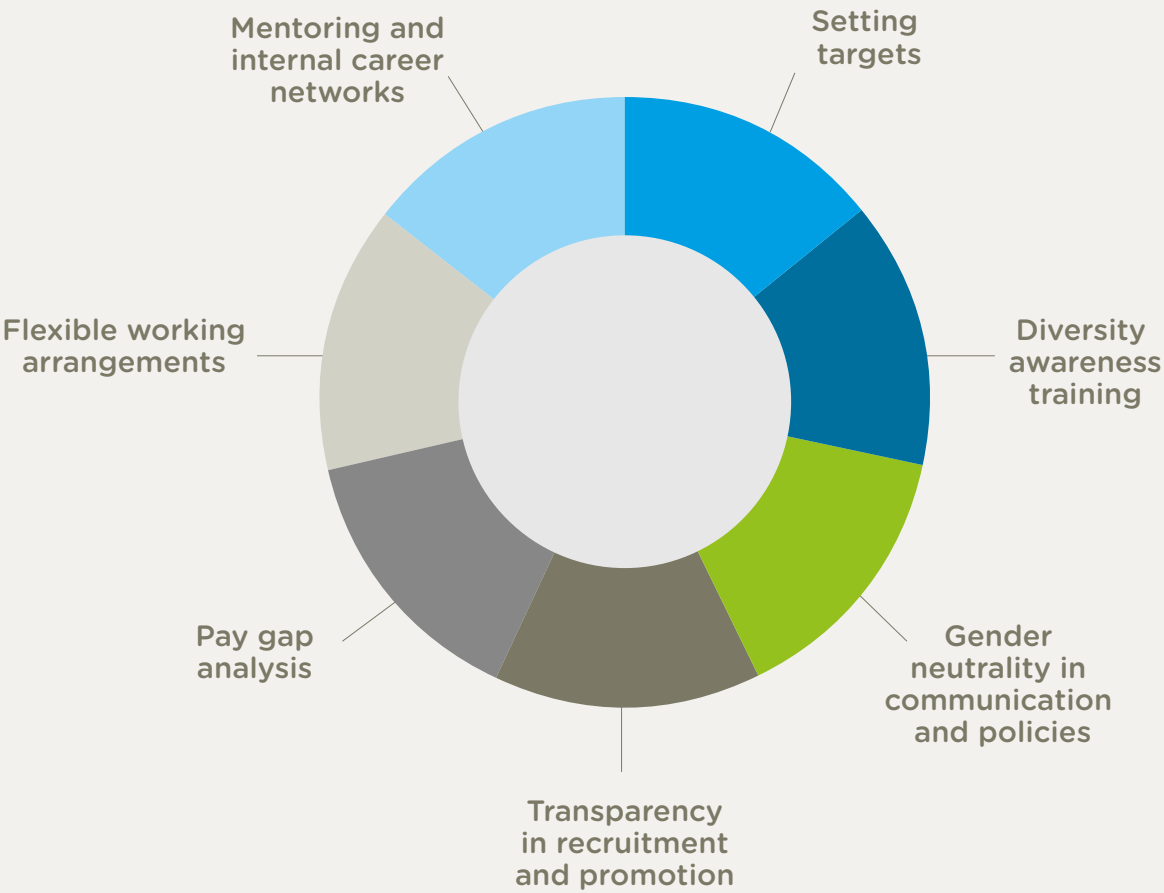


These goals are covered in this section
5: Gender equality
8: Decent work and economic growth

KEY ACHIEVEMENT

Conducting a global gender diversity analysis across markets and geographies to ensure fact-based recommendations for improvement

FOCUS AREAS FOR GENDER DIVERSITY



The 2015 analysis of gender diversity in Ramboll identifies the above focus areas to be essential for improving gender diversity across the company. An action plan will be developed in 2016 based on the findings and recommendations in the final report.

Strengthening employee performance

Our Performance & Development Process (PDP) is important for ensuring the ongoing development and motivation of our employees. It contributes positively to people's right to enjoy just and favourable conditions at work. Two yearly manager-employee dialogues to set and measure expectations and development goals are fundamental to the PDP process.

The PDP approach has been implemented successfully in all Ramboll business units. In 2015, 91% of all employees had a dialogue with their manager in line with the PDP process, which is up from 88% in 2014, and above our target of 90%. Furthermore, 82% of all employees now have a dedicated Performance & Development Plan. As part of a focus on awareness training of our HR functions, 81% of all HR employees have read and signed the revised Group policy 'Performance & Development Dialogue' in 2015.

IMPROVING GENDER EQUALITY

Achieving gender equality remains a global challenge – which is why achieving gender equality and empowering all women and girls is an official UN Sustainable Development Goal (5).

At Ramboll, we work to ensure equal opportunities for career development and advancement for both genders. Gender balance adds value to our workplace and the way we perform as a company. We also see it as part of our responsibility as an equal opportunity employer. However, we are not immune to the

gender equality challenge across the consulting engineering industry, which is dominated by men. Our Key Performance Indicators (KPIs) on gender equality attest to this shared challenge, which is why we continuously work to promote equal opportunities across our business.

Our equal gender policy calls for each gender to be represented by two members in our Group Board of Directors. In 2015, the gender distribution in the Group Board of Directors was 17% female and 83% male. It is a target to elect a female candidate the next time a replacement is made in the Group Board of Directors.

Gender Diversity Initiative

In October 2014, Ramboll launched a Gender Diversity Initiative to evaluate how effectively we provide equal opportunities and career advancement for both genders across the company. During the first phase of the initiative in 2015 (the research phase), we analysed Ramboll's current gender diversity. The final report was based on academic and industry research, internal data and feedback from employees.

The analysis showed that overall female representation in Ramboll is close to the industry average (32% in 2014, FRI). However, females are underrepresented in management and especially top management positions (B-level: 7%; C-level: 17% and D-level: 25%), as well as in management successor pools. Both cultural and structural barriers to women's and men's equal opportunities for career advancement seem to result in lower representation of women in management. Factors such as perceptions of who an ideal

GROUP POLICIES



- Employee satisfaction
- Performance and development

ACHIEVEMENTS 2015



- Satisfaction rate of 4.0
- Policy awareness training of global HR function

AMBITIONS 2016

- Maintain or improve 2015 ESES Satisfaction rate
- Maintain or improve 2015 ESES Response rate

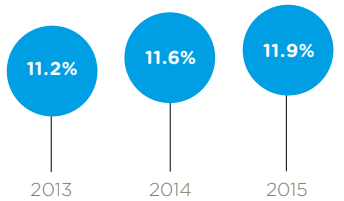
DEVELOPMENT DIALOGUE, TARGET 90%

91% of all employees have had a development dialogue with their manager in 2015

DEVELOPMENT PLAN

82% of all employees have a Performance & Development Plan

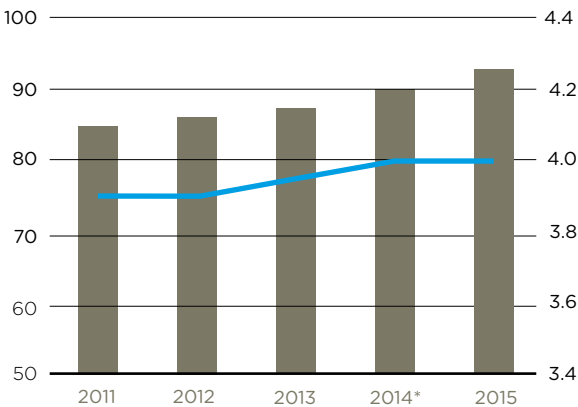
VOLUNTARY TURNOVER, %



EMPLOYEE SATISFACTION AND ENGAGEMENT

A record number of employees completed the employee survey in 2015. The overall result for Ramboll shows a satisfaction and engagement index of 4.0 on a 5-point scale.

■ Response rate, % (left axis), target > 80%
■ Employee satisfaction and engagement index (right axis), target > 4



* New index calculation for 2014 based on new survey questions. On comparable questions, score in 2014 was similar to 2013.

GROUP POLICIES

- Equal gender
- Non-discrimination
- Recruitment
- Non-harassment and Non-violence

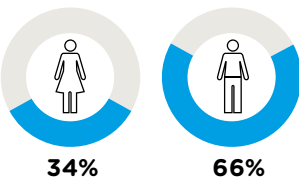
ACHIEVEMENTS 2015

- Gender diversity analysis
- Gender diversity focus areas identified

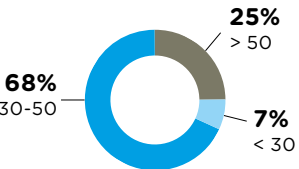
AMBITIONS 2016

- Gender diversity action plan based on focus areas
- Global recruitment process

GENDER DISTRIBUTION, IN TOTAL 2015. TARGET 32/68% (INDUSTRY AVERAGE)



AGE DISTRIBUTION 2015



manager is and culturally embedded expectations towards women were found to negatively influence (some) women's interest in or possibilities for taking on or positioning themselves for management roles in Ramboll. The evidence did suggest, though, that gender diversity promotion measures do work. Gender diversity is a business imperative for Ramboll. To improve progress in this area, a gender diversity action plan will be developed in 2016 based on the findings and recommendations in the final report (see page 10). In 2015, we also introduced a revised Group Policy on Equal Gender, which was read and signed by 73% of all HR employees.

Encouraging women in engineering

During 2015, Ramboll launched initiatives aimed at promoting diversity across the engineering industry. For example, Ramboll in the UK hosted an 'employee diversity event' at the London office, which included coaching sessions, presentations and networking. At the event, the employees discussed how to encourage the next generation of women to pursue the engineering profession. In order to ensure a focused approach, two working groups were established: one dedicated to engaging and inspiring young women to become engineers, and the other to establish mentoring connections. The two working groups will continue and develop their efforts in 2016.

HEALTH & SAFETY

No client, project or schedule is more important than the health, safety and security of our employees. To ensure that Ramboll respects the right of our employees to a safe and healthy working environment, we continuously elevate our awareness of potential hazards and risks and work to eliminate or mitigate them through adequate risk mitigation procedures (also referred to as 'operational controls'). In 2016, Ramboll will adopt a Group Health & Safety Policy as part of our development of a Global Occupational Health and Safety Management System in line with the new ISO 45001 standard - previously known as OHSAS 18001.

Health & Safety consultancy

Ramboll's health and safety experts deliver scientifically sound and pragmatic solutions that help protect our clients' most valuable assets—their employees. By providing insight and guidance related to global regulatory developments, navigating workplace health and safety scenarios, and/or bringing clarity through evaluative science, we offer support and reassurance to clients who are facing complex business decisions. Ramboll's occupational health professionals work to assist clients on a broad range of issues, including industrial hygiene; designing or auditing occupational, health and safety (OH&S) programs; understanding and managing risks of workplace chemicals and/or physical exposure; communicating with regulators, interested parties and/or stakeholders; and talking frankly to employees about their occupational risks.



Influencing living conditions for construction workers

All workers have a right to safe and healthy working conditions, which includes not being subjected to slavery, servitude or forced labour. Employers must respect this right and provide adequate living standards and housing to workers. In recent years, several high-profile cases have revealed instances where the construction industry violates these rights by providing sub-standard accommodations and living standards at building and construction sites around the world.

For Ramboll, this situation presents both a challenge and an opportunity. Mitigating actual and potential risks for workers on the many projects where we are engaged as consultants is a challenge. However, through our health and safety expertise and consulting services, we have the opportunity to positively influence health and safety standards and practices on these projects, and can assist in the assessment of impacts and practical control measures.

For example in Qatar, Ramboll was appointed Design Verification Engineer for the construction of the Doha metro green line, an ambitious plan to develop a public transport railway in Doha. Ramboll was engaged by the client to inspect

worker accommodations to ensure adequate living standards for the construction workers employed on the project. Although working in locations that are criticised for inadequate protection of human rights can be a challenge, Ramboll can contribute positively on a project-by-project basis.

HUMAN RIGHTS

Ramboll is in the process of implementing policies, due diligence processes and grievance mechanisms in line with the UN Guiding Principles on Business and Human Rights. Ramboll's policy commitment (Global Commitment) is in place. It is defined by relevant internal and external expertise, and adopted by the Executive Board and the Board of Directors. Ramboll's Group policies are aligned with the Global Commitment and communicated to all employees, as part of the Code of Conduct. The Global Commitment is also communicated to clients as part of tender material or documentation and made publicly available on our website. Lastly, in 2015 it was embedded in the organisation by training all employees in our responsibility to respect human rights and ensure access to grievance mechanisms, as part of the Code of

GROUP POLICIES

- Global Risk
- Weapon-free workplace

ACHIEVEMENT 2015

- Group Health and Safety Policy developed

AMBITIONS 2016

- Approval of Group Health and Safety Policy
- Development of a Global Occupational Health and Safety Management System in line with ISO 45001 (target 2017)

GENDER DISTRIBUTION BY MANAGEMENT LEVEL AND IDENTIFIED SUCCESSORS (A-D LEVEL), FEMALE %

| | 2013 | 2014 | 2015 | | 2013 | 2014 | 2015 |
|--------------------|------|------|------|-------------------|------|------|------|
| Management A-level | 0% | 0% | 0% | Successor A-level | - | - | - |
| Management B-level | 7% | 8% | 7% | Successor B-level | 14% | 14% | 9% |
| Management C-level | 12% | 15% | 17% | Successor C-level | 23% | 16% | 15%* |
| Management D-level | 23% | 27% | 25% | Successor D-level | 24% | 26% | 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.
* All Principal Business Units except Water and Environment & Health.

1 In Denmark, a cross-disciplinary team of Ramboll experts have mapped the conditions on three different sizes of construction sites for the purpose of ensuring adequate living conditions on the sites. The report makes it easier for the Danish Working Environment Authority to detect potential adverse impacts at the construction sites and help ensure better living conditions for the workers.



2

experts from Ramboll in the UK led four teams of local engineers and surveyors to assess the damage at ten hospitals across the country. The teams provided a detailed breakdown of the damage sustained and proposed solutions for how the hospital buildings could be repaired. The work was carried out on behalf of the Nepali government and contributed to the country's earthquake reconstruction programme.

Chennai flood relief

In December 2015, Chennai in Southern India was affected by massive rainfalls causing serious flooding. Led by Ramboll employees in India, a total of EUR 4,556 was raised for the Chennai flood victims. The aim of the fundraiser was to aid the flood victims by supplying them with emergency relief kits.

Promoting safe drinking water

1.8 billion people around the world lack access to safe drinking water and 2.4 billion lack access to adequate sanitation (UN). As part of Ramboll's social investment programme in India, Ramboll supported Water for People - a global non-governmental organisation focusing on issues of water and sanitation. Ramboll supported the development of a pipeline for water supply in Digambarpur village. The project caters to the water needs of approx. 2,500 people of 500 households. The cooperation with Water for People enables us to support the achievement of the Sustainable Development Goal (6) on water and sanitation. ■

Conduct e-learning training (see page 28).

In 2016, the priorities will be to identify potential, actual and salient human rights impacts of Ramboll's own operation, to align project due diligence processes to identify effects related to our projects (see page 32) and to align procurement practices.

ENGAGING WITH OUR COMMUNITY

We aim to make a positive impact in the local communities we are part of by offering our knowledge and resources to relevant activities. Ramboll employees engage frequently with local communities for instance by raising funds for charity and doing pro bono engineering work. Ramboll also engages with NGOs to support urgent challenges in the local communities, and the Ramboll Foundation supports research, education and humanitarian aid. Furthermore, community engagement is at the core of our consulting services.

Stakeholder engagement

In many of our consulting projects, local community engagement plays a vital role to ensure the needed support, ownership and commitment that will determine the success of

projects in the long run. One example is Ramboll's project in the Arabian emirate, Fujairah.

The emirate is planning for growth against a backdrop of existing and emerging issues such as regional security, geopolitical pressures and opportunities, high growth rates, climate change, environmental considerations and employment generation. Ramboll's role has been to develop a strategic master plan with a 25-year horizon, with a focus on key urban growth drivers such as demographics, economy, strategic transport links and residential growth, with sustainability as the guiding star. With stakeholder engagement and local ownership as key elements, four major public workshops and more than 20 stakeholder meetings were conducted to involve the local community and ensure commitment to the final plan.

Pro bono engineering

Partnering with disadvantaged communities to improve their quality of life through education and implementation of sustainable engineering projects, while promoting global experience for motivated engineers, is the aim of Ramboll's UK charity team.

Following the two earthquakes in Nepal in April and May 2015,

DONATIONS 2015

The Ramboll Foundation is the main owner of Ramboll. The Foundation grants financial support for research, studies and education, in particular within science and engineering. In addition, it supports charities and humanitarian aid. The Foundation has made the following donations to non-profit organisations or charities in 2015:

- EUR 75,000 to Red Cross International for the refugee crisis in Syria.
- EUR 122,000 to a research project with the Technical University of Denmark dealing with plastic dimensioning of concrete structures.
- EUR 6,500 to IASS (International Association for Shell and Spatial Structure) for the participation in a conference on masts and towers.
- EUR 4,000 to UNF Physics camp for high school pupils with the aim of strengthening their interest in physics.
- EUR 6,500 to HITEK to support the digitisation of engineering magazines.
- EUR 150,000 to the Technical University of Denmark for a research project within pharma.
- EUR 160,000 to a research project with the Technical University of Denmark dealing with water resources.
- EUR 110,000 to the UN Live Museum of Humanity.
- EUR 3,350 to Rebuild Chennai.



RAISING MONEY FOR SYRIAN REFUGEES

In the fall of 2015, Ramboll employees and the Ramboll Foundation raised EUR 134,000 through an internal donation campaign for Syrian refugees. The Ramboll Foundation matched employee donations, effectively doubling the amount raised. The money was donated to Red Cross International to support their efforts to help the estimated 12 million Syrian refugees with basic needs such as medical treatment, shelter, food and water.

2 Ramboll employees in India collected EUR 4,556 for the Chennai flood victims.

As an engineering, design and consultancy company, we impact the environment on various levels. We actively work to minimise the adverse impact our own operations have on the environment by continuously improving the way we conduct business. The very nature of our business enables us to contribute positively to the environment through the scientific and technological services and solutions we deliver to clients.

ENVIRONMENT

Ramboll seeks to promote and provide services and solutions that contribute to sustainable development. In particular, we seek to develop and market our offerings within sustainable cities, energy, environment and water.

Through strategic acquisitions we have moved into a position as number 8 globally on the Environment Analyst's list of environmental companies. We now have a full range of environment, health and water services in our portfolio combined with engineering services, enabling even more solutions for global challenges – creating value for clients, employees and society.

CLIMATE

The continuing impact of climate change is inevitable and calls for immediate attention, as evidenced by the number of UN Sustainable Development Goals that focus on curbing the effects of climate change.

Ramboll provides consultancy in all aspects of climate change. We cover areas such as climate strategy, mitigation and adaptation, and have the capability of applying a holistic and full-service delivery approach.

Carbon footprint 2015

At Ramboll, we work diligently to minimise our company's contribution to climate change by minimising our own carbon footprint. 2015 is the fifth year we have measured the worldwide CO2 emissions resulting from our energy consumption and business-related transport. In 2015, we measured Ramboll's total CO2 emission as 20,127 tonnes CO2 (2014: 21,614) equal to 2.15 tonnes per Full Time Employee Equivalent (FTEE) (2014: 2.25). This is a slight decrease compared to 2014, but on level with 2013. Considering that the increased global presence requires more travel, it is very satisfactory achieving a decrease in our overall carbon footprint. In 2016, we will focus on revising our method for collecting and calculating our CO2 emission data to meet international standards and to ensure global reporting on carbon emissions in the future.

Improving environmental management

A significant element in Ramboll's environmental impact is related to the way our business operates, including how our offices are run.

In Denmark, the Facility Management organisation is responsible for the estate portfolio and related services at

UN GLOBAL COMPACT PRINCIPLES



These principles are covered in this section 7, 8, 9: Environment

UN SUSTAINABLE DEVELOPMENT GOALS

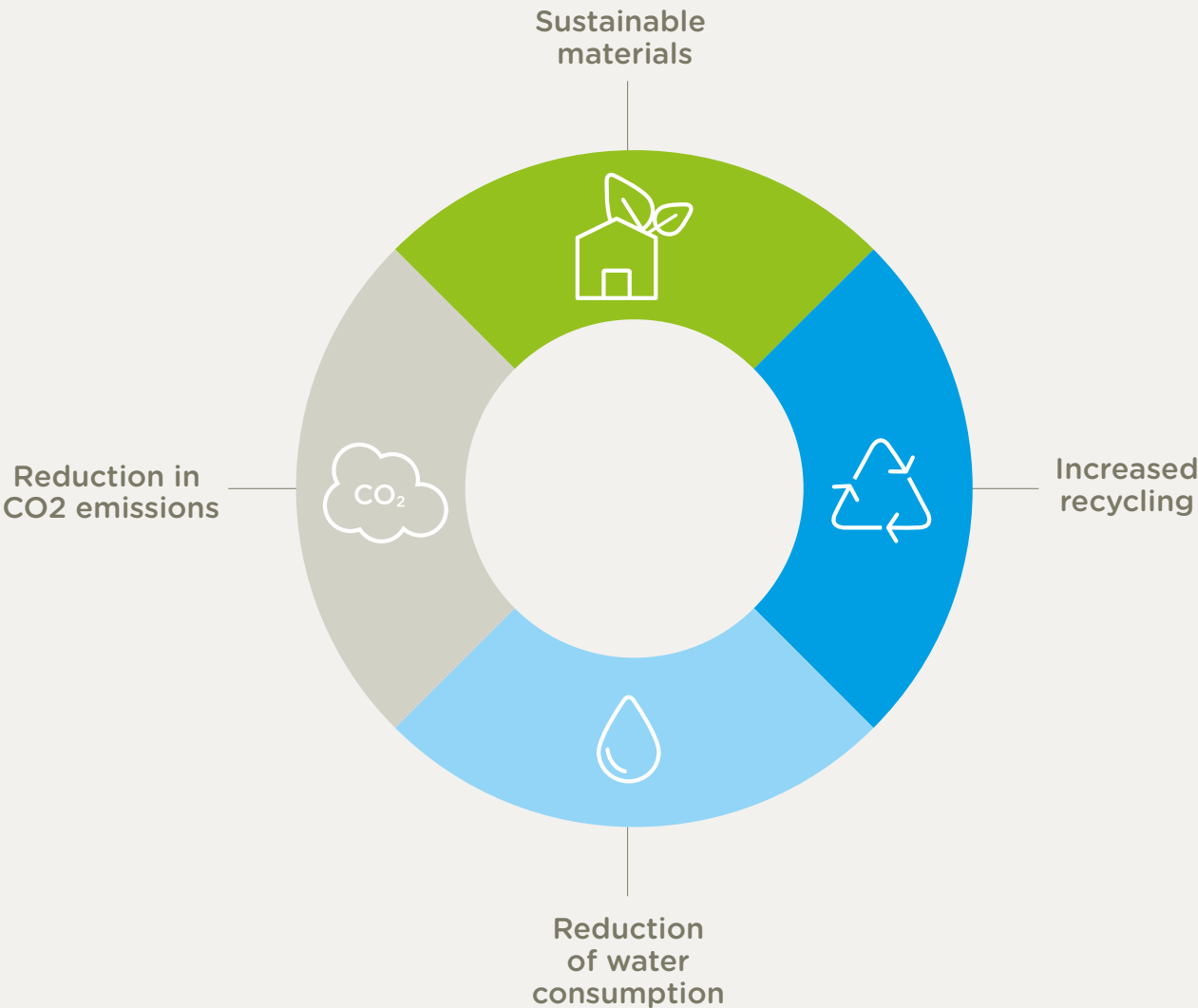


These goals are covered in this section 6: Clean water and sanitation, 7: Affordable and clean energy, 9: Industry, innovation and infrastructure, 11: Sustainable cities and communities, 13: Climate action

KEY ACHIEVEMENT

Advocating for technical solutions to combat climate change at COP21, the UN private Sector Forum and New York Climate Week. Ramboll supports the global agreement on climate providing a clear political framework that will accelerate the transition towards a low-carbon society

ENVIRONMENTAL SUSTAINABILITY
- FOCUS AREAS



The Environmental Sustainability Strategy developed in 2015 prioritises the above four areas for the management of Ramboll’s facilities in Denmark based on material aspects. The strategy is supported by a yearly action plan that describes more specific and measurable actions to be taken.

Ramboll’s locations. During 2015 the organisation developed an Environmental Sustainability Strategy that prioritises four areas based on material aspects: reduction in CO2 emissions; reduction of water consumption; increased recycling; and sustainable materials. The strategy is supported by a yearly action plan that describes more specific and measurable actions to be taken.

Value engineering
Value engineering encompasses everything from ensuring the continuous development of our society in the face of the global challenges of urbanisation, climate change and resource scarcity to choosing the right bolt for a new structure to secure its long-term sustainability. Value engineering considers the entire life cycle of a project.

One example of this approach is Ramboll’s decade-long expertise in cross-laminated timber construction. Timber is a viable option for many types of buildings, offers shorter construction programmes and delivers numerous sustainability benefits. Dalston Lane in London is set to be the world’s tallest and largest cross-laminated timber building of its kind and is the latest example of how to build housing capacity rapidly and sustainably – particularly in cities. Ramboll carried out full structural engineering and the design of the project, which will provide over 12,500 m2 of residential space and over 3,460 m2 of commercial space. Dalston Lane will save 2,400 tonnes of carbon, compared to an equivalent block

with a concrete frame, using just a fraction of the materials that would have been used if the building were constructed with traditional materials.

Sharing our insights
Climate action has been high on our agenda this year, and we have actively tried to influence the global climate action agenda by sharing our insights and solutions in influential forums.

In September, Ramboll Group CEO, Jens-Peter Saul, participated in the UN Private Sector Forum and the New York Climate Week. Climate Week brings together influential global parties and new voices from business, government and society who are leading the low-carbon transition.

When policy makers and business leaders gathered in Paris for the December COP21 event, Ramboll participated in a variety of venues to share our insights and experience and to present new knowledge about climate adaptation and mitigation solutions. Leading up to COP21, we published a collection of thought leadership articles featuring best practices, insights and processes that can strengthen cities. Our goal was to equip public and private stakeholders around the world with a set of tools that enable informed decisions to ensure resilient cities and sustainable growth.

The historic UN climate agreement at COP21 confirms a global approach to addressing climate change. The agreement is a joint effort among nations, cities and businesses to reduce carbon emissions and keep the global temperature rise below 2 degrees Celsius compared to the

ACHIEVEMENTS 2015

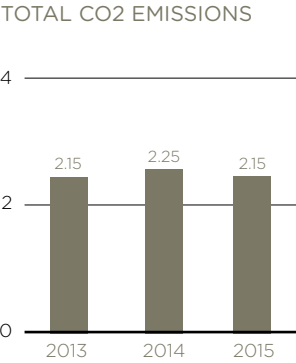
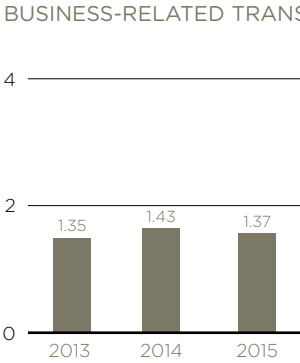
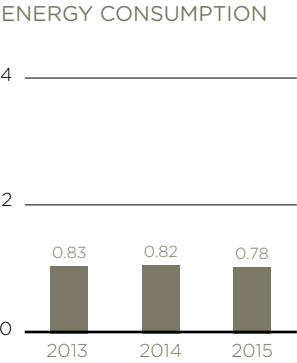
- Group Environmental Management Policy developed
- Advocating technical solutions to combat climate change at COP21

AMBITIONS 2016

- Approval of Group Environmental Management Policy
- Continue development of Global Environmental Management System according to ISO 14001 (target 2017)

Leading up to and during the COP21 conference, Ramboll took an active role in sharing our insights and experience and presented new knowledge about climate adaptation and mitigation solutions.

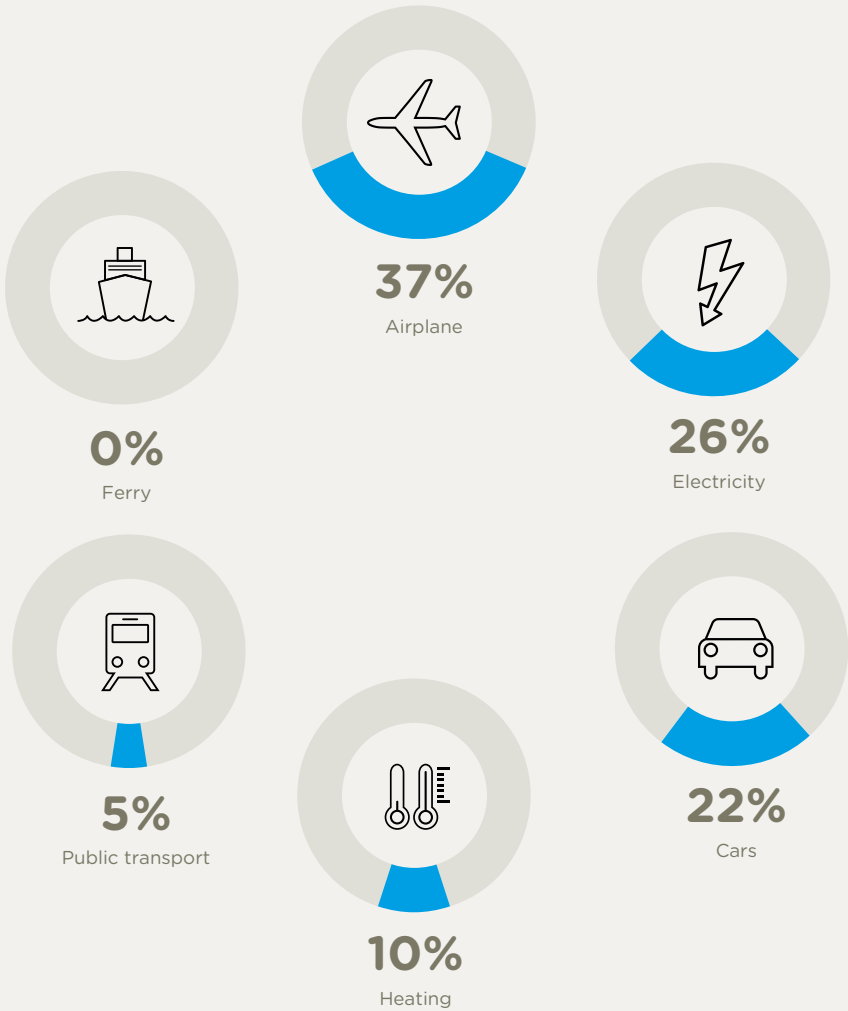
CO2 EMISSIONS PER EMPLOYEE, (FTEE), TONNES



See page 38 for notes.

CARBON FOOTPRINT

Reporting period 1 July 2014 to 30 June 2015
See page 38 for notes



Ramboll is dedicated to minimising its carbon footprint related to business travel and energy use, and we measure our CO2 emissions to keep track of the development within the area. The above figures show how much each aspect contributes to our total CO2 emissions.

pre-industrial level. For Ramboll, participation means that we will support sustainable development by utilising our technical excellence and knowledge, and we are committed to reducing our own carbon emissions. The Paris agreement will accelerate the transition towards a low-carbon society. This new global framework will enable us to deliver integrated, responsible solutions across sectors and geographies to support climate change action.

ENERGY

Society has become entirely dependent on readily available energy in order to function and ensure continuous development. The race is on to find the most efficient, cost-effective and stable energy sources. Energy efficiency, optimisation and transition are all areas that Ramboll prioritises to respond to the global challenge expressed by the UN Sustainable Development Goal 7: 'to ensure access to affordable, reliable, sustainable and modern energy for all'. SDG 7 also includes the target to substantially increase the share of renewable energy in the global energy mix by 2030, as well as expanding infrastructure and upgrading technology to supply modern and sustainable energy services.

Many of our hallmark projects provide the societal benefits of securing the energy supply, mitigating climate change impacts, improving energy efficiency and securing and delivering increasingly scarce resources.

Providing clients with energy solutions

Ramboll advises clients on cost-effective, sustainable and environmentally sound energy strategies and master planning, implementation of the full range of renewable and fossil-fuel based energy production technologies, as well as energy storage, transmission and distribution.

The conversion of heat and power plants from coal to biomass, which is taking place principally in Northern Europe, can help to diversify the energy supply and reduce greenhouse gas (GHG) emissions. Biomass represents a reliable alternative to coal during the transition to fossil-free energy systems, such as wind and solar power. Yet biomass itself is a limited resource that must be produced and used sustainably,

because the loss of trees required for wood pellets leaves fewer trees to absorb carbon emissions. Over the past three years, Ramboll has been advising DONG Energy on two major retrofit and conversion projects in Denmark. The aim of these projects is to convert the former coal-fired plants to either 100% biofuel or 100% fossil fuel, adding both flexibility and an extra 15-25 years of operation. The renovation, which optimises energy production and minimises environmental impacts, is more energy-efficient and cost-effective than constructing a new plant.

Promoting sustainable energy

In addition to our client projects, we take an active role in promoting sustainable energy. Energy experts from Ramboll delivered a number of presentations at the World Future Energy Summit, the Middle East's largest gathering on future energy and one that drives actionable solutions to the world's energy challenges. We also participated in various panel debates during the Abu Dhabi Sustainability Week.

Reducing energy consumption

While the very nature of our work contributes with environmental benefits, we continuously focus on the energy consumption of our own operations. As part of these efforts, we have measured Ramboll's worldwide CO2 emissions for five years. In 2015, the CO2 emission generated by energy consumption (electricity, cooling and heating) was 0.78 tonnes per full-time employee equivalent (FTEE), an improvement from 2014 (0.82). Looking back at the figures from 2013 (0.83), the latest measure of CO2 emissions indicates a stable level.

TRANSPORT

Air pollution is the number one environmental health risk today. Globally, an increasing demand for instant mobility has resulted in a 57% increase in the number of motor vehicles worldwide, and vehicle emissions are the main contributor to decreasing air quality in congested urban areas (WHO).

A comprehensive, sustainable urban mobility approach would achieve a significant decrease in emissions. Cycling and walking networks, attractive and reliable alternatives to private vehicles, as well as cleaner technology and fuels for vehicles can all contribute to

GROUP POLICY

- CR Guideline on suppliers, sub-consultants and consortium partners, including Supplier Declaration

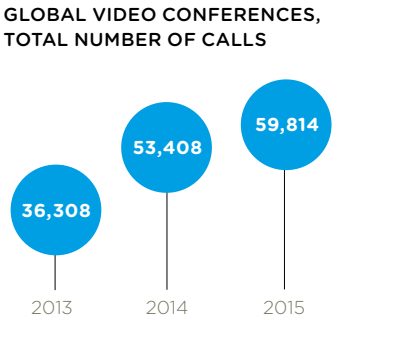
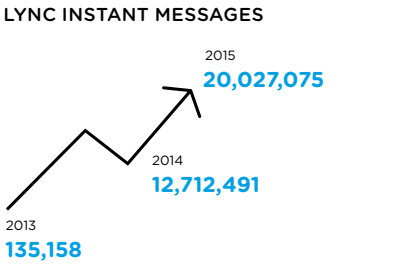
ACHIEVEMENTS 2015

- Development of Environmental Sustainability focus areas
- Reduction of energy consumption from 0.81 to 0.78 tonnes CO2 (per FTEE)
- Reduction of transport related CO2 emissions from 1.43 to 1.37 tonnes (per FTEE)

- AMBITIONS 2016**
- Identify CO2 reduction targets
 - Establish new global process and tools for our carbon emission calculation process
 - Integrate supplier requirements in new Global Procurement Process

LYNC VIDEO CONFERENCES

162% Increase in the use of Lync video conferencing at Ramboll. Lync video conference calls increased from 18,146 in 2014 to 47,556 in 2015





1

more sustainable urban mobility. Sustainable Development Goal (SDG) 9 addresses the need to foster innovation leading to resilient and sustainable infrastructure and industrialisation. Ramboll is working to support this goal in many of our projects.

Light rail link helps improve the environment

The future light rail connection along ‘Ring 3’, the ring road just west of Copenhagen in Denmark, will not only promote a more coherent city infrastructure, but will create a platform for residential and commercial development in the cities it passes through. The light rail will also facilitate a more sustainable transportation option for more than one million passengers, as the system will run entirely on electricity. The system will achieve emission reductions by decreasing the number of private vehicles and buses in the area. Ramboll provides client consultancy on the light rail transportation system, including operation and maintenance.

Business travel carbon emission

Ramboll is dedicated to minimising the carbon footprint related to our business travel. We encourage our employees to use available public transport whenever possible, and

even forego travel in favour of conducting virtual meetings using video technology instead of meeting in person. While in-person meetings are still a necessary aspect of our business, we have increased the number of Lync video meetings by 162% and the number of Video Conference calls by 12% from 2014 to 2015. The total travel-related CO2 emissions decreased from 13,799 tonnes and 1.43 per FTEE in 2014 to 12,841 tonnes and 1.37 FTEE in 2015.

WATER

The basic human right to have access to clean water is a major driver for the development of urban areas and regions alike. One of the UN SDGs addresses this challenge: Ensuring availability and sustainable management of water and sanitation for all (6).

Ramboll established a separate business unit for Water services in May 2015. Our experts address global water and climate challenges across the water cycle from water resources and supply to processing and treatment to sewage and discharge. Ramboll handles all project phases: from initial strategic analyses to design of master plans and implementation of final solutions. Working with municipalities, utilities and industrial clients, we draw

1 ADAPTING CITIES TO CLIMATE CHANGE

Extreme storm water and flooding are becoming more and more common, especially in cities. Over the years, Ramboll has assisted cities around the world with developing climate strategies as well as specific mitigation and adaptation measures.

2 INCREASING CLIMATE RESILIENCE IN ASIA PACIFIC

The Asian Development Bank has engaged Ramboll to prepare a comprehensive study to position them to invest more effectively in increasing climate adaptation and reducing carbon emissions in the fast-growing urban areas in the Asia Pacific region. The purpose of the study is to provide an overview of relevant options that would enable climate-resilient urban infrastructure development and their associated costs and benefits. Image: Mike K. - Dreamstime.com

ENVIRONMENTAL ACCREDITATION SCHEMES, NUMBER OF LICENSED ASSESSORS

| 2013 | 2014 | 2015 | |
|------|------|------|---------------------|
| 24 | 34 | 38 | BREEAM |
| 16 | 16 | 28 | LEED |
| 10 | 10 | 20 | Miljöbyggnad |
| 8 | 8 | 9 | Cert. Energy Expert |
| 6 | 5 | 7 | DGNB |
| 5 | 3 | 4 | ESTIDAMA |
| 5 | 3 | 4 | CEEQUAL |
| 3 | 3 | 4 | CSH |
| 3 | 0 | 1 | OCDEA |
| 1 | 3 | 4 | EPC |
| 0 | 0 | 0 | GRIHA |
| - | 5 | 6 | GSAS |
| - | - | 1 | Green Star |
| - | - | 1 | GMM |
| - | - | 10 | BEAM Prof. |
| - | - | 1 | Envision |
| - | - | 2 | CEM |
| - | - | 2 | FIGBC |
| - | 12 | - | IES |
| - | 4 | - | CFD ANALYSIS |
| 78 | 105 | 138 | Total |

Environmental accreditation schemes covering different themes in relation to buildings and communities.

2



on multidisciplinary expertise to create innovative and sustainable solutions for our clients and society.

Promoting sustainable water solutions

In addition to our client projects, we take an active role in promoting sustainable water use.

Saudi Arabia faces serious water scarcity challenges. A Ramboll delegation participated in a seminar in the Saudi Arabian capital of Riyadh arranged by Water Alliance Exchange, a group of international companies working together to promote new technologies. The purpose of the seminar was to inspire innovative and effective solutions to enable the Saudi Arabian Ministry of Water and Electricity and the National Water Company to create a common platform for addressing some of the country's most critical water access challenges.

URBAN PLANNING

Two-thirds of the world's population is predicted to live in cities by 2050 (World Bank), and 60% of the urban areas expected to be developed by 2030 have not yet been built (Secretariat of the Convention on Biological Diversity). This represents

both a challenge and an opportunity to build urban areas with long-term perspective. This is why UN Sustainable Development Goal 11 deals with 'making cities and human settlements inclusive, safe, resilient and sustainable'.

Achieving the outstanding master planning that is essential to many of Ramboll's projects requires working across disciplines and sectors. To achieve liveable solutions requires bridging the gaps between stakeholders. We apply a holistic and integrated urban planning model encompassing the social, environmental, economic and physical aspects of a city, rather than treating the elements of the urban environment, such as water or transport infrastructure, in isolation.

ENVIRONMENTAL IMPACT ASSESSMENTS

Demonstrable long-term sustainability has become a basic element of most development projects, which increasingly must be undertaken in accordance with recognised standards, such as the Equator Principles, the IFC Performance Standards and other IFI requirements such as the OECD Common Approaches, which address

environmental and social impacts. Environmental and Social Impact Assessment (EIA/ESIA) is an ideal tool for embedding sustainable social, environmental and economic performance into projects and mitigating adverse impacts.

Ramboll's technically robust EIAs/ESIAs and Strategic Environmental Assessments (SEA) helps position consenting authorities to make informed decisions. Our scientific, interdisciplinary approach is sensitive to local customs and legislative requirements. Our experts include relevant authorities and stakeholders early in the process to ensure that any challenges are identified in time to be resolved or mitigated in the design phase.

As an independent advisor, our assessments are firmly based on technical rigor, expertise and experience, providing stakeholders with confidence in the accuracy and effectiveness of our conclusions, recommendations and subsequent management plans. ■

3 ENSURING SAFE DRINKING WATER

Five years ago, the city of Skellefteå in Northern Sweden suffered from problems with the drinking water, making people ill. The municipality decided to replace the old and worn waterworks with a new treatment plant that treats the water with artificial groundwater recharge followed by oxidation, filtration and disinfection to ensure high drinking water quality. Ramboll is the lead consultant on the project which is the largest of its kind in Sweden.



3

4 RIVER CITY, GOTHENBURG, SWEDEN
The vision for the new 'River City' in Gothenburg calls for the transformation of the old harbour area into a green, attractive and liveable neighbourhood. Ramboll is the lead consultant for a feasibility study of the Gullbergsvass district with EG Architects and Lijewall Architects. The new district covers 1.5 million m2 with capacity for 20,000 residents and 20,000 workplaces. The ambitious undertaking aims to bring Gothenburg into Europe's top five cities for growth potential. Visualisation: EG Architects.

5 HELSINKI CENTRAL LIBRARY, FINLAND
The new Helsinki Central Library will be a modern addition to Töölönlahti Bay's cultural hub and provide city residents with a cultural living space and a multimedia centre hosting a variety of events. The building is being designed in accordance with Helsinki City's guide to low-energy building and the project has goals for both electricity and heating energy use. Ramboll is responsible for project and construction management, structural engineering, cost estimation and quantity survey, as well as energy calculations. Visualisation: ALA Architects.



4



5

Ramboll applies a continued focus on business integrity. Our ownership, the Ramboll Foundation, requires Ramboll to act as a good corporate citizen — to be known as a trustworthy and independent adviser who upholds business integrity beyond doubt.

BUSINESS INTEGRITY

UN Global Compact Principle 10 states that 'Businesses should work against corruption in all its forms, including extortion and bribery'. One of the UN Sustainable Development Goals (16) identifies the need to 'promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels'.

In order to ensure that Ramboll develops in line with best practice in this respect, the company – comprising all employees – must at all times act in compliance with our Code of Conduct, internal policies and procedures, as well as the prevailing legal requirements where we operate.

In 2015, Ramboll continued to focus on adequately, effectively and systematically managing business integrity through our policies, procedures and systems.

IMPLEMENTING GLOBAL POLICIES

To ensure that Ramboll conducts business in accordance with international standards and legislation, it is crucial to have clear policies that our employees can consult for guidance. This is why we launched revised versions of all global policies in May 2015. Our high growth rate outside of the Nordic home markets and our latest acquisitions created a renewed focus on training all employees in our policies to establish a strong compliance culture across Ramboll.

We are committed to introducing awareness training in the Ramboll policies gradually over the next few years through the use of the Compliance Management System and by conducting workshops, webinars or other training programs. Due to risk and legislation requirements, we require all employees to read and sign selected global policies.

UN GLOBAL COMPACT PRINCIPLES



This principle is covered in this section
10: Anti-corruption

UN SUSTAINABLE DEVELOPMENT GOALS



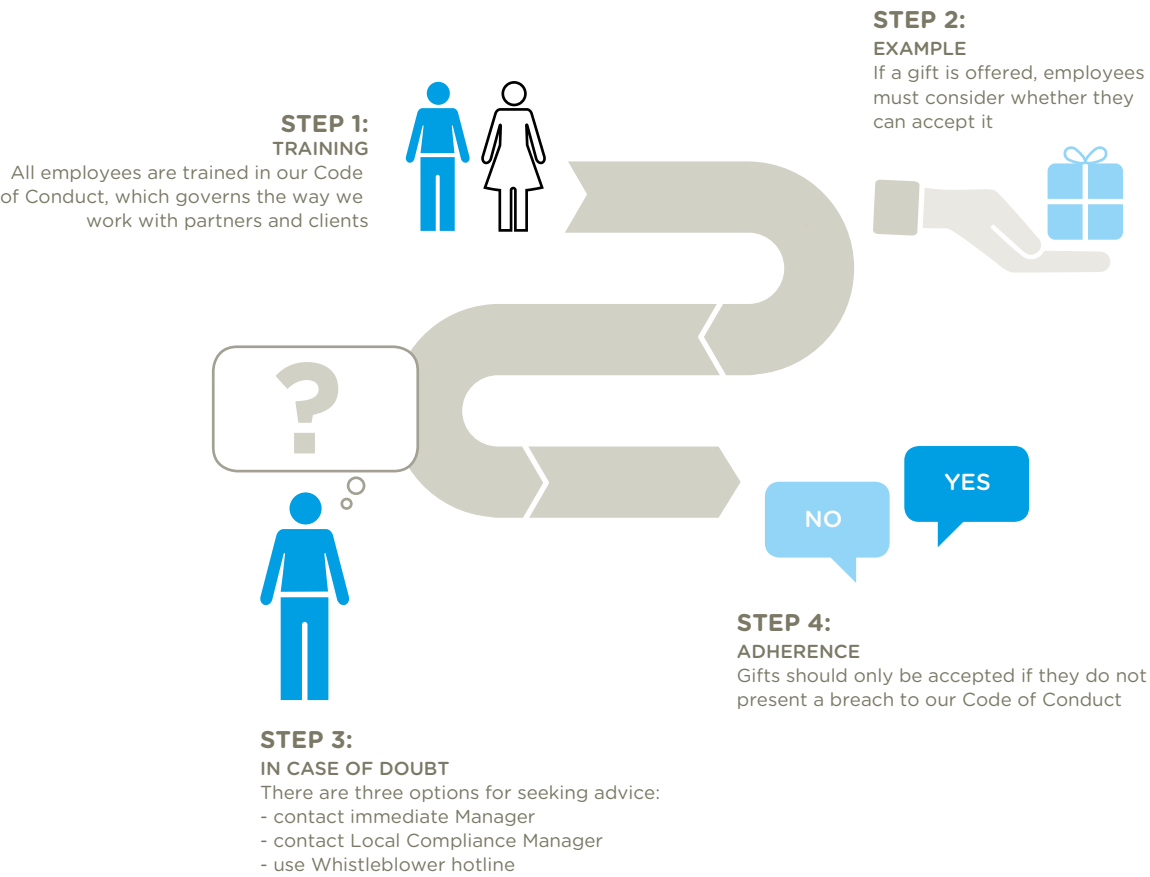
This goal is covered in this section
16: Peace, justice and strong institutions

KEY ACHIEVEMENT

Delivering Code of Conduct e-learning training to 91% of our employees to ensure that our people know how to act when they face dilemmas in their daily work

CODE OF CONDUCT

Ramboll's Code of Conduct expresses our standards for responsible business behaviour. This figure exemplifies how it is used in practice by our employees



GLOBAL CODE OF CONDUCT TRAINING

Working in a responsible way is part of being a Ramboll employee, since we aspire to become a leading sustainable society consultant globally. In 2015, we continued our focus on implementing the Ramboll Code of Conduct throughout the organisation. Training our employees was an essential element of this implementation.

The Code of Conduct expresses a set of standards for responsible business behaviour as laid down in our policy statement, the Global Commitment. The Global Commitment is based on The UN Global Compact Principles and the UN Guiding Principles on Business and Human Rights. As an international engineering consultancy, we have a continuous focus on legal compliance, adhering to global standards and ensuring that our

values are embedded across our organisation. The Code of Conduct puts our values into practice and guides the daily decision making of our managers and employees.

An internal survey conducted in late 2014 revealed that 17% of Ramboll people managers were unfamiliar with the Code of Conduct and 23% of people managers did not know where to find the Code of Conduct. This led to a decision to improve awareness among employees. In 2015 we introduced e-learning training in the Code of Conduct for all 13,000 employees. This was found to be the best way to train employees across all markets, countries and newly acquired companies, while causing as little disruption as possible to the daily business of the company. Because this initiative had strong support and follow-up from Directors and Managers across the business, we managed to achieve a completion rate of 91%.

| CORPORATE INCOME TAX, DKK MILLION | | | | | |
|-----------------------------------|-------|-------|----------------|--|--|
| 2013 | 2014 | 2015 | | | |
| 36.0 | 45.1 | 86.7 | Denmark | | |
| 21.3 | 23.4 | 23.4 | Sweden | | |
| 33.2 | 19.1 | 7.7 | Norway | | |
| 13.4 | 10.7 | 15.5 | Finland | | |
| 1.6 | -3.7 | - | United Kingdom | | |
| 8.6 | 10.0 | 10.5 | Rest of world | | |
| 114.0 | 104.7 | 143.8 | Total | | |

Employees invested approximately 30 minutes (approx. 6,500 hours or 270 days) in the adaptive e-learning training, which had three modules: Human Rights, Environment and Anti-corruption. The training also included a section that guided employees on what to do and whom to contact if they experience situations that compromise the Code of Conduct.

Ramboll acknowledges that employees may be faced with dilemmas or situations where they do not know how to act. Ramboll encourages employees to bring these situations up for open discussion with colleagues and management, as these are Ramboll dilemmas and not dilemmas to be solved by the individual employee without guidance.

Depending on the issue, employees are encouraged first to look up the Code of Conduct, which provides guidance on what to do. If they do not find a sufficient answer there, employees should go to their immediate Manager or Compliance Manager for guidance. Alternatively, employees can use the Whistleblower hotline to raise a flag anonymously.

ANTI-CORRUPTION

Corruption both decreases incentives for investments and increases the cost of doing business in high risk markets. According to Transparency International (T.I.), corruption can add up to 50% to project costs.

Ramboll is committed to acting honestly, responsibly, professionally, and transparently in our business activities. Ramboll takes a zero-tolerance approach to bribery and corruption, as it is fundamental to our core values to uphold high ethical standards and comply with legislation.

By 2025 the global construction output is predicted to increase by 70% to USD 15 trillion per year worldwide (The Global Construction 2025 by Global Perspectives and Oxford Economics). The dominant source of this growth will be three countries in particular, China, India and the US. The public work contract and construction sector is recognised as carrying the highest risk of corruption, especially for long-term contracts with complex supply chains. The Energy sector, including oil and gas, is also perceived to be more susceptible to bribery than other sectors.

Climate change is one of the biggest challenges our planet is facing. Many of the global



investments being made in this area will flow through new and uncoordinated channels where the risk of corruption is high. Ramboll is engaged in two of the three sectors most prone to corruption (1. public works/construction and 3. oil and gas; the second is arms and defence, T.I.).

- The most common pressure points of corruption in our industry (Source: Ramboll Corruption Risk Assessment; Biggest Risk of Corruption in The Construction Industry, K&L gates):
- Conflicts of interest in tendering for contracts
 - Anti-competitive practice in tendering for contracts
 - Facilitation payments in tender process and interaction with government officials (permits, licences and planning permissions)
 - Gifts, entertainment and hospitality during tender process
 - Client and third-party travel expenses

GROUP POLICIES

- Tax
- Treasury

ACHIEVEMENT 2015

- Group Anti-corruption Policy and Guidelines developed

AMBITIONS 2016

- Anti-corruption Policy and Guidelines approved and implemented
- Leadership training in Anti-corruption

CODE OF CONDUCT TRAINING

91% of all employees have successfully completed online Code of Conduct training in 2015



Image: Øyvind Hagen, Statoil

- Client discounts and ‘freebies’
- Use of third parties to win and retain business
- Requests to waive rules when supporting a bidding review process
- Offer of incentives from contractors to sign off on substandard works
- Offer of incentives from bidders to evaluate tender submissions favourably
- Assessment of corruption risk factors when entering new markets
- Cost-cutting on building materials (poor quality material used and surplus funds pocketed instead).

Operating in high-risk industries, while at the same time having a zero-tolerance policy towards bribery and corruption, is a challenge and a serious risk to Ramboll. In 2015, we developed a new Group Anti-Corruption Policy and Guidelines both to decrease corruption risks by providing specific guidance to employees on how to handle dilemmas, and to ensure that adequate policies and procedures are in place. The revised policy and supplementary guidelines will be implemented across the organisation in 2016.

Advocating anti-corrupt behaviour
Demonstrating leadership and advocating for anti-corrupt behaviour

in the industry is a priority for Ramboll, for instance by engaging in close dialogue with governments, diplomats, civil society and other relevant parties in the markets we serve. For example, our Group CEO Jens-Peter Saul attended a roundtable discussion on anti-corruption with among others the Danish Prime Minister at the UN Private Sector Forum in New York. Ramboll believes that the public and private sectors (as well as civil society) should join forces in the fight against corruption, as we all have an interest in doing things right. Ramboll supports and encourages transparency and a systematic approach in public tender processes. We are already engaged and ready to address the issues further with relevant authorities in the markets where we operate. Ramboll also supports industry organisations and international anti-corruption initiatives. For example, Ramboll is a supporting participant of Transparency International, Denmark.

Providing advice on anti-corruption
As part of Ramboll's consultancy services, we offer advice to governments around the world on anti-corruption and good governance practice. For example, we have developed and delivered several tailor-made training programmes on

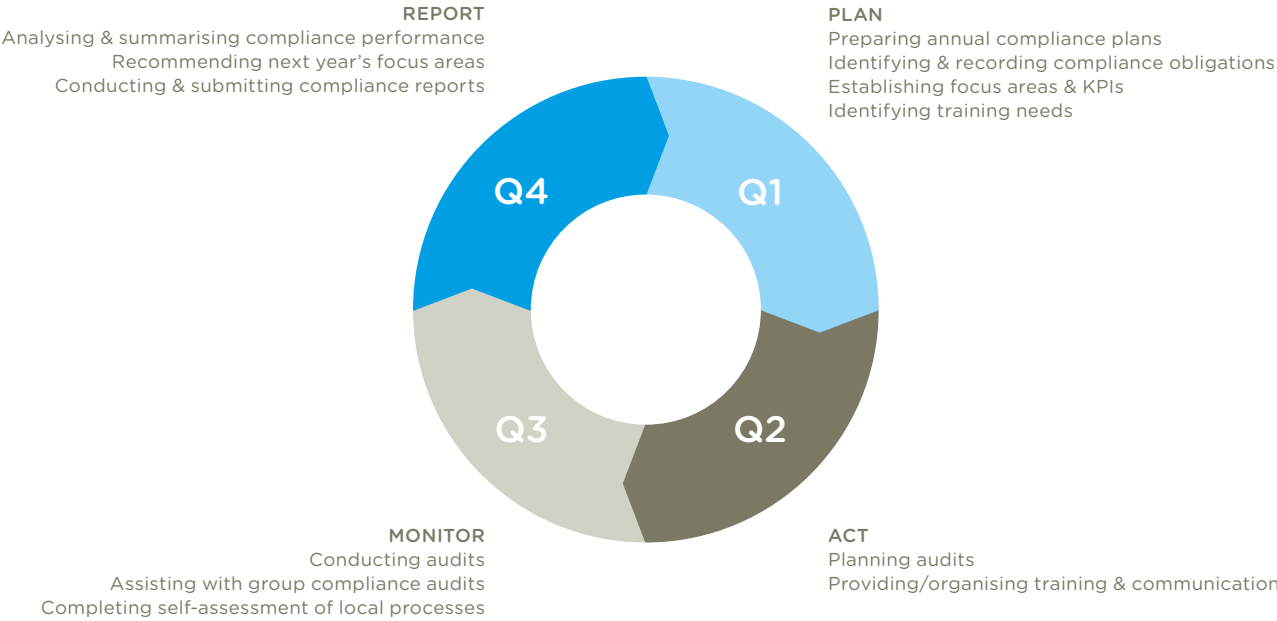
behalf of Danida Fellowship Centre focusing on public sector leadership, financial management and good governance, including anti-corruption. In total, we have trained more than 300 managers from countries across Africa and Asia. We have also assessed public procurement systems, including the risk of corruption, on behalf of the World Bank in a number of countries (eg Zimbabwe, South Sudan, Ethiopia, Papua New Guinea).

COMPLIANCE

The Ramboll Global Compliance Programme is a natural development stemming from our foundational focus on business integrity. The programme was initiated in 2013 to address the increasing demands from our clients, partners and regulatory authorities to document compliance with legislation and Ramboll policies.

- The ultimate goals of the programme:
- Conduct training, awareness and monitoring to mitigate the risk of employees and partners violating laws and Ramboll policies
 - Respond to increasing client demands for an effective compliance programme
 - Improve relations with employees and clients, and enhance the general reputation of the company.

THE ANNUAL COMPLIANCE CYCLE



The cornerstones of the programme are the 2014 ISO 19600 compliance management guidelines and the newly launched Ramboll Compliance Policy, which outlines the scope and content of the programme and expectations of the behaviour of all Ramboll employees. These have formed the basis for the development of an annual compliance cycle that illustrates how we in Ramboll work with compliance planning, acting, monitoring and reporting. The annual compliance cycle is supported by various compliance tools and processes and the newly launched Compliance Management System. The system will be used for the reading and signing of policies, training, testing, risk assessment and due diligence processes.

In 2014, we focused on defining processes and developing tools in order to establish the foundation for the rollout of the Global Compliance Programme. In 2015, we focused on establishing the compliance policy, training the newly appointed Local Compliance Managers responsible for all business units, and assisting them with setting the first compliance focus areas and Key Performance Indicators (KPIs) for all business units. The 2015 compliance focus areas and KPIs focused on training all managers in compliance, disseminating the first policies for reading and signing

and conducting the first compliance audits. Systematic monitoring and handling of compliance incidents have been implemented across Ramboll to ensure effective and professional responses to incidents as they arise. 2015 was dedicated to creating a shared understanding of compliance and its importance across Ramboll. We also worked on building a strong compliance capacity in all of our business units, with a focus on adapting global tools and processes to local conditions and different risk landscapes.

GRIEVANCE MECHANISMS

A grievance mechanism, also known as a 'dispute', 'complaint' or 'accountability' mechanism, is a formal complaint process that employees or stakeholders can use if they are being negatively affected by business activities and operations or to report illegal acts, breaches of contract or policies that come to their attention. As Ramboll wishes to have an open dialogue about dilemmas, non-compliance issues and potential negative impacts, we make a number of grievance mechanisms available. Ramboll encourages employees to take up any irregularities with their Manager and/or Local Compliance Manager. If they do not feel

GROUP POLICY



- Global Compliance Policy

ACHIEVEMENTS 2015



- Global Compliance System implemented and Local Compliance Managers appointed in each Principal Business Unit (PBU)
- Focus areas and KPIs set for all PBUs
- Compliance incident process and report in place

AMBITIONS 2016

- Global data privacy gap analysis
- Assessment of compliance risks
- Training to be tailored according to specific global and PBU risks

comfortable with this approach, they may contact the Global Compliance Function or use the anonymous Whistleblower hotline available on the Ramboll intranet to raise concerns or to report non-compliance incidents.

15 incidents were filed in 2015. The incidents were reported through different grievance mechanisms: orally or written to Local Compliance Managers, emails or letters to top management or Whistleblower reports. As 2015 was the first year the Compliance Programme was in place, and we are focusing on awareness and training activities in 2016, we expect an increase in filed incidents in 2016.

Generally, the trend in the incidents in 2015 showed that there is room for improvement within approval control mechanisms related to procurement.

PROJECT DUE DILIGENCE

As a consulting firm, projects are at the core of Ramboll's business and client relationships. A systematic and documented CR project due diligence approach is essential for meeting client requirements and maintaining our position as a preferred supplier to our clients.

This is why we have local project due diligence procedures that operationalise CR in Ramboll's project delivery to ensure compliance with our Global Commitment and legal requirements. The procedure is an integrated part of Ramboll's Project Excellence as well as the Health, Safety, Environment and Quality (HSEQ) management system.

Recognising our increasingly global structure and business diversity, in 2015 we initiated a large-scale project across Ramboll to develop a revised Global HSEQ management system to replace various local management systems. The primary goal of the

initiative is to create and implement a global and integrated HSEQ management system reflecting the standards ISO 9001, ISO 14001 and ISO 45001 (OHSAS 18001). We expect to complete the project in 2017.

As part of this project, the CR project due diligence procedures are being revised to ensure systematic management of project CR opportunities and risks. This includes procedures for how we identify, assess, prevent, mitigate and account for Ramboll's potential or actual CR impacts in projects – especially in relation to third parties. ■

GROUP POLICIES



- Project excellence
- Business risk management
- Global risk
- Contract with clients on consultancy services
- Operational organisation and delegation of authority

ACHIEVEMENT 2015



- Started development of new Global CR project due diligence procedures

AMBITIONS 2016

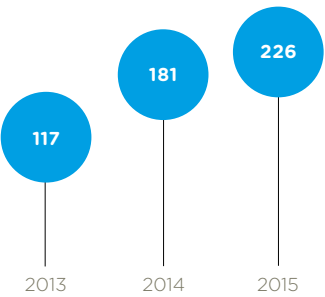
- Finalise development of Global CR project due diligence procedures
- Identify due diligence tools

REGISTERED CR PROJECT FILES

5

CR project files registered in 2015 (A CR file is documentation for the conducted CR due diligence procedures in high risk projects.)

CR PROJECT AUDITS

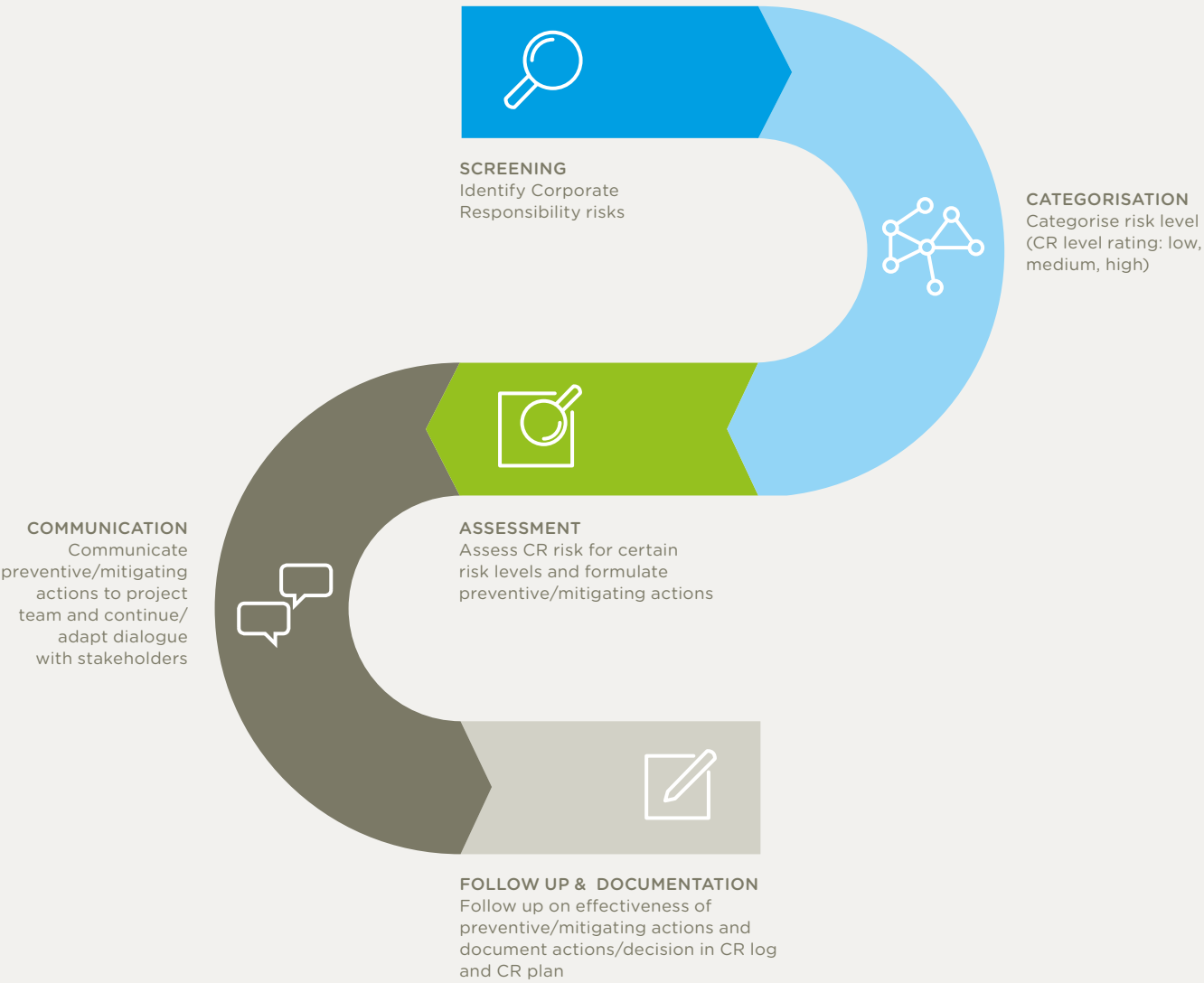


COMPLIANCE INCIDENTS REPORTED IN 2015*

| Category incidents | In process | Remedied and/or closed | Total |
|--------------------|------------|------------------------|-------|
| Human Rights | 3 | 3 | 6 |
| Environment | 0 | 0 | 0 |
| Business Integrity | 6 | 3 | 9 |
| Total | | | 15 |

*The reported incidents are divided into categories to create a simple overview. The incidents often overlap categories and are therefore difficult to divide, however they are categorised under the most relevant category.

CR PROJECT DUE DILIGENCE PROCESS



Ramboll is introducing a corporate responsibility project due diligence procedure which can be scaled to each specific project. All our projects must follow it in order to identify, assess, prevent, mitigate and account for how Ramboll addresses potential or actual CR impacts in our project management.

KPI REPORTING OVERVIEW

| | | PEOPLE | | | | | |
|----------------------------------------|----------|----------------------------------------|---------------------------------|-------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Principal Business Unit (PBU) | KPI Year | Employee satisfaction rate (scale 1-5) | Voluntary employee turnover (%) | Females (%) | Females on management level B (%) | Females on management level C (%) | Females on management level D (%) |
| Key Performance Indicator (KPI) target | | >4 | <year before | 32% | 32% | 32% | 32% |
| Denmark | 2015 | 4.1 | 10.8 | 30 | 0 | 0 | 26 |
| | 2014 | 4.0 | 9.9 | 33 | 25 | 6 | 30 |
| | 2013 | 4.0 | - | 30 | - | - | - |
| Sweden | 2015 | 4.1 | 16.9 | 30 | 0 | 23 | 24 |
| | 2014 | 4.0 | 12.7 | 31 | 0 | 24 | 31 |
| | 2013 | 4.0 | - | 31 | - | - | - |
| Norway | 2015 | 4.0 | 9.7 | 32 | 0 | 35 | 32 |
| | 2014 | 3.9 | 9.7 | 35 | 0 | 35 | 34 |
| | 2013 | 3.9 | - | 35 | - | - | - |
| Finland | 2015 | 3.9 | 8.1 | 34 | 0 | 16 | 28 |
| | 2014 | 3.8 | 6.9 | 38 | 0 | 14 | 32 |
| | 2013 | 3.8 | - | 39 | - | - | - |
| UK | 2015 | 4.0 | 18.4 | 29 | 0 | 14 | 5 |
| | 2014 | 4.0 | 11.0 | 31 | 0 | 11 | 3 |
| | 2013 | 3.8 | - | 31 | - | - | - |
| New Markets (India/Middle East) | 2015 | 4.1 | 15.7 | 20 | 0 | 0 | 7 |
| | 2014 | 4.0 | 22.3 | 19 | - | 0 | 8 |
| | 2013 | 4.1 | - | 14 | - | - | - |
| Management Consulting | 2015 | 4.0 | 19.2 | 43 | 0 | 8 | 38 |
| | 2014 | 4.1 | 14.8 | 46 | 0 | 13 | 43 |
| | 2013 | 4.1 | - | 52 | - | - | - |
| Oil & Gas | 2015 | 4.0 | 14.9 | 26 | 0 | 8 | 16 |
| | 2014 | 4.0 | 13.8 | 27 | 0 | 10 | 17 |
| | 2013 | 4.0 | - | 26 | - | - | - |
| Energy | 2015 | 4.0 | 8.6 | 20 | 0 | 0 | 13 |
| | 2014 | 3.9 | 7.1 | 21 | 0 | 0 | 14 |
| | 2013 | 3.9 | - | 21 | - | - | - |
| Environment & Health | 2015 | 3.8 | 9.1 | 51 | 0 | 29 | 24 |
| | 2014 | - | - | - | - | - | - |
| | 2013 | - | - | - | - | - | - |
| Water | 2015 | 4.0 | 10.3 | 42 | 100 | 43 | 41 |
| | 2014 | - | - | - | - | - | - |
| | 2013 | - | - | - | - | - | - |
| Business Support | 2015 | 4.1 | 7.4 | 40 | - | 29 | 29 |
| | 2014 | 4.1 | 7.8 | 43 | - | 20 | 33 |
| | 2013 | - | - | 44 | - | - | - |
| Ramboll Group | 2015 | 4.0 | 11.9 | 34 | 7 | 17 | 25 |
| | 2014 | 4.0 | 11.6 | 32 | 8 | 15 | 27 |
| | 2013 | 3.9 | 11.2 | 31 | 7 | 12 | 23 |

| | | ENVIRONMENT | | | BUSINESS INTEGRITY | | | VALUE CREATION |
|--------------------------|------------------------|-------------------------------|----------------------------------|--------------------|-------------------------------------|-------------------------------|-----------|----------------------------------------|
| Development dialogue (%) | Works council meetings | CO2 emissions, energy per FTE | CO2 emissions, transport per FTE | Total CO2 emission | Code of conduct e-learning training | Number of registered CR files | CR audits | Customer satisfaction rate (scale 1-5) |
| >90% | >1 | - | - | - | 100% | - | - | >4.2 |
| 97 | 4* | 0.70 | 1.88 | 2.58 | 94 | 0 | 58 | 4.33 |
| 92 | 12* | 0.88 | 2.09 | 2.97 | - | 0 | 58 | 4.38 |
| 77 | 4 | 0.88 | 2.17 | 3.05 | - | 1 | 40 | 4.26 |
| 89 | 13 | 0.44 | 0.90 | 1.33 | 69 | 0 | 3 | 4.23 |
| 84 | 17 | 0.40 | 0.89 | 1.29 | - | 2 | 3 | 4.23 |
| 61 | 4 | 0.30 | 0.58 | 0.88 | - | 0 | 2 | 4.22 |
| 90 | 4 | 0.65 | 0.98 | 1.62 | 88 | 0 | 56 | 4.13 |
| 81 | 4 | 0.62 | 0.69 | 1.31 | - | 0 | 3 | 4.16 |
| 79 | 4 | 0.63 | 0.73 | 1.36 | - | 0 | 2 | 4.15 |
| 94 | 4 | 1.28 | 1.15 | 2.43 | 96 | 0 | 0 | 4.21 |
| 89 | 4 | 0.97 | 1.15 | 2.12 | - | 1 | 0 | 4.24 |
| 66 | 4 | 1.00 | 1.18 | 2.18 | - | 0 | 0 | 4.24 |
| 97 | 4 | 0.54 | 1.10 | 1.64 | 89 | 1 | 41 | 4.35 |
| 92 | 4 | 0.82 | 0.92 | 1.74 | - | 1 | 44 | 4.25 |
| 79 | 3 | 0.92 | 0.74 | 1.65 | - | 1 | 28 | 4.48 |
| 95 | 10 | 0.85 | 1.69 | 2.54 | 94 | 0 | 18** | 4.22 |
| 90 | 1** | 0.95 | 2.14 | 3.09 | - | 1** | 25** | 3.90 ** |
| 87 | 14 | 0.86 | 2.02 | 2.88 | - | 0** | 16** | 4.27** |
| 90 | 4 | 0.48 | 1.31 | 1.79 | 81 | 0 | 0 | 4.39 |
| 92 | 4 | 0.71 | 1.82 | 2.52 | - | 0 | 0 | 4.46 |
| 74 | 4 | 0.70 | 1.96 | 2.66 | - | 0 | 0 | 4.43 |
| 96 | 24*** | 1.34 | 1.27 | 2.62 | 99 | 0 | 32 | 4.35 |
| 92 | 24*** | 1.41 | 1.45 | 2.85 | - | 0 | 34 | 4.35 |
| 97 | 20*** | 1.33 | 1.28 | 2.61 | - | 0 | 21 | 4.27 |
| 97 | 4*** | 0.64 | 1.38 | 2.03 | 92 | 4 | 12 | 4.33 |
| 84 | 4*** | 0.73 | 1.66 | 2.39 | - | 0 | 14 | 4.33 |
| 84 | 4*** | 0.71 | 1.23 | 1.94 | - | 0 | 8 | 4.31 |
| 79 | 6**** | - | - | - | - | 0 | 3 | 4.31 |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| 91 | 2***** | - | - | - | - | 0 | 3 | 4.30 |
| - | - | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| 94 | 4* | - | - | - | 95 | - | - | - |
| 91 | 12 | - | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| 91 | 1***** | 0.78 | 1.37 | 2.15 | 91 | 5 | 226 | 4.27 |
| 88 | 1***** | 0.81 | 1.43 | 2.25 | - | 5 | 181 | 4.27 |
| 76 | 1***** | 0,80 | 1.35 | 2.15 | - | 2 | 117 | 4.26 |

- Measure not applicable
* Measure in 2015 covers the main Works Council only. The measure in 2014 includes local Works Councils
** Only Ramboll Middle East
*** Represented in Danish Works Council
**** 6 in France (Nordics represented in Nordic Works Councils)
***** 2 in Romania (Nordics represented in Nordic Works Councils)
***** Global Works Council with representative employees from each business unit

GLOBAL REPORTING INITIATIVE TABLE

Ramboll is currently transitioning the CR reporting process and data to become aligned with the Global Reporting Initiative (GRI) G4 Reporting Framework. Thus, this report contains Standard Disclosures from the GRI Sustainability Reporting Framework, though we are not meeting the 'in accordance' criteria yet. Ramboll is currently reporting on 37 GRI performance indicators. We will continue our work to develop and mature our reporting process and data collection, with the aim of improving our performance and consequently meeting the 'in accordance' criteria. GRI is a global reporting framework that provides performance indicators on social, environmental and economic performance, applicable to all organisations of all types and industries, across the world. The GRI framework helps Ramboll to generate reliable, comparable, relevant and standardised information on our holistic performance.

Material aspects
The report describes our material aspects based on experience; the risks we face, the challenges that relate to our industry, the business opportunities we pursue, and the dilemmas that arise in our projects. We are aware that a more formal materiality assessment is necessary (see About this report, p. 38). Since only indicators on which we disclose either full or partial reporting have been included, the indicators regarding material aspects and boundaries have been omitted. The same applies to the indicators related to stakeholder engagement, as we have no formal process for this currently. Such a process is in the pipeline for 2016. This CR report is not externally assured.

Understanding the table
The following GRI table provides an overview of our performance aligned with GRI G4 performance indicators. To create an easy overview and increase transparency, we have indicated the

status of our reporting on each GRI performance indicator: ■ where full disclosure is available; ■ where partial disclosure is available. Furthermore, it is stated where in the CR report you will find the relevant data and information. If it is not available in this report, we have provided a link or reference to either our Annual Report (AR) or our company website www.ramboll.com. Additionally, the table provides information on the correlation between the GRI indicators reported on, the UN Global Compact Principles and Sustainable Development Goals (SDG). It should be noted that Ramboll is adhering to more UN Global Compact Principles and SDGs than included in the table, which is evident throughout the report.

GRI G4 CONTENT INDEX

| GENERAL STANDARD DISCLOSURES | | REFERENCES AND COMMENTS | STATUS | UNGC PRINCIPLE | SDG |
|--------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------|--------------------|
| STRATEGY AND ANALYSIS | | | | | |
| G4-1 | Statement from CEO | CR page 4 | ■ | | |
| ORGANIZATIONAL PROFILE | | | | | |
| G4-3 | Name of the organisation | Ramboll | ■ | | |
| G4-4 | Primary brands, products, services | www.ramboll.com/services-and-sectors | ■ | | |
| G4-5 | Location of headquarters | CR page 39 | ■ | | |
| G4-6 | Countries of operation | AR page 4-5, www.ramboll.com/worldwide | ■ | | |
| G4-7 | Nature of ownership and legal form | AR page 6 | ■ | | |
| G4-8 | Markets served | AR page 13-14, www.ramboll.com/services-and-sectors , www.ramboll.com/worldwide | ■ | | |
| G4-9 | Scale of the organisation | AR page 7, www.ramboll.com/worldwide | ■ | | |
| G4-10 | Employee breakdown (gender, type, contract) | CR page 12 | ■ | 6: Labour | 5: Gender equality |
| G4-13 | Changes during the reporting period (size, structure, ownership) | AR page 8-11 | ■ | | |
| G4-14 | Addressing the precautionary approach | Code of Conduct: www.ramboll.com/about-us/responsible-and-holistic/global-commitment | ■ | | |
| G4-15 | External charters, principles or other initiatives endorsed | CR page 6 | ■ | | |
| IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES | | | | | |
| G4-17 | Coverage of entities included in the organisation's consolidated financial statements | AR page 47 | ■ | | |
| G4-22 | The effect of any restatements of information provided in previous reports | CR page 38, AR page 8-11 | ■ | | |
| REPORT PROFILE | | | | | |
| G4-28 | Reporting period | Calendar year 2015, CO2 reporting: 1/7 2014-30/6 2015 | ■ | | |
| G4-29 | Date of most recent previous report | 27 March 2015 | ■ | | |
| G4-30 | Reporting cycle | Annual | ■ | | |
| G4-31 | Contact point for questions | CR Manager Stine Jeppesen: STIJ@ramboll.com | ■ | | |

| GENERAL STANDARD DISCLOSURES | | REFERENCES AND COMMENTS | STATUS | UNGC PRINCIPLE | SDG |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------|---------------------|------------------------------------|
| GOVERNANCE | | | | | |
| G4-34 | Governance structure | CR page 6, AR page 34-35, www.ramboll.com/about-us/organisation | ■ | | |
| ETHICS AND INTEGRITY | | | | | |
| G4-56 | Values, principles, standards, code of conduct and code of ethics | CR page 27-28 | ■ | 10: Anti-corruption | |
| GENERIC DISCLOSURES ON MANAGEMENT APPROACH | | | | | |
| G4-DMA | Disclosures on management approach | CR page 38 | ■ | | |
| SPECIFIC STANDARD DISCLOSURES: MANAGEMENT APPROACH AND PERFORMANCE INDICATORS | | | | | |
| ECONOMIC | | | | | |
| Economic performance | | | | | |
| G4-EC1 | Direct economic value generated and distributed | AR page 3 + 50 | ■ | 7: Environment | 13: Climate action |
| G4-EC2 | Financial implications, risks and opportunities for the organisation's activities due to climate change | CR page 17 | ■ | | |
| G4-EC3 | Coverage of the organisation's defined benefit plan obligations | AR page 50-51 | ■ | | |
| ENVIRONMENTAL | | | | | |
| Emissions | | | | | |
| G4-EN19 | Reduction of GHG emissions | CR page 14-21 + 34 | ■ | 8-9: Environment | |
| Transport | | | | | |
| G4-EN30 | Significant environmental impacts of transporting goods, materials and members of the workforce | CR page 19-21 + 34 | ■ | 8: Environment | |
| LABOUR PRACTICES AND DECENT WORK | | | | | |
| Employment | | | | | |
| G4-LA1 | Total number and rates of new employee hires and employee turnover by age group, gender and region | CR page 11 + 34 | ■ | 6: Labour | 5: Gender equality |
| Occupational Health & Safety | | | | | |
| G4-LA7 | Workers with high incidence or high risk of diseases related to their occupation | CR page 12-13 | ■ | | 8: Decent work and economic growth |
| Training and Education | | | | | |
| G4-LA11 | Percentage of employees receiving regular performance and career development reviews, by gender and by employee category | CR page 11 + 34 | ■ | 6: Labour | 5: Gender equality |
| Diversity and equal opportunity | | | | | |
| G4-LA12 | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity | CR page 11-12 | ■ | 6: Labour | 5: Gender equality |
| Labour practices grievance mechanisms | | | | | |
| G4-LA16 | Number of grievances about labour practices filed, addressed, and resolved through formal grievance mechanisms | CR page 32 | ■ | | 8: Decent work and economic growth |
| HUMAN RIGHTS | | | | | |
| Investment | | | | | |
| G4-HR2 | Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained | CR page 28-29 | ■ | 1: Human Rights | |
| Human Rights Grievance Mechanisms | | | | | |
| G4-HR12 | Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms | CR page 32 | ■ | 1: Human Rights | |
| SOCIETY | | | | | |
| Anti-Corruption | | | | | |
| G4-SO4 | Communication and training on anti-corruption policies and procedures | In progress (2016) | ■ | 10: Anti-corruption | |
| G4-SO5 | Confirmed incidents of corruption and actions taken | CR page 32 | ■ | 10: Anti-corruption | |
| Grievance Mechanisms for Impacts on Society | | | | | |
| G4-SO11 | Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms | CR page 32 | ■ | | |
| PRODUCT RESPONSIBILITY | | | | | |
| Product and service labeling | | | | | |
| G4-PR5 | Results of surveys measuring customer satisfaction | CR page 34 | ■ | | |

ABOUT THIS REPORT

This report is Ramboll's annual corporate responsibility (CR) report, which complements our annual reporting, and constitutes a 'Communication on Progress' (COP), in compliance with the UN Global Compact and the current reporting requirements of the Danish Financial Statements Act on Corporate Responsibility (§99 a) and Gender Composition of Management (§99 b).

The purpose of the CR Report 2015 is to report and communicate on Ramboll's holistic performance (social, environmental and economic performance and impacts) including approach, policies, actions, results, challenges and ambitions to Ramboll's stakeholders; owners, clients, employees, potential employees and the UN Global Compact.

We welcome our stakeholders to give us feedback on the report and performance. Please forward the feedback to the Group CR & Compliance Function.

Reporting principles

The body of the report compares data for the complete Ramboll Group over the past three years. In the 'KPI Reporting overview' section, the detailed reporting on Principle Business Units (PBUs) is presented on selected KPIs. An overview of our organisational structure is available here: <http://www.ramboll.com/about-us/organisation>

Structure of the report

This year, we are starting to align our CR report with GRI G4 and we recognise that we are still in a learning and development process towards meeting all criteria. In 2016, focus will be on conducting a structured and externally-assured materiality assessment to determine where our greatest impacts lie. This year, we report on three main themes within CR that also form the structure of the report: People, Environment and Business Integrity.

Limitations

Our CR reporting contains some limitations this year. The reporting period for our CO2 account is 1 July 2014 to 30 June 2015. The acquisition of ENVIRON took place 1 January 2015 and the reorganisation of the two Business Units 'Water' and

'Environment & Health' took place 1 May 2015. Thus, CO2 and certain other CR KPIs will not be reported on for these PBUs in 2015. Furthermore, the unit Ramboll Studio Dreiseitl under the Ramboll New Markets PBU is not included in the CO2 accounts. ■

- NOTES - CO2 REPORTING
- Reporting period is 1 July 2014 to 30 June 2015.
 - 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.
 - Full Time Employee Equivalent (FTEE) figures are average FTEE in the reporting period. In this reporting period we have retrieved data from a new system, which provides more accurate and globally comparable data than previously, but this also implies that comparability with previous years is weakened.
- Denmark:
- The CO2 emission factor for cars have been changed:
 - Gas: from 175g CO2/km to 130g CO2/km
 - Diesel: from 147.5g CO2/km to 133.5g CO2/km
 - During the reporting period, some offices have been closed and moved to new locations: Our Horsens office closed and moved to Vejle. Our Køge office closed and moved to Roskilde. We have no data on electricity or heat from Roskilde.
- Sweden:
- The CO2 emission factor has been changed to 170 g/km as compared to 150 g/km for cars in previous reporting periods, as it is a more reliable number.
 - The CO2 emission factor for all

Ramboll works to continuously improve performance on corporate responsibility. On an annual basis, we are guided by the UN Global Compact Management Model to support our efforts in integrating the ten principles on human rights, environment and anti-corruption into core strategies and business operations.

- non-environmental friendly electricity has been changed from 40 g/kWh to 344.47 g/kWh for, based on the Residual mix in the Nordic countries
- Electricity for Public Transport is based on water power, and Ramboll Sweden has bought carbon credits, which explains the very low number.
- Finland:
- The CO2 emissions from heat consumption are only measured on one location.
 - RFI acquired Pöyry's Building and Construction Management businesses in Finland, during the reporting period, which explains the increase in transport, due to more company fleet and manager cars, and also the increase in heat consumption.
- United Kingdom:
- Better data regarding transport has been provided this year, due to a new contract with the travel agency Via Egencia.
 - This year, RUK has used national CO2 emission factors compared to last year, where IEA factors were used.
- New Markets:
- The principal business unit New Markets is split into two separate accounts, one for India and one for Middle East.
 - The unit Ramboll Studio Dreiseitl is not included in the CO2 reporting.
- India:
- A department was sold off which has caused a decrease in public transport.
 - A short-term project caused the need to allocate private taxis for engineers, which explains the increase.
- Management Consulting:
- Ramboll Putz & Partners is not included in the reporting since the merger took place in May 2015.
- Oil & Gas:
- Partly use of IEA factors.



COMMUNICATION ON PROGRESS

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.

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