

CORPORATE RESPONSIBILITY REPORT 2016

COMMUNICATING ON OUR PROGRESS



RAMBOLL

Cover: Many Asian cities face issues with urban heat island effects and poor ambient air quality. By using digital models, Ramboll air quality experts are able to identify how the design and placement of new buildings can be optimised. For example, we analyse the air flow and incorporate the results into urban planning in Hong Kong, resulting in improved liveability. Image: Hong Kong near the Chinese industrial city of Shenzhen - Jerome Favre photographer.

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MAIN ACHIEVEMENTS IN CR REPORT 2016



Definition of CR target areas

We have refined our approach to sustainability, formalised in the four target areas: Health & Safety, Anti-Corruption, Carbon Footprint and Diversity.



Materiality assessment carried out

We conducted our first materiality assessment in collaboration with KPMG, which formed the basis for our sustainability focus areas within the new Group strategy.



First human rights impact assessment conducted

We completed our first human rights impact assessment at Ramboll's head office, identifying actual and potential adverse human rights impacts.

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.

Ramboll works across the markets: Buildings, Transport, Planning & Urban Design, Water, Environment & Health, Energy, Oil & Gas and Management Consulting. www.ramboll.com



In connection with the development of our new Group Strategy in 2016, we identified UN Sustainable Development Goals (SDGs) 3, 6, 7, 8, 9, 11, 12, 13, 14 and 15 as focus areas for our projects and services. In addition, we selected SDGs 5, 7, 8, 13 and 16 as the SDGs where our own operations have the greatest impact.

DRIVING SUSTAINABILITY

2016 witnessed a historic and aligned commitment to sustainable development on the global stage. The Paris Agreement on climate change entered into force on 4 November, and the United Nations' 2030 Agenda for Sustainable Development embodies a global call to action with 17 Sustainable Development Goals (SDGs).

These goals – and the global commitment to them – are of major importance. They set direction. But they do not get the job done. That is now up to policy makers, investors and businesses, whose strategies and actions must be guided by a shared vision of the future.

At Ramboll this is exactly what we want to do. Contributing to society's sustainable development is not a new focus area for us. We have been committed to creating long-term value for clients, people and society since our founding more than 70 years ago. We remain committed to the UN Global Compact Principles, which we joined in 2007. And we actively engage in public and political dialogue to influence agendas, e.g. at key events such as UN Climate Week, the World Cities Summit and COP conferences.

But we also believe that the time has come to take our contribution to the next level. This is why sustainability is a foundational element of our new Group Strategy, 'Winning Together'. We have asked ourselves where our expert consultancy and solutions have the biggest impact on the long-term development of society and achieving the SDGs. The answers will be reflected in the future development of Ramboll, our services and our markets.

In the 'Shaping Sustainable Societies' section of this report, we share some of our 2016 projects that contribute to creating resilient societies.

While our projects have the largest impact on society, it is important to Ramboll that we also walk the talk by reducing negative impacts from our operations. We want our 13,000 employees to feel safe, enriched and proud when working with us, and the 35 countries that host Ramboll offices should feel confident that we do our utmost to manage our social, environmental and economic impacts.

These ambitions are reflected in Our Commitment to Society and Our Commitment to People. Our Commitments also address Clients and Company, and they communicate the value we promise to create for our most important stakeholders. They were launched in December 2016 as a part of Our Fundamentals, which also include new mission, vision and values.



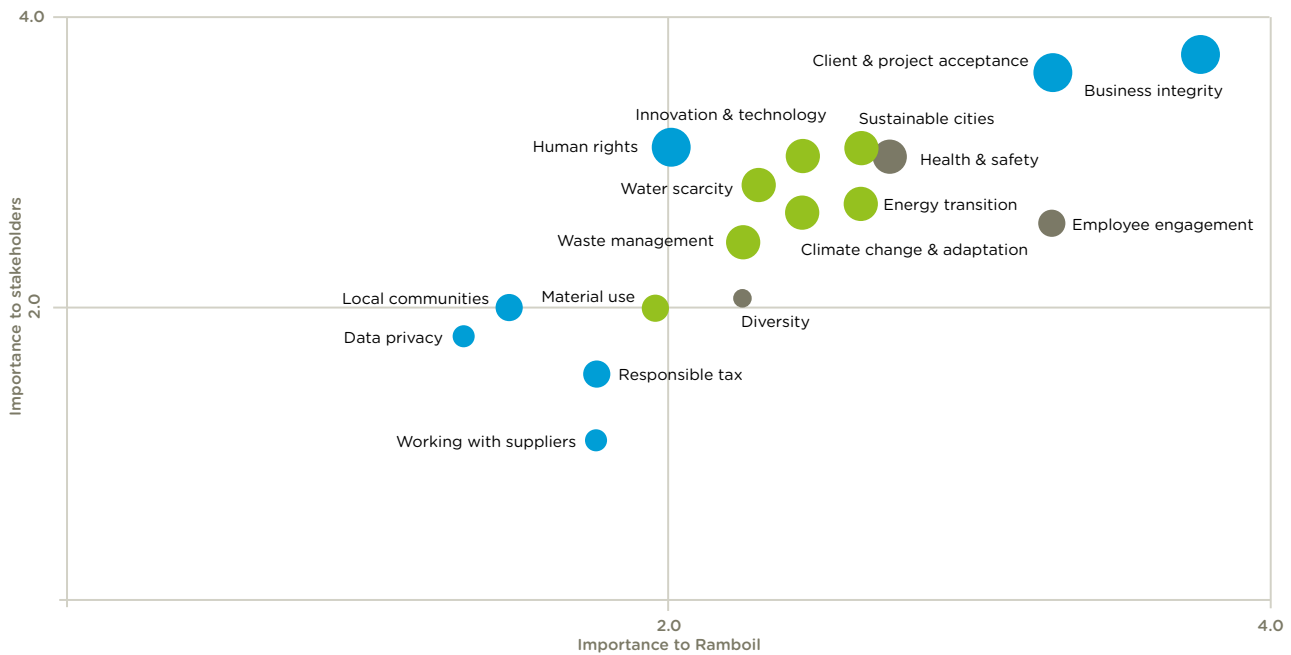
Initially, we have chosen to focus on the SDGs where our own performance is of highest importance, based on the materiality assessment performed in 2016. From this selection we have defined the four areas – Health & Safety, Anti-Corruption, Carbon Footprint and Diversity – where new targets will guide our efforts going forward. Our targets will be realistic and ambitious.

Our direction is set. In the 'Demonstrating our progress' section of this report, we share our 2016 results, efforts and thoughts. In addition to these four new target areas, other highlights include the completion of our materiality assessment and human rights impact assessment – all of which position us to work in a structured way to ensure positive business impacts.

I am pleased to share our progress in this Corporate Responsibility Report 2016. ■

Jens-Peter Saul
Group CEO, Ramboll

IDENTIFYING MATERIAL ISSUES



● Green Transition ● Employer of Choice ● Business Integrity

Size of bullets reflects the relative social, environmental and/or economic impact of the issue in our value chain, comprising our suppliers, sub-consultants, clients, internal operations and project solutions.

In 2016, Ramboll conducted its first materiality assessment in collaboration with KPMG. The assessment was performed in alignment with the Global Reporting Initiative (GRI) G4's process for materiality assessments, identifying topics material to Ramboll and our key stakeholders. Along with selected UN Sustainable Development Goals, the assessment has formed the basis for our sustainability focus areas within the new Group strategy.

The assessment first considered issues related to our internal operations or project solutions that pose a risk either to Ramboll or to our stakeholders. In order to identify these issues, we engaged with numerous stakeholders, including directors, issue owners, project managers and employees who regularly work with external stakeholders (e.g. our clients and other business associates).

We also included the outcome of external stakeholder interviews investigating our clients' perception of Ramboll, which were conducted for us by McKinsey, as well as media searches, peer benchmarks, internal documents, policy reviews and a review of our external communications.

The resulting list of potential issues was then categorised and further assessed from a three-dimensional perspective: 1) importance to stakeholders, 2) importance to Ramboll, and 3) relative social, environmental and economic impact in our full value chain. The result is the above materiality matrix.

The identified issues are clustered into three main categories: Green Transition, Employer of Choice and Business Integrity. Green Transition covers material issues that are driven by mega trends (e.g. climate change, material and resource scarcity and urbanisation). As such, Green Transition includes both our approach to sustainability in our services and solutions, as well as our internal environmental management. Employer of Choice and Business Integrity cover material topics that are business enablers, such as our employees' health & safety and engagement, as well as Our Fundamentals and internal and external control mechanisms.

We have both positive and negative impacts on these issues through not only our own operations, but also the nature of our services and solutions. ■

OUR APPROACH TO SUSTAINABILITY

Sustainability increasingly becomes a differentiator and driver for our services in the global arena. Ramboll is growing rapidly outside the Nordic countries, adding expertise, cultures and practices from all over the world. This increases the complexity and size of our company, and a strategic and formalised approach helps us continue to deliver services that contribute positively to society, as well as maintaining our ethical standards.

During 2016, as part of the development of Ramboll's Group Strategy 2017-2020, 'Winning Together', we have refined our strategic ambition and approach to sustainability, which is now formalised in four target areas and a formal approach around the three components described below.

Acting as a responsible business

We are a company driven by a strong purpose. Our reason to be in business is to contribute to society's sustainable development. It has been this way since our founding in 1945. In 2016, we revitalised Our Fundamentals, effectively creating a revised mission, vision and values.

We also introduced a vital new element – four explicit commitments to create value for our most important stakeholders. Our Commitments to Clients, People, Society and Company clearly state our promise to contribute to the long-term development of society and to the enjoyment and equal opportunities of our employees.

Embedding Our Fundamentals (Mission, Vision, Values and Commitments) throughout the organisation is a key priority for 2017. The revitalised Fundamentals will be reflected in our Group Policies and Procedures to make sure that they are formalised and guide our behaviour.

Our commitment to act as a responsible business is further expressed in the next two components of our approach.

Impact from our solutions

The second component reflects that our most significant impact on society's development stems from our solutions. In addition to the direction set out in Our Fundamentals, our new Group Strategy reflects some of the topics identified by our materiality assessment. For instance the topics identified in the Green Transition category have fed into the strategy process together with the selected UN Sustainable Development Goals (SDGs).

As a direct result of the new Group Strategy, business units will be defining Spearhead Services and business development plans, which will also reflect our commitment to participate in fulfilling the SDGs.

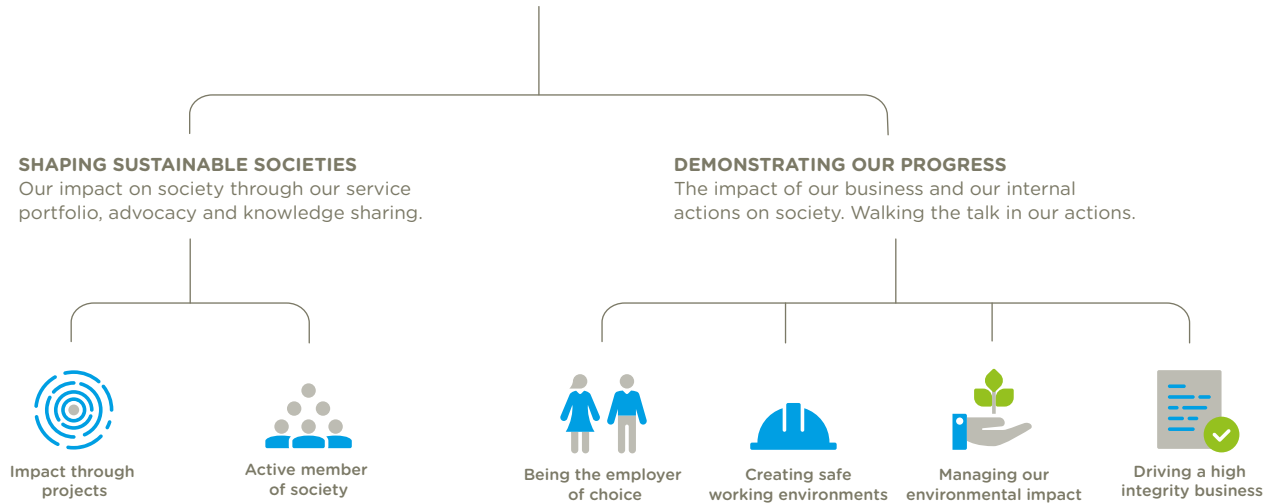
Business impact from own operations

The third component is the impact from our own operations. The materiality assessment and SDGs also formed the basis of the four strategic focus areas to drive Ramboll's social, environmental and economic responsibility performance:

Being the employer of choice

We want to make sure that we appeal to the entire pool of talent by ensuring equal rights for all. This is why diversity is a focus area for us, with the target to ensure that our gender balance across all job family levels reflects the available talent in our local markets. This enables us to contribute to SDG 5 on achieving gender equality and empowerment of women and girls.

ACTING AS A RESPONSIBLE BUSINESS



Creating safe working environments

We want to be recognised as an employer who protects our employees, as well as a consultant who supports our clients in ensuring safe and healthy working conditions. Health and safety is a focus area for us, and we have an aspiration to achieve zero harm in our operation. In this way, we work towards helping to achieve the ambition of SDG 8 to ensure decent work for all, including safe and secure working environments.

Managing our environmental impact

As part of our environmental management, we work to contribute to SDG 7 on increasing the share of renewables and improving energy efficiency, as well as SDG 13 on combatting climate change. We have selected our own environmental impact as a focus area and have a target to reduce our carbon footprint per employee.

Driving a high-integrity business

Business integrity is imperative for our continuous development and having this as a focus area enables us to demonstrate our contribution to SDG 16 on promoting just and transparent institutions and substantially reducing corruption and bribery. We have a formalised ambition to achieve a best-in-class anti-corruption practice.

Within all four focus areas we will set Key Performance Indicators (KPIs) and 2017 will be used to create a baseline. Our goal is to have the new KPIs for all identified areas in place before year-end 2017. Read more about this on page 17. ■

Ramboll has a commitment to act as a responsible business. This is expressed in two ways: how we contribute to shaping sustainable societies and how we demonstrate our own progress.



IMPROVING URBAN AIR QUALITY

Many Asian cities face issues with urban heat island effects and poor ambient air quality. By using digital models, Ramboll air quality experts are able to identify how the design and placement of new buildings can be optimised. For example, we analyse the air flow and incorporate the results into urban planning in Hong Kong, resulting in improved liveability. Image: Hong Kong near the Chinese industrial city of Shenzhen – photographer Jerome Favre.

SHAPING SUSTAINABLE SOCIETIES

As a purpose-driven company, our strategic ambition is to be leading within sustainability. This is why we work on creating resilient solutions through the engineering, design and consultancy services we provide to our clients as well as through active participation in society agendas.

In all facets of society, sustainable solutions are increasingly in demand, and have become a high priority issue for most of our clients.

At Ramboll, we are committed to promoting and providing services and solutions that contribute to long-term development. We do so by helping to consider how our insights can benefit as many people as possible without compromising business interests.

We enable balanced value creation by continuously developing and applying innovative solutions that help our clients manage their impacts and reach both their business and sustainability goals.

Challenges such as climate change, rising energy needs, resource scarcity, population growth, increased wealth, urbanisation and ecosystem degradation all call for resilient solutions. On the global level, there is a strong call for action by governments and businesses to limit their negative impacts on society with the launch of the Sustainable Development Goals (SDGs) in 2015.

Ramboll responded to this call by consulting the SDGs as we prioritised our portfolio focus areas in the development of our new Group Strategy. We selected a total of ten

SDGs as the basis for defining the strategic direction for Ramboll's services in the coming four-year strategy period.

In the beginning of 2017, we will communicate these focus areas as part of the rollout of our strategy, and we will work on defining how our various market areas can contribute to achieving the global ambitions for each of these ten SDGs in practice. ■

UN GLOBAL COMPACT PRINCIPLES

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

UN SUSTAINABLE DEVELOPMENT GOALS

These goals are covered in this section:
3: Good health and well-being
6: Clean water and sanitation
7: Affordable and clean energy
8: Decent work and economic growth
9: Industry, innovation and infrastructure
11: Sustainable cities and communities
12: Responsible consumption and production
13: Climate action
14: Life below water
15: Life on land

KEY ACHIEVEMENT

Incorporating the SDGs in our portfolio prioritisation during the development of our new Group Strategy.

IMPACT THROUGH OUR PROJECTS

We recognise that our greatest positive impact on society stems from close collaboration with our clients on delivering sustainable solutions. Our opportunity to influence depends on the scope and our role in a given project.

For example, we may create the overall strategies and masterplans for countries, municipalities, cities, organisations, or we may decide which building techniques or materials to use for a particular element. Sometimes it is a balancing act to find optimal solutions that fulfil our commitments to all stakeholders.

Whatever the case, we strive to provide solutions that enable long-term development, while meeting our client's goals and creating maximum value for people, nature and society.

All stakeholders can trust that we act as independent advisors, and we take responsibility for the impacts of our project work. Our assessments are firmly based on technical insight, expertise and experience, and our conclusions, recommendations and plans are accurate and effective. We work to achieve the solutions that have the least possible adverse impact on communities.

ADAPTING TO CLIMATE CHANGE

These SDGs are covered in this section:

6: Clean water and sanitation
11: Sustainable cities and communities
13: Climate action

TRANSFORMING TO GREEN ENERGY

These SDGs are covered in this section:

7: Affordable and clean energy
13: Climate action

BALANCED RESOURCE CONSUMPTION

These SDGs are covered in this section:

6: Clean water and sanitation
12: Responsible consumption and production
14: Life below water
15: Life on land

CREATING SUSTAINABLE DEVELOPMENT THROUGH PROJECTS



This responsibility reflects not only Our Fundamentals and our inherent wish to act responsibly, but also our ambition to be a leading sustainable society consultant. The following pages illustrate just some of the many examples of projects our people have worked on in 2016.

ADAPTING TO CLIMATE CHANGE

Addressing climate change and ensuring liveable and resilient cities are important elements of SDGs 6, 11 and 13. The effects of climate change, such as extreme stormwater and flooding, are becoming more and more common. Urban areas especially have been hit hard by these effects, causing municipalities around the world to take a new look at how the effects of climate change can be minimised and mitigated efficiently.

Since an extreme cloudburst event in Copenhagen in 2011, the implementation of blue-green solutions to absorb urban stormwater has gained momentum as a feasible way to deal with storm water, while improving liveability. The latest example of this approach is the Hans Tavsens Park project in Copenhagen, an international beacon for climate adaptation in cities. Ramboll acts as technical lead and SLA is the lead landscape architect for the project, which won the Nordic urban planning competition, Nordic Built Cities Challenge, in November 2016.

Ramboll has a dedicated Liveable Cities Lab performing research and supporting services that solve urban challenges like these on a global scale. Furthermore, our water experts this year received two Professional Awards from the American Society of Landscape Architects (ASLA) for two of our landscape and climate adaptation projects: Bishan Ang-Mo Kio Park in Singapore and the concretisation of the Copenhagen Cloudburst Mitigation Plan.

Following Hurricane Sandy in 2012, New York City stepped up its focus on resiliency planning. Inspired by experience from Copenhagen and internationally, the New York City Department of Environmental Protection engaged us in a pilot project in 2016 to introduce integrated planning approaches that can link urban development and redesign with flood protection management across the city.

TRANSFORMING TO GREEN ENERGY

Ensuring access to affordable, reliable, sustainable and modern energy and limiting carbon emissions form part of SDGs 7 and 13. The energy mix has been in transition for many years, and the best solutions differ from country to country, from town to town and from company to company.

In order to address the green transition in a structured way, the Municipality of Oslo set out to develop a Climate and Energy strategy, which will act as a road map for the city to accomplish its green change. Ramboll helped Oslo with creating the strategy, including measures to achieve its goals, and a climate budget that allocates financing to the various measures and describes how the city can cut its fossil fuel emissions in half by 2030 and become fossil-free in 2050.

Much of the European energy supply will reach the end of its lifetime within the next two decades. Transforming existing power plants to biomass is a way to ensure a secure energy supply with a significant reduction of CO2 emissions at a reasonable price. As an important step forward for the UK in minimising its climate effects, a conversion of Lynemouth power station from coal to biomass will reduce the plant's CO2 emissions by approximately 85%. In 2016 and throughout 2017, we will be providing engineering consultancy for the project, which is one of the largest bioconversion projects in the world.

BALANCED RESOURCE CONSUMPTION

Globally, there is a growing need to reuse, recycle and optimise resource use. Ensuring availability and sustainable management of water and consumption of resources, conserving and sustainably using marine and land resources and avoiding degradation are part of SDGs 6, 12, 14 and 15.

The Scottish Government has implemented a Zero Waste Plan banning landfilling of biodegradable municipal waste from 1 January 2021. In order to enable the use of waste for generating energy, a new plant is being constructed in Edinburgh, which will treat residual waste from two councils, recovering energy in the form of electricity and the potential for heat extraction. Our energy

ENVIRONMENTAL ACCREDITATION SCHEMES, NUMBER OF LICENSED ASSESSORS

2014	2015	2016	
34	38	40	BREEAM
16	28	26	LEED
10	20	24	Miljöbyggnad
8	9	18	Cert. Energy Expert*
5	7	8	DGNB
3	4	4	ESTIDAMA
3	4	5	CEEQUAL
0	1	0	OCDEA
3	4	5	EPC
5	6	4	GSAS
-	1	1	Green Star
-	1	1	GMM
-	10	9	BEAM Prof.
-	1	1	Envision
-	2	0	CEM
-	2	1	FiGBC
12	0	0	IES
4	0	0	CFD ANALYSIS
-	-	3	Well Building Standard
-	-	5	Citylab
-	-	2	Svanen
103	138	157	Total

Note:

Some people may hold several certifications within the different accreditation systems, e.g. BREAM Reviso and BREAM AP

*Under various national schemes



1

experts were engaged as the client's engineering representative to support its implementation during 2016.

For production companies, the demands for reducing material use keep increasing. On behalf of one of the world's largest spirits distillers, Ramboll experts identified how five already energy-efficient facilities in North America could further reduce energy use by 10% with a payback period of approximately 2.5 years. As an added value, we found that water use could be reduced by 4 million m³ per year.

In Bangladesh, about 65% of the population lack access to drinking water that is arsenic-safe and free from microbial contamination, as naturally occurring arsenic is widespread in the country. Sweden's Royal Institute of Technology (KTH)

and Ramboll worked on integrating strategies for arsenic mitigation in a UNICEF Water Safety Program for Bangladesh during 2016.

DESIGNING RESILIENT CITY INFRASTRUCTURE

Building resilient infrastructure and making cities and settlements safe, resilient and sustainable are addressed in SDGs 9 and 11. Cities worldwide struggle to reduce human exposure to harmful pollutants from urban transport, and often a holistic look at transport planning is needed.

In 2016, the City of Oslo realised that pedestrians had not been prioritised sufficiently in the city's traffic planning, so Ramboll experts from across disciplines were engaged to design a walking strategy for Oslo

DESIGNING RESILIENT CITY INFRASTRUCTURE

These SDGs are covered in this section:

9: Industry, innovation and infrastructure
11: Sustainable cities and communities

CREATING SOCIALLY SUSTAINABLE PROJECTS

These SDGs are covered in this section:

3: Good health and well-being
8: Decent work and economic growth

- 1 **CLIMATE ADAPTATION STUDY FOR NEW YORK**
Ramboll is engaged in a pilot project for the New York City Department of Environmental Protection aiming to introduce integrated planning approaches that can link urban development and redesign with flood protection management across the city. Image: Esusek - Dreamstime
- 2 **PROMOTING WALKING IN OSLO**
Ramboll experts from across disciplines were engaged to design a walking strategy for Oslo to enhance the conditions for pedestrians across the city. Image: Oslo Kommune, Bymiljøetaten

to ensure that more people walk for a longer period of the year, walking becomes an attractive – and safe – option for everyone, and walking is incorporated into all urban planning.

In Hong Kong, there are problems with urban heat island effects and poor ambient air quality in general. Using digital models of the air flow in the city in combination with topographic features of the surrounding area, our experts are helping to identify how the design and placement of new buildings can be optimised to help improve air flows in the city as much as possible.

to handle the situation. This made it clear to German authorities that they had to do something about their welcome procedures. To improve the situation for both employees and immigrants, our experts helped set up smarter work routines, streamline workflows and integrate new colleagues, while also treating asylum seekers respectfully and providing humane conditions. ■

CREATING SOCIALLY SUSTAINABLE PROJECTS

Ensuring healthy lives and well-being for all, and promoting decent work for all are elements of SDGs 3 and 8.

The extreme situation with several hundred thousand immigrants on the move across Europe in 2015/16 caused a big strain on the German migration authorities. Especially reception centres were under pressure, and many were struggling

Read more about our projects and their value creation at: www.ramboll.com/projects



ACTIVE MEMBER OF SOCIETY

Ramboll participates actively in society. We want to make our voice heard by engaging in dialogue with our stakeholders and bringing our expertise to relevant discussions. Ramboll engages with NGOs to support urgent challenges in local communities, and the Ramboll Foundation supports research, education and humanitarian aid.

ADVOCATING FOR BALANCED SOLUTIONS

Ramboll advocates for sustainable solutions by engaging in conferences and discussions with decision makers and business leaders across the world whenever possible.

Participation in events

Our leaders and key experts have participated in numerous events throughout 2016, including the UN Global Compact's Private Sector Forum, World Cities Summit in Singapore, New York Climate Week, the Copenhagen Climate Solutions conference, Arctic Frontier and the executive, international conference Urbanisation & Exports. In all of these events, we have worked actively to influence global agendas by sharing our insights and solutions.

Influencing the global agenda

As a company committed to taking climate action, Ramboll participated in COP22 to share our insights and experience and to present new

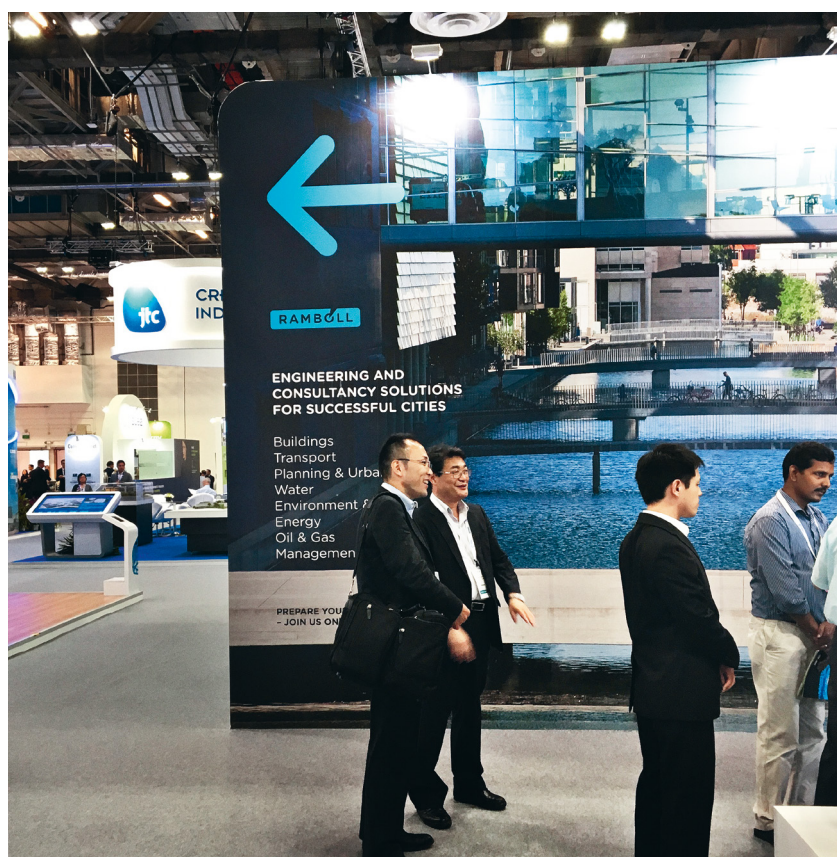
knowledge about climate adaptation and mitigation solutions. In addition to participating in discussions and debates, we published a paper about ways for society to take the low-carbon leap efficiently and cost-effectively. The publication features our insights and experience to demonstrate how the transition to a green economy can result in balanced growth and liveability in the public and private sectors.

Knowledge sharing

Another way we share our knowledge is by actively facilitating visits by international delegations to our head office in Copenhagen. Among the high-profile visitors we hosted in 2016 were delegations from the

SHARING KNOWLEDGE AT THE WORLD CITIES SUMMIT

Through active participation in forums, thematic tracks, panel discussions and with a stand as part of the Danish pavilion, Ramboll shared best practice within urban sustainability at the World Cities Summit in Singapore in July 2016.



cities of Helsinki, Boston, Vienna, Stavanger, Oslo and Dublin and the US state of California, with whom we were able to share our insights on the development of resilient urban solutions. The US Ambassador to Germany visited our Liveable Cities Lab, which is where we collect our common learning within the creation of liveable cities, to learn more about our facilitation of this work.

On UN World Water Day, Ramboll was part of a Danish delegation that participated in the White House Water Summit for Water Executives hosted by the US Administration. Here, we had the opportunity to share insights and expertise, and the delegation also demonstrated state-of-the-art water solutions through a brick model of a small village named 'Waterville'.

Partnerships/memberships

Ramboll can also influence agendas through memberships and partnerships.

A prime example of a public-private partnership is Ramboll's partnership with State of Green, which we formalised in 2016. State of Green is an intergovernmental Danish organisation that promotes Danish interests related to the global green agenda.

We also participate in strategic partnerships focusing on engineering excellence. In 2016, we signed a Memorandum of Understanding with the Environment & Water Research Institute at Nanyang Technological University, Singapore. This partnership focuses on the areas of Resource and Waste Management using Singapore as a best practice case that can leverage regional and international opportunities.

And for the past three years, we have been part of a large Danish innovation consortium that focuses on developing and using new cement types that require less energy to produce and emit less CO₂ during production. The consortium also investigates and demonstrates smarter and better uses of concrete for civil and building structures, and the current project is expected to be finalised in 2018.

ENGAGING WITH OUR COMMUNITY

Ramboll employees participate actively in society every day, not only through community involvement in projects, but also by helping disadvantaged communities through pro-bono work and charity initiatives.

The Ramboll Foundation offers financial support for research, studies and education and supports charities and humanitarian aid (see overview on previous page). And our operation in India has a Corporate Responsibility (CR) committee that prioritises local CR efforts. In 2016 the committee supported the project 'Promoting Right to Education for Tribal and Girl Children in Odisha', aimed at eliminating child labour by ensuring primary education with a special focus on girls in marginalised communities.

Employee charity

Our UK business supported various causes throughout 2016 with pro-bono engineering services. Among others, we designed a trauma center that has seismic resilience in Nepal, provided input to the structural aspects in a guide for planning mass evacuation during natural disasters, providing an engineer for the Earthquake Engineering Field Investigation Team reviewing the earthquake damage in Umbria, and engagement in an industry-wide technical network for support of the humanitarian sector in disaster relief. The UK also sponsored several CSR days to support local initiatives and local fundraising events throughout 2016. ■

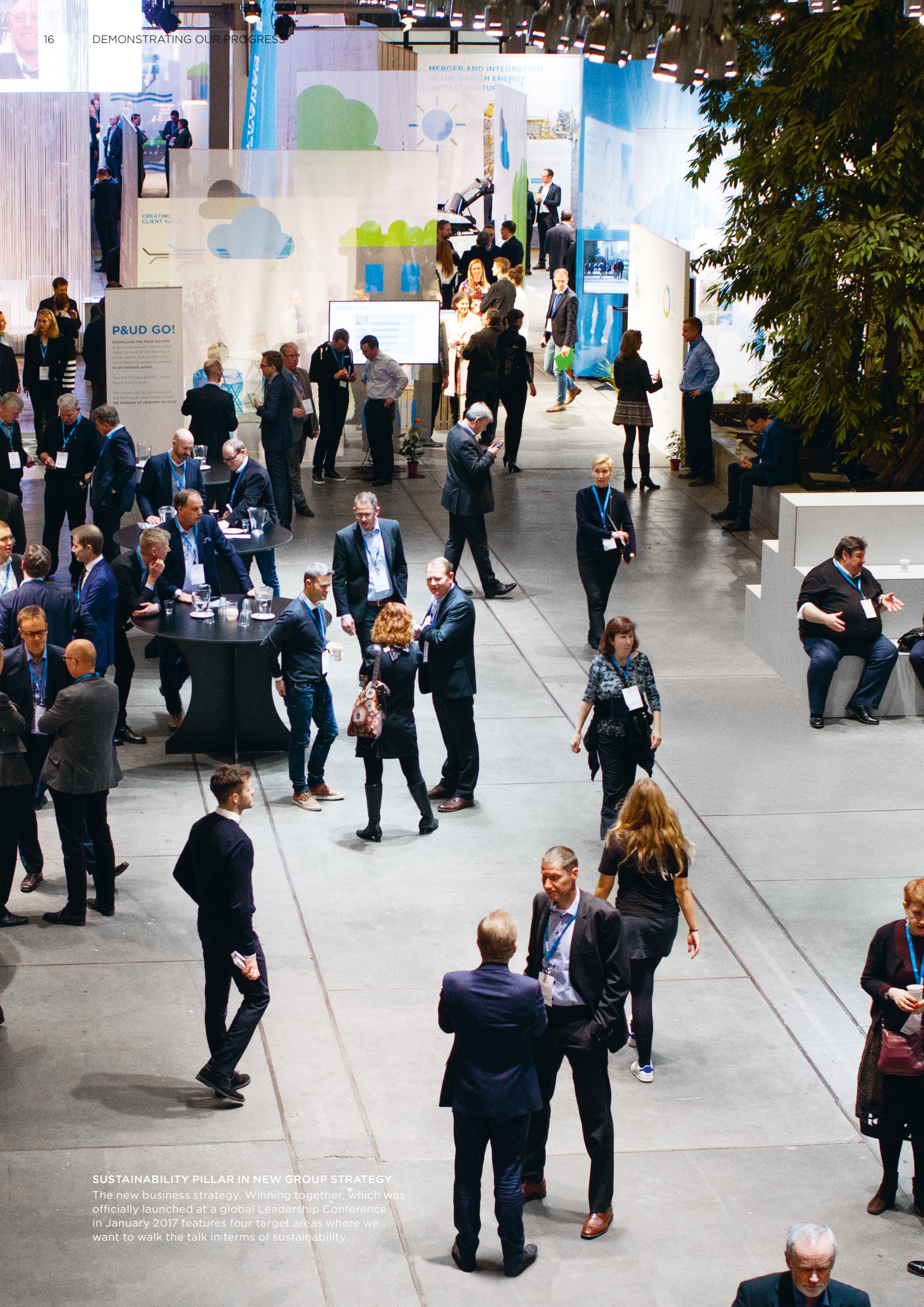
INVESTING IN COMMUNITY DEVELOPMENT

Ramboll's main owner, Ramboll Foundation, made the following donations in 2016:

- EUR 40,300 for European R&D project 'Prolonging lifetime of old steel and steel-concrete bridges' in Ramboll Sweden.
- EUR 134,200 to UNLEASH for the global 'SPIRE 17' event for students where they work on climate strategies and solutions to meet the 17 SDGs.
- EUR 38,300 to Afri-link for a biogas project in Cameroun.
- EUR 89,600 for a PhD about 'Aerodynamic Stability of Long Span Bridges' in Ramboll Denmark.
- EUR 13,400 to the UNESCO Centre at Aalborg University for the 'Investigation of Danish and foreign engineers' experience with the transition from studies to the Danish labour market'.
- EUR 53,300 to John Hopkins University for the 'Nordic Ways Project'.
- EUR 13,400 to the Technical University of Denmark for 'Digitalisation, storage and investigation of historic pictures of bridges'.
- EUR 65,000 to EWB Denmark for 'WASH Program Sierra Leone'.
- EUR 51,000 to EWB Norway for three projects: 'Mavuno, Kolandoto', 'Healthy Hospital' (phase 3) and 'ECONEF Orphanage toilet- and grey water system dealing with water resources'.
- EUR 67,100 to ATV for 'Science and Engineering Project'.
- EUR 81,600 to EWB Sweden for 'Solar power to Hatfield Archer Memorial Hospital'.
- EUR 67,100 to BYENSdesign KØBENHAVN for 'Reproduction and -erection of selected urban space elements'.
- EUR 300 for 'Inspections of public buildings after Amatrice earthquake' in Ramboll Denmark.
- EUR 40,300 to Danish Association of Architects for the student summer school 'Resilient Cities through Culture' in Seoul, South Korea, in 2017.
- EUR 67,100 to Dartmouth College for 'Americanizing European Hot Water Technology'.

Notes: In 2016, the foundation has also supported employees in difficult circumstances and decided to support the establishment of 'Hannemanns Park' in front of Ramboll Head Office. Read more in the Ramboll Fonden Annual Report: www.rambollfonden.dk/annual-reports

The figures in EUR have been translated from DKK using an exchange rate of 7.45.



SUSTAINABILITY PILLAR IN NEW GROUP STRATEGY

The new business strategy, Winning together, which was officially launched at a global Leadership Conference in January 2017 features four target areas where we want to walk the talk in terms of sustainability.

DEMONSTRATING OUR PROGRESS

As a business that takes responsibility for our impact and promotes sustainable societies, Ramboll wants to demonstrate that we walk the talk ourselves through our actions. We actively work to minimise the business impact on society from our own operations by being aware of where we can improve for the benefit of all.

In 2016, we took a fresh look at how we can contribute to demonstrating leadership and progress within the areas that are most relevant to us. The result was the identification of four strategic focus areas including a specific target area within each. Key Performance Indicators (KPIs) will be formulated in 2017. The selected focus areas are based on our materiality assessment, which identified the areas of most importance to us and our stakeholders, as well as on the UN Sustainable Development Goals (SDGs), considering where our efforts will make the greatest impact.

The following four strategic focus areas were agreed upon as key for driving Ramboll's social, environmental and economic responsibility performance.

Being the employer of choice

We want to act as a responsible and attractive employer to ensure that we attract the right people to deliver solutions to our clients. We seek to do so by ensuring that our employees are engaged and feel that their development is encouraged. Since 2014, we have also worked actively to improve gender equality within our company. Especially on management levels this continues to be a challenge. We therefore have a target to ensure that our gender balance across all job family levels reflects the available talent in our local markets.

Creating safe working environments

We look after our employees, and want to ensure healthy physical and psychological working environments where our employees thrive and are able to provide the best solutions for our clients. In 2017, we will focus on defining how we will work towards achieving our ambition of zero harm and set global KPIs.

Managing our environmental impact

We actively work to minimise the adverse impact our own operations have on the environment by continuously improving the way we conduct business. We have tracked the development in our CO₂ emissions for six years. In order to define realistic KPIs for future CO₂ emissions, 2017 will be used to create a baseline. We also plan to revise our method for collecting and calculating our CO₂ emission data.

Driving a high-integrity business

We want to drive a high-integrity business and we continuously focus on ensuring compliance with our policies and procedures when we work together with partners, suppliers and clients. Our new strategy includes a formalised ambition to achieve a best-in-class anti-corruption practice. ■

UN GLOBAL COMPACT PRINCIPLES

These principles are covered in this section:
Human Rights 1, 2
Labour 3, 4, 5, 6
Environment 7, 8, 9
Anti-Corruption 10

UN SUSTAINABLE DEVELOPMENT GOALS

These goals are covered in this section:
5: Gender equality
7: Affordable and clean energy
8: Decent work and economic growth
13: Climate action
16: Peace, justice and strong institutions

KEY ACHIEVEMENT

Development of refined focus areas where we will set fixed sustainability KPIs based on materiality assessment and SDGs.

BEING THE EMPLOYER OF CHOICE

At Ramboll, we have an explicit Commitment to People. This means that we care for all employees and their development through leadership, investment in people and equal opportunities. There is no doubt about the fact that our people are our most important asset.

There is a team of dedicated employees behind every ambitious and balanced solution that Ramboll provides to our clients. However, there is an increasing demand for knowledge workers, and engineers in particular – a demand that shows no sign of relenting in the near future. Therefore, our continuous success depends on our ability to attract, develop and retain talented employees, and we strive to be the employer of choice within our profession.

Many different factors contribute to being a preferred employer. Ramboll has always focused on our people, and ensuring their engagement and enjoyment. We support measures

that enhance the quality of working life and ensure the development and motivation of our employees. Furthermore, we are aware that a healthy work-life balance is important, and therefore we seek to enable our employees to maintain that balance. We believe this increases job satisfaction, engagement and development in the long run.

Inclusion and equality facilitate a better working environment and add value to Ramboll, as well as to our client solutions. We continuously work on improving in this area. Gender diversity – which includes attracting, developing and retaining female employees and managers – will be one of our future strategic focus areas. We will set KPIs for overall gender representation in 2017.

ENSURING EMPLOYEE ENGAGEMENT

To ensure that our people are engaged and skilled and want to

make a difference through their project work, we focus on continuous professional development. We formalise employee development and engagement processes that are implemented globally across Ramboll. These initiatives not only foster individual development, but also our ability to provide better solutions to our clients and society at large.

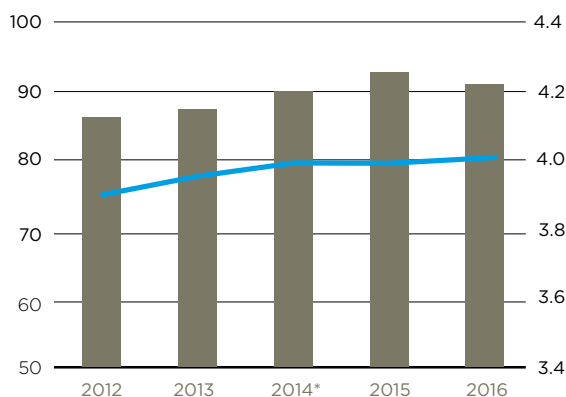
Integrated employee development

We consider employee development to be closely connected with the continued fostering of a performance culture. It is a cornerstone of our ability to deliver world-class solutions to our clients, and to be the preferred employer for existing and future employees. At the operational level we stimulate this via our integrated Performance and Development Process – PDP.

The PDP includes an annual performance and development dialogue between employee and manager to facilitate a transparent and structured approach to individual

EMPLOYEE SATISFACTION AND ENGAGEMENT

This year's response rate was slightly lower than last year, yet still well above our target. The overall result in 2016 shows an all time high employee satisfaction and engagement index of 4.02 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.

goal-setting, feedback and capability development. The process includes evaluating past performance and development, as well as a strong focus on the future growth potential of each employee through forward-looking areas of responsibility and individual performance and development objectives.

The process has been implemented in all Ramboll business units and is offered to all permanent employees. In 2016, 92% of all Ramboll employees engaged in PDP dialogues with their manager, which is below our result in 2015 (95%), however still above the target of at least 90%.

In terms of having a development plan in place to support ongoing feedback and follow-up throughout the year, 86% of all employees have a documented plan outlining individual goals and development activities created in cooperation with their managers. We are still working on improving the quality and use of the PDP plans, but are pleased to see a notable increase from 82% in 2015.

Strengthening employee engagement

Another proactive way to foster the development and engagement of our employees is to seek and welcome their input on key areas related to employee engagement. We do this through an annual Employee Satisfaction & Engagement Survey (ESES), which is carried out across all

Ramboll business units. We believe that employee engagement drives performance. The survey is a valuable tool in helping us to improve key areas such as manager capabilities, employee development, working environment and collaboration within various teams and across business units.

Transparency and integrity are important to Ramboll. We strive for an honest environment, where potential issues can be solved through constructive dialogue. We have a formal process for following up on the ESES results, ensuring that all managers gather their teams to discuss the results and decide on actions for improvement.

This year's response rate of 91% is slightly lower than last year's 93% response rate, yet still well above our target of at least 80%. The overall result in 2016 shows an employee satisfaction and engagement index of 4.02 on a 5-point scale (2015: 3.98). This is the highest level since the survey was launched in 2009. 85% of employees are satisfied or very satisfied with their job as a whole, and 84% would recommend Ramboll as a great place to work (up from 83% in 2015).

As in previous years, the areas receiving the highest scores are engagement, having sufficient independent responsibility and challenging tasks, and working

GROUP POLICIES

- Employee Satisfaction & Engagement Survey (ESES)
- Performance and Development Dialogue (PDP)

ACHIEVEMENTS 2016

- ESES Satisfaction rate of 4.02 (target >4)
- ESES Response rate of 91% (target >80%)

AMBITIONS 2017

- Maintain ESES Satisfaction rate above target (>4)
- Maintain ESES Response rate above target (>80%)

DEVELOPMENT DIALOGUE, TARGET >90%

92%

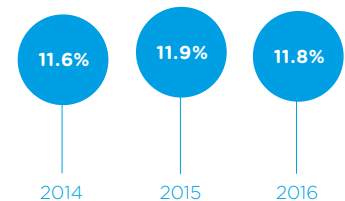
of all employees have had a development dialogue with their manager in 2016. (2015: 95%)

DEVELOPMENT PLAN

86%

of all employees have a Performance & Development Plan. (2015: 82%)

VOLUNTARY TURNOVER, %



GENDER DIVERSITY FOCUS AREAS

Based on an analysis and report of Ramboll's gender diversity status, these four key initiatives were defined and approved by our Group Executive Board in 2016.

EQUAL PAY ANALYSIS

GENDER-NEUTRAL COMMUNICATION

TRANSPARENCY IN RECRUITMENT

TARGETS FOR FEMALE REPRESENTATION AT ALL MANAGEMENT LEVELS

in a unit that supports you. We see a positive development in the assessment of managers – a strong factor for boosting employee engagement. Investing in developing and providing our managers with the necessary tools and knowledge has been a focus area throughout 2016, and we will continue to focus on this going forward.

Voluntary turnover is another employee engagement indicator. The 2016 figure of 11.8% is slightly lower than the 2015 figure of 11.9%. Our target is to reduce this number year by year, and while we achieved this target in 2016, there is room for further improvement.

PROMOTING AN INCLUSIVE WORKPLACE

We support the right of all of our employees to have the same

professional opportunities regardless of disabilities, race, age, cultural background, religion, sexual orientation or gender. We believe that a diversified employee base adds value to our workplace and to the solutions we deliver to our clients.

Gender equality

Since 2014, Ramboll has worked actively to improve gender equality, which remains a global challenge for us. Though talent availability differs across markets, women continue to be underrepresented in the engineering industry. And there is more to be done to ensure that women are treated equally to their male colleagues, especially in management roles.

This is important not only from an ethical and statutory standpoint, but also from a workplace environment perspective. As a result, gender equality has been chosen as our

target area under the heading 'employer of choice'. We will set KPIs in 2017 to ensure progress within this area.

Furthermore, the right to non-discrimination and equal opportunities for both genders was identified as a primary potential impact area in our human rights impact assessment (see page 30), and we will prioritise further action to mitigate this potential adverse impact as a part of our Gender Diversity Initiative (see page 21).

In 2016, our overall gender distribution was 34% female and 66% male, the same as 2015. However, the overall representation of females is decreasing in many of our Principal Business Units (see pages 34-35 for detailed reporting), and our greatest challenge is to increase female representation in management roles. In 2016, the representation of

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

	2014	2015	2016		2014	2015	2016
Management B-level	8%	7%	7%	Successor B-level	14%	9%	14%
Management C-level	15%	17%	17%	Successor C-level	16%	15%	21%*
Management D-level	27%	25%	25%	Successor D-level	26%	24%	26%

Notes: The definition of Manager has been changed in relation to the CR reporting, which means that more managers are now included in the numbers, and thus a larger pool of employees. As a result, comparability to previous years is weakened.

* A new employee level introduced in this pool, which means that the number of employees has increased compared to last year. As a result, comparability to previous years is weakened.

females in management also remains unchanged from 2015. However, there is a slight improvement in the representation of females on identified successor levels. From 2017, we will focus on ensuring progress at all levels.

Our 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 among members elected by the shareholders was 17% female and 83% male. In 2016, the shareholders elected one more female to the Group board, achieving our target of at least two females and increasing the percentage of females to 33%.

Gender Diversity Initiative

During the first phase of the gender diversity initiative in 2015, we analysed Ramboll's current gender diversity status based on interviews and focus groups of current and former Ramboll employees.

The report concluded, among other things, that factors such as perceptions of who an ideal manager is and culturally embedded expectations towards women were found to negatively influence some women's interest in or possibilities of taking on or positioning themselves for management roles. Based on these findings, recommendations were put forward from which four key initiatives were defined and approved by our Group Executive Board:

- Conduct equal pay analysis
- Ensure gender neutrality in our communication
- Ensure transparency in recruitment (attract and consider both genders for positions)
- Set clear targets for gender representation at all levels (including recruitment, successor candidates and high potentials) in order to reflect available talent pool.

The equal pay analysis was initiated in 2016, in collaboration with Aarhus School of Business. During 2017 we will analyse the results and determine further actions.

We have also reviewed all Group policies, procedures and guidelines to ensure gender-neutral language, and throughout 2017, we will review our websites and intranet to ensure that we are communicating gender

neutrally. We are also currently working on our visual communication, such as icons and pictures, to ensure not only equal gender representation, but also diversity in age and race.

In order to ensure a transparent and objective process when we recruit new employees, we developed a new global recruitment process during 2016. The new system will be implemented worldwide during the first half of 2017 through our Human Resources Management System. In 2017, we will work on further improving our recruitment processes, and we will design a process for target-setting of gender representation.

Encouraging women in engineering

In 2016, Ramboll in the UK continued to support and promote gender diversity. This business improvement initiative builds on work in previous years that aims to attract, retain and develop the best talent in the UK engineering industry, which is experiencing an increasing skills shortage. (In 2016, 9% of the engineering workforce in the UK were female, source: Women's Engineering Society).

Following the National Women in Engineering Day celebration we hosted in 2015, volunteers formed two working groups, one dedicated to engaging young women currently in education and the other establishing mentoring connections. These two groups now support the Equality, Diversity and Inclusion plan currently being developed in the UK.

In 2016, Ramboll in the UK became corporate members of Women in Science and Engineering (WISE). This organisation works to enable and promote the participation, contribution and success of women in science, technology, engineering and mathematics. Our membership offers us support, networking opportunities and access to the experience of others.

We are also working on developing a networking event in the UK, an initiative that was launched as part of our National Women in Engineering Day celebration in 2016. The event provides an opportunity for people to come together to discuss topics that concern or interest them and to learn from the experiences of others. ■

GROUP POLICIES

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

ACHIEVEMENTS 2016

- Gender diversity action plan developed based on focus areas
- Female representation in Board of Directors reached our target of two females (out of six members elected by the shareholders)

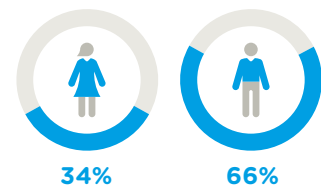
AMBITIONS 2017

- Set clear targets for female representation at all employee levels reflecting available talent pool
- Ensure transparency in recruitment
- Finalise equal pay analysis and identify actions based on conclusions

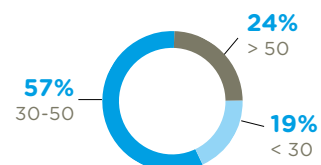
GENDER DISTRIBUTION, BOARD OF DIRECTORS 2016

33% female (2015: 17%)
67% male (2015: 83%)

GENDER DISTRIBUTION, IN TOTAL 2016



AGE DISTRIBUTION 2016



CREATING SAFE WORKING ENVIRONMENTS

We are a company that looks after our employees. No profit or deadline is more important than the health, safety and security of our employees, as well as that of our clients, other stakeholders and the general public. The results of our materiality assessment underscored this. Health and safety was rated highly important to our business and our key stakeholders.

Through our consultancy services, we seek to spread awareness of potential safety hazards and risks and to reduce or eliminate them as far as possible through adequate risk mitigation measures. Through our internal procedures and protocols, we continuously seek to ensure safe and healthy physical and psychological working environments where our employees thrive and are able to provide the best solutions to our clients.

Health and safety has been prioritised as one of our four internal focus areas as part of the new strategy. In 2017, we will establish a baseline and set KPIs to ensure progress towards our aspiration of zero harm.

In 2016, our Group Executive Board approved two new Group Policies on Health and Safety (H&S) and Quality to be implemented globally in 2017. Two new Group Directors will be appointed to head each of these critical areas to ensure that adequate and ongoing focus is maintained on a global level. This is part of our ongoing process of developing a fully integrated Health, Safety, Environment and Quality (HSEQ) management system.

The enhancements to our management systems will ensure increased focus on our H&S, as well as our Quality performance as a whole, and will enable an equally high standard to be maintained across the organisation worldwide.

PROTECTING OUR PEOPLE

All employees have the right to safe and healthy working conditions, whether they are sitting in one of our offices, moving from point A to point B, or working on a project site. To ensure good physical and psychological working environments, our health and safety procedures must be followed at all times.

As a consultancy company, we must always deliver high-quality work, often within tight deadlines, which in turn may place high demands on our people. In some cases, this can result in stress for our employees. At Ramboll, we encourage our employees to maintain a healthy work-life balance that enables flexible planning of work hours when possible. ■

GROUP POLICIES

- Health and Safety
- Quality

ACHIEVEMENTS 2016

- Health and Safety Policy approved
- Quality Policy approved

AMBITIONS 2017

- Group Health, Safety and Security Director to be appointed
 - Group Quality Director to be appointed
 - Development and implementation of Global Health, Safety, Environmental and Quality Management System (HSEQ)
-



QUEENSFERRY CROSSING

Ramboll is leading the design joint venture to the main contractors FCBC on the Queensferry Crossing, a 2.7 kilometre bridge that spans the Firth of Forth in Scotland. The design process included extensive consultation with local communities and other stakeholders. Image: courtesy of Transport Scotland

MANAGING OUR ENVIRONMENTAL IMPACT

As a company committed to contributing to the long-term development of society, we promote sustainable development and good corporate citizenship wherever we operate, and work to minimise environmental degradation – also through our own actions. The material topics identified in our materiality assessment attest to this being an area of high importance to both internal and external stakeholders, due to our various impact areas in our services and our own operations.

We strive to lead by example by adopting the practises we advise to others. In order to do so, we actively work to minimise the adverse impacts our own operations have on the environment by continuously improving the way we conduct business. We seek to constantly reduce the CO₂ emissions stemming from work-related transport and energy use.

In 2016, a new Group Policy on Environmental Management that complies with the ISO 14001 environmental management standard was approved by our Group Executive Board and will be

implemented as part of an integrated HSEQ management system (see page 22).

REDUCING OUR CARBON FOOTPRINT

In order to minimise our own environmental impact, we have chosen to focus our efforts on reducing our carbon footprint per employee. In 2017, we will establish a baseline in order to set credible KPIs for our future ambitions.

This does not mean that focusing on our carbon footprint is a new thing. 2016 is the sixth year that we have measured the worldwide CO₂ emissions resulting from our energy consumption and business-related transport.

Our ambition last year was to revise our method for collecting and calculating our CO₂ emission data to ensure that we meet international standards and to secure our global reporting on carbon emissions in the future. While we did not succeed in finalising this during 2016, it remains a priority in 2017.

GROUP POLICY

- Environmental Management

ACHIEVEMENT 2016

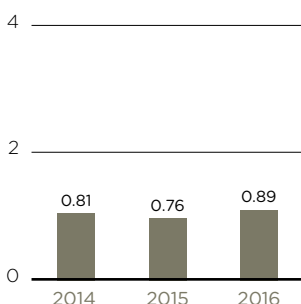
- Group Environmental Management Policy approved

AMBITIONS 2017

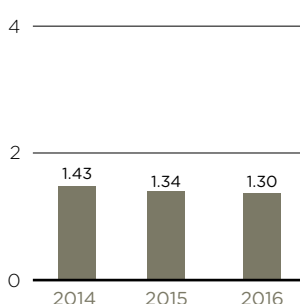
- Identify CO₂ reduction KPIs
- Continue with establishing a new global process and tools for our carbon emission calculation process in collaboration with Global Facility Management
- Continue development of Global Environmental Management system according to ISO 14001 as part of integrated HSEQ management system

CO₂ EMISSIONS PER EMPLOYEE (FTEE), TONNES

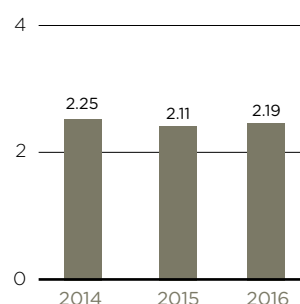
ENERGY CONSUMPTION



BUSINESS-RELATED TRANSPORT



TOTAL CO₂ EMISSIONS



In 2016, we measured Ramboll's total CO₂ emission as 26,248 tonnes CO₂ (2015: 19,710) equal to 2.19 tonnes per Full Time Employee Equivalent (FTEE) (2015: 2.11). This is an increase compared to 2015.

This year, legacy ENVIRON has been included in our CO₂ reporting for the first time, which means that our two principal business units Environment & Health and Water are included (this also impacts the increase in CO₂ emissions from transport and energy consumption presented in the following). Even though this explains the increase in total tonnes of CO₂ emissions compared to previous years, the increase in CO₂ emissions per FTEE attests to the fact that there is room for improvement.

CO₂ from transportation

We are dedicated to minimising the carbon footprint related to our business travel. We encourage our employees to use available public transport whenever possible, we provide company pool cars (which are continuously replaced with electric cars), and we encourage

virtual meetings using video technology instead of travelling.

While in-person meetings are still a necessary aspect of our business, our continuous focus on using video technology has evidently worked, as the number of Lync/Skype for Business (SFB) video meetings conducted in 2016 has increased by approx. 375% since last year. However, it should be noted that the drastic increase is also somewhat explained by the fact that our PBUs Environment & Health, Water, Sweden and Finland are included in this year's numbers. Our Finnish and Swedish units have previously used their own Lync/SFB systems, but have now been integrated into our global system. Environment & Health still primarily uses Cisco WebEx, but they are also transferring to our global system. All in all, this positive trend has helped reducing our travel-related CO₂ emissions per FTEE, despite our international expansion.

The total travel-related CO₂ emissions increased from 12,841 tonnes in 2015 to 15,449 tonnes in 2016, however per

LYNC/SKYPE FOR BUSINESS VIDEO CALLS

375%*

Increase in the use of Lync video conferencing at Ramboll. Lync video conference calls increased from 47,556 in 2015 to 225,941 in 2016.

*Sweden, Finland and legacy ENVIRON included this year.

GLOBAL CONFERENCE CALLS

292,454*

calls on all conference call systems: Lync/Skype for Business, Ramboll Video Conference system and Cisco WebEx.

*Sweden, Finland and legacy ENVIRON have been included this year, adding Cisco WebEx as a new system to our data.

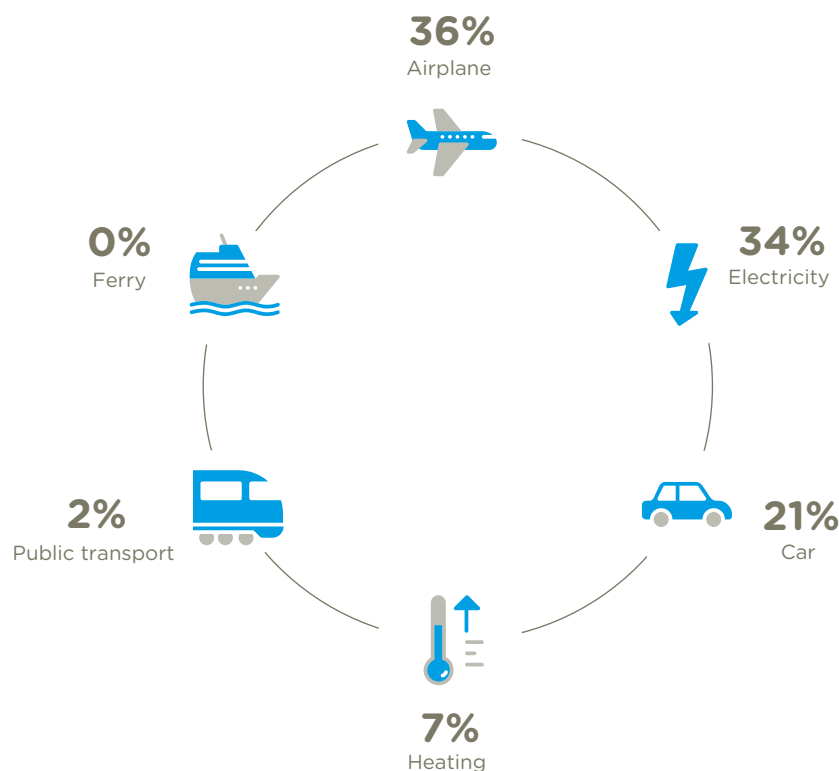


CARBON FOOTPRINT

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.

Reporting period 1 July 2015 to 30 June 2016

See page 38 for notes



FTEE, the total number decreased slightly from 1.37 tonnes per FTEE in 2015 to 1.30 tonnes per FTEE in 2016.

Managing energy usage

We continuously focus on the energy consumption of our own operations, however in 2016, our CO₂ emissions stemming from electricity, cooling and heating were 0.89 tonnes per full-time employee equivalent (FTEE), which is quite an increase from 2015 (0.78 tonnes per FTEE). As a result, this an area where we should be able to significantly improve in the future.

IMPROVING ENVIRONMENTAL MANAGEMENT

A significant element of Ramboll's environmental impact is related to the way our business operates, including how our facilities are managed and which resources are used in the operation.

In Denmark, the Facility Management organisation is responsible for the estate portfolio and related services at 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. Annual action plans are developed which specify actions within the strategic focus areas, and we continuously focus on ensuring user-driven management. In 2016, the following actions were taken (among others) in Denmark:

- Water pressure has been lowered in our head office, which means that we use less water every time we turn on a tap.
- Charging stations have been set up at multiple locations to promote the use of electric cars, and we continuously replace company pool cars with electric cars. We now have 31 electric cars in total.

- Our Procurement department continuously increases the share of environmentally friendly products that are purchased. For instance, we currently purchase 100% Eco-labelled cleaning supplies in Denmark, and are currently working on having all new desks and shelves marked with the Nordic Eco-label in collaboration with the suppliers. The aim is to be able to provide a completely eco-labelled working environment over time.

The Facility Management organisation is currently transitioning into a global function, which will facilitate more and better alignment across our Principal Business Units (PBUs) and locations. ■

DRIVING A HIGH INTEGRITY BUSINESS

Decency and integrity are Ramboll hallmarks, and we have an explicit commitment to ensure the long-term success of our company. This is why we focus on compliance with company processes, policies and procedures, and seek to ensure that our behaviour and transactions follow good corporate governance based on our Global Commitment and Code of Conduct.

Business integrity was identified as our most material issue in the materiality assessment, because failing to ensure that our employees or business associates understand and act in accordance with our values can pose a significant risk to Ramboll's reputation. Furthermore, as we operate in such different markets, sectors and cultures, we must always maintain our integrity and impartiality, which may sometimes place us in difficult situations.

However, our high ethical standards are also what makes Ramboll stand out in our industry, what makes our employees proud to be part of our organisation and what ensures that our clients can always trust our behaviour. This is why we will not compromise our business integrity.

GOVERNING COMPLIANCE RISKS

A Global Compliance Function governs compliance at Ramboll, monitors compliance risks, and ensures that Ramboll lives up to increasing compliance demands from our clients, business associates, regulators and other stakeholders.

In 2016, we concentrated on conducting a systematic compliance risk assessment in the majority of our Principal Business Units (PBUs) based on a global compliance risk overview

GROUP POLICIES

- Global Compliance

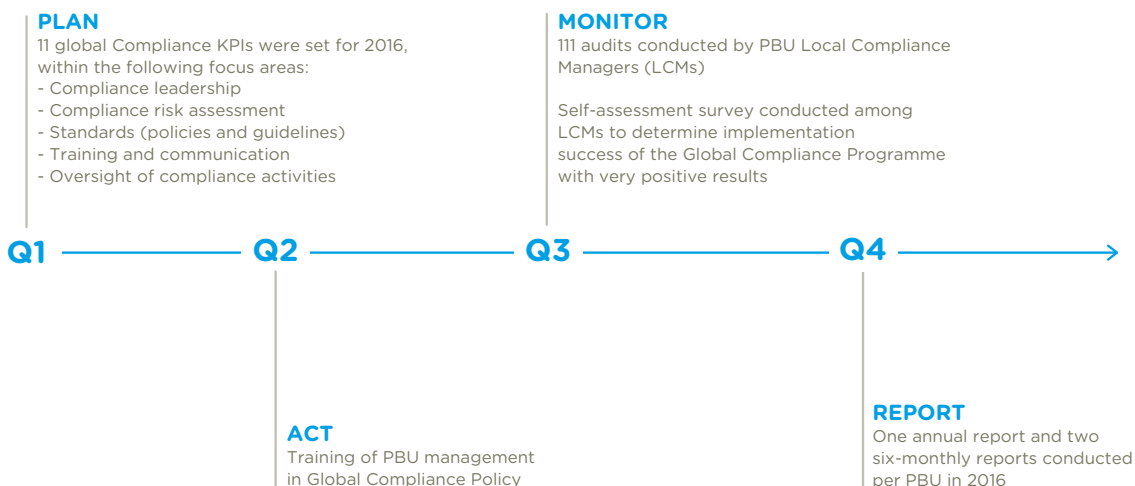
ACHIEVEMENT 2016

- Compliance risk assessment conducted

AMBITIONS 2017

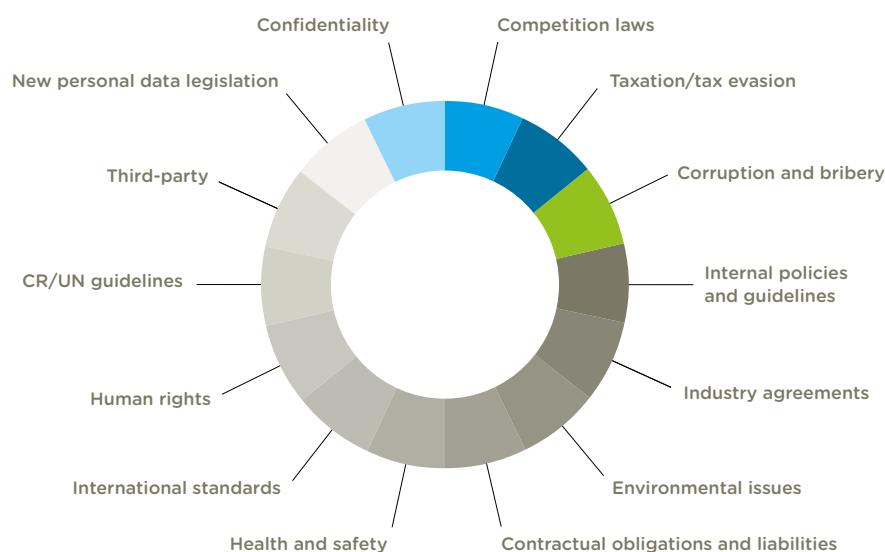
- Identify top three global compliance risks (based on risk assessment) and develop action plan to mitigate risks

THE ANNUAL COMPLIANCE CYCLE



COMPLIANCE RISK ASSESSMENT

A global systematic compliance risk assessment was performed in 2016. The collected risks identified and rated in the assessment are illustrated below. The global top three risks will be identified in 2017 and will form the basis for the global compliance work going forward.



developed by the Global Compliance Function.

All compliance risk assessments were concluded together with the management teams in each PBU, and we identified the above compliance risks as the most serious. These risks will form the basis of the global compliance work in 2017. The 111 audits conducted in 2016 by the Local Compliance Managers in all our PBUs primarily addressed one or more of the following areas, which were highlighted as our main global risk areas in the 2015 annual compliance reporting:

- Business associates (e.g. the use of agents in projects)
- Charitable contributions, sponsorships, dinners and gifts (process and amounts)
- Compliance with selected Ramboll Group Policies, e.g. handling our internal approval processes.

An important learning from 2015, which we have worked with in 2016, was to perform deep-dive compliance audits, instead of many high-level audits.

Ensuring global data privacy compliance

Data protection has been identified as a key cyber risk globally, and this is also one of the major statutory compliance risks at Ramboll. One of our key ambitions for 2016 was to initiate a global data protection project in order to ensure compliance with the new General Data Protection Regulation (GDPR) in the EU/EEA entering into force in May 2018.

The project is driven globally by the Global Compliance Function with representatives appointed from all Support Functions and from each PBU. The project has been structured into four phases, with phase one initiated in 2016, and phases 2-4 to be initiated and finalised during 2017-2018. First, we focused on all global systems, before rolling out the project to all PBUs in Ramboll:

Phase 1: Mapping of all global data flows and conducting a global data privacy risk assessment on this basis

Phase 2: Applying for Binding Corporate Rules to the Danish Data Protection Agency

Phase 3: Mapping of all local data flows in all Ramboll units and conducting local data privacy risk assessment

Phase 4: Implementation of Binding Corporate Rules and newly established processes and training of our employees.

Phase 1 was finalised in 2016 and the global data privacy risk assessment was presented to the Group Executive Management in the beginning of 2017. On this basis, necessary activities will be implemented globally and the process of mapping all local data flows will be initiated throughout 2017.

ENSURING COMPLIANCE AMONG EMPLOYEES

Ensuring that our employees are aware of Ramboll's policies, procedures and guidelines is vital to enable our people to live our fundamentals in their everyday work life and to maintain a high ethical standard. Our policies also ensure that Ramboll conducts business in accordance with relevant legislation and international standards. During 2016, we initiated awareness training in Ramboll policies through our Compliance Management System, and this effort will continue during 2017.

In 2016, we have trained 1,524 employees in 31 Group Policies and 16 Group Guidelines. Ramboll's

Global Compliance Policy was sent out to our Group Leadership Team (GLT) covering our PBUs to ensure awareness and buy-in to the way we work with compliance at Ramboll. Furthermore, our new PBU Environment & Health, which was established following the acquisition of ENVIRON, sent out a set of Group policies and guidelines for 'read and sign' to employees, to facilitate a successful integration into Ramboll.

Finally, all new employees receive onboarding training introducing them to Ramboll's fundamentals and high ethical standards, including our Code of Conduct, Policies, Procedures and Guidelines, as well as how to raise concerns through our grievance mechanisms.

TAKING A LEAD ON ANTI-CORRUPTION

Local governmental authorities and international institutions, as well as public and private organisations, are increasingly focusing on combating corruption. Ramboll also faces increasing demands from our business associates, including clients, to demonstrate and document compliance with anti-corruption

legislation, which has become necessary in the markets where we operate.

Upholding a zero-tolerance policy towards corruption while operating in 35 different countries with varying degrees of risk exposure is challenging. For that reason, anti-corruption continues to be high on our agenda, and has been prioritised as a target area in our new Group strategy, 'Winning Together'. Our ambition is to have the best industry practice by 2020. In 2017, we will set fixed KPIs within this area to ensure focus and further development over the coming years.

Our new Group Policy, Procedure and Guideline on Anti-Corruption, which states our zero-tolerance policy towards corruption and bribery, was finalised in 2016 and prepared for implementation during 2017. The documents have been developed to comply with applicable legislation, including the UK Bribery Act (UKBA) and US Foreign Corrupt Practices Act (FCPA), to ensure that Ramboll has adequate procedures in place to prevent corrupt practices in our operations.

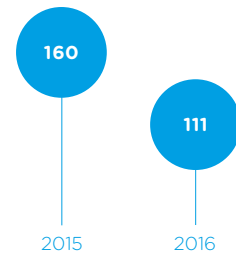
ACHIEVEMENTS 2016

- Global Data Privacy risk assessment conducted
- PBU management trained in Global Compliance Policy

AMBITIONS 2017

- Finalise phase 1, 2 and 3 of Global Data Protection Project (phase 4 target 2018)
- Develop and implement Global Data Protection Policy

COMPLIANCE AUDITS



GROUP POLICIES

- Anti-Corruption

ACHIEVEMENTS 2016

- Anti-Corruption Policy, Procedure and Guideline approved
- Face-to-face training of Executive management conducted
- First human rights impact assessment of Danish operations conducted at Ramboll's head office

AMBITIONS 2017

- Anti-corruption Policy, Procedure and Guidelines fully implemented worldwide
- Start development of business integrity training, including anti-corruption
- Define targets for Anti-Corruption
- Review and evaluate human rights impact assessment of Ramboll head office
- Develop and implement Annual Statement in compliance with the UK Modern Slavery Act
- Identify further action to prevent and mitigate potential adverse impacts on gender equality
- Conduct a global human rights impact assessment to elaborate a framework for future impact assessments

To ensure thorough awareness and implementation among our employees worldwide, a global anti-corruption training, including a customised anti-corruption e-learning training was developed in 2016. It will be rolled out in 2017 using the global compliance system implemented in 2015 as a platform for training and follow-up on compliance.

In order to demonstrate commitment and lead by example, our Group Executive Board (GEB) and Group Leadership Team (GLT) received in-person training from the Corporate Compliance and CR Director together with expert consultants in December 2016. In 2017, GEB and GLT will complete the entire anti-corruption training, after which the training will be rolled out to the rest of our employees worldwide. All of our employees will have finalised their anti-corruption training by August 2017.

Going forward, anti-corruption training will be conducted yearly, as part of a new global business integrity training to be developed.

RESPECTING HUMAN RIGHTS

Respect for human rights is a natural part of Ramboll's legacy and a core element of Our Fundamentals. Our management has supported the implementation of the UN Guiding Principles on Business and Human

Rights (UNGPs) since 2014, when we implemented our policy commitment – Ramboll's Global Commitment.

The UNGPs prescribe proper human rights due diligence for businesses, which includes the identification of actual and potential adverse impacts on human rights; what businesses must do to prevent or mitigate these impacts, and track and communicate these efforts; as well as grievance mechanisms and remediation.

In order to identify actual and potential adverse human rights impacts, we conducted our first human rights impact assessment aligned with the requirements of the UNGPs in 2016. Ramboll's head office (RHO) in Copenhagen was chosen as the scope of investigation for our first impact assessment. Since the pattern of potential adverse impacts on human rights identified at RHO will most likely be the same at any of our other Danish offices, this assessment is considered to cover Ramboll's operations in Denmark.

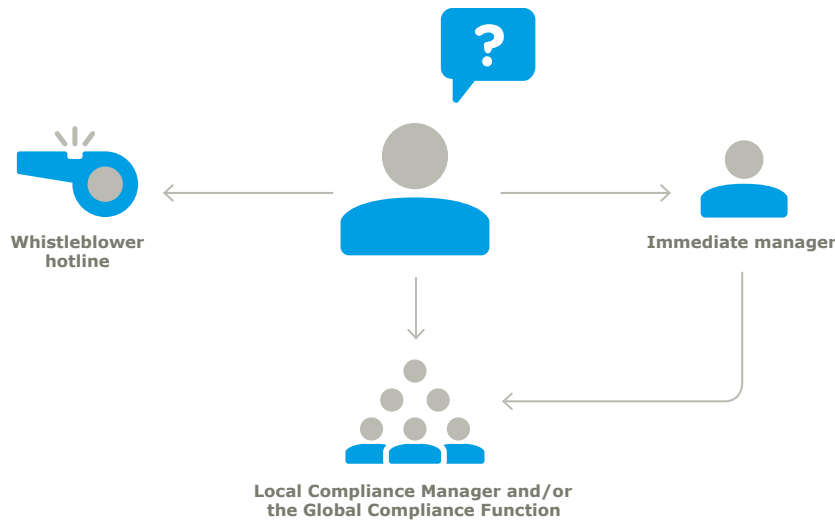
Though we acknowledge that Ramboll is likely to have more impacts and influence on human rights in other parts of our operations, for instance in relation to our projects, we also recognise that our own internal operations will have potential adverse impacts on human rights. Therefore, we decided to start with a pilot impact assessment of our largest

GLOBAL ANTI-CORRUPTION ROLL-OUT PLAN



HOW TO SPEAK UP

We encourage all of our employees to speak up if they experience any improper behaviour or non-compliance with our Code of Conduct and/or Policies, Procedures and Guidelines. Our grievance mechanism set-up is illustrated below.



office. Furthermore, this assessment serves a threefold purpose:

1. As it was our first (pilot) impact assessment, we needed to build internal competencies and learn what such an assessment requires in terms of resources.
2. This assessment will be used as a practical example for our Principal Business Units in the process of implementing human rights due diligence across the entire organisation globally – which is our ambition in the long run.
3. The results will form the basis for our further actions to ensure that we prevent and mitigate the identified potential impacts on human rights.

The assessment considered the internationally recognised human rights as stated in the International Bill of Human Rights, as well as how Ramboll might cause or contribute to adverse impacts, or could be linked to adverse impacts, via our business relationships. For all identified potential adverse impacts, we also identified prevention and mitigation steps taken and/or planned.

The assessment revealed that our most urgent potential impact area concerns gender equality. We will therefore focus particularly on improving our actions to prevent

and mitigate the potential adverse impacts. Apart from the actions already decided and initiated as part of our Gender Diversity Initiative (see page 21), we will look into how we can further prevent and mitigate these impacts. Together with senior management we will decide how to proceed in 2017.

During 2017, we will revisit our assessment of RHO in order to evaluate its continuing relevance, as well as to track the effectiveness of our actions. Furthermore, we will conduct a global human rights impact assessment, with the existing assessment as our point of reference, and by including desk top research and known risks in our industries and project work. This global impact assessment will be used as a framework for future impact assessments – both of our own operations and of our projects.

In compliance with the UK Modern Slavery Act we will develop a 'Slavery and Human Trafficking Statement' based on a risk assessment of our operations and business relations, including an action plan to prevent modern slavery in our business.

Finally, we will ensure integration of human rights due diligence into our existing compliance management system, which include grievance

mechanisms and processes for remediation.

GRIEVANCE MECHANISMS

All PBUs systematically monitor and handle compliance irregularities and incidents to ensure effective and professional responses to issues if they arise. A number of grievance mechanisms are in place that we encourage our employees to use if they experience breaches to our Global Commitment, Code of Conduct or our Policies, Procedures and Guidelines (see illustration above).

Our employees may directly approach either their own manager or Local Compliance Manager to take up any experienced irregularities. However, if they feel uncomfortable with this approach, they may contact the Global Compliance Function or file an anonymous report via our Whistleblower hotline.

All irregularities and incidents reported through the Whistleblower are handled by the Global Compliance Function with discretion and respect for the person who has raised an issue. When deemed necessary, external experts and lawyers are involved in the investigation and remediation processes.

GROUP POLICIES

- Project excellence
- Business risk management
- Global risk
- Contract with clients on consultancy services
- Operational organisation and delegation of authority
- CR Guideline on suppliers, sub-consultants and consortium partners
- Tax
- Treasury

ACHIEVEMENT 2016

- Global Procurement department established

AMBITIONS 2017

- New Code of Conduct for business associates finalised and implementation into supply chain started

Compared to last year, the number of irregularities and incidents filed through our grievance mechanisms has increased from 15 to 41. This is positive as it means that we have created awareness and a healthy culture where it is allowed to speak up. Furthermore, it is an indicator that our grievance mechanisms work and are trusted. We expect the number to continue rising during the next couple of years. Finally, the trend in the irregularities and incidents filed shows that there is a need for further communication and training in our Group Policies.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

As a global company with a large supplier base, we are aware that we have a responsibility to prevent and mitigate potential adverse impacts in our supply chain. In order to manage our global supplier relations, Ramboll set up a Global Procurement department at the beginning of 2016.

This year, we have made progress on developing a solid foundation for responsible supply chain management, and several initiatives have been launched, including:

- Revising our Suppliers' Declaration to ensure that our expectations towards suppliers and other business associates are clear and up to date. During 2017, we will start implementing our new Code of Conduct for Business Associates.
- Developing a new Global Procurement Policy, Procedure and Guideline, with specific focus on major spend areas and the implementation of green policies, i.e. purchasing eco-labelled goods.
- Segmentation of suppliers according to risk profiles, based on

a combination of spend (monetary value), risk (geographical and company type) and business criticality.

- Design and build Purchase Order process to improve management of supplier base, e.g. purchasing only from approved suppliers.

Managing project risks

Business associates, including suppliers, sub-consultants, consortium partners and agents, may represent serious compliance risks in our operations, particularly in our project work, if we do not ensure adequate internal controls. We have started developing new global procedures to manage CR and compliance risks and opportunities in our business relations, including systematic due diligence of business associates.

We are in the process of reviewing our project due diligence and identifying the proper scope for global procedures to be implemented into Ramboll's Project Excellence programme, which is our global framework that ensures high-quality project management for all of our engagements. This involves the development of new tools to be used for identifying, assessing, preventing, mitigating and accounting for our potential or actual CR and compliance risks in projects. This work will be finalised during 2017 and implemented during 2017 and 2018.

STRATEGIC APPROACH TO CLIENT AND PROJECT SELECTION

Taking a responsible approach to how we do business begins before undertaking new projects or signing agreements with new clients. We always seek to ensure compatibility

COMPLIANCE IRREGULARITIES AND INCIDENTS REPORTED*

Category incidents	In process	Remedied and/or closed	Total 2016	In process	Remedied and/or closed	Total 2015
Human Rights	1	7	8	0	6	6
Business Integrity	13	21	34	1**	8	9
Environment	0	0	0	0	0	0
Total			41			15

*The reported irregularities/incidents are divided into their most relevant category to create a simple overview.

** In progress 2016

and alignment with our legacy and fundamentals in order to make sure that we can maintain our high ethical standards in all of our engagements. This means that we avoid taking on projects that are destructive towards society or the natural environment, and we want to protect our people and Ramboll from potential security, reputational and compliance risks. Therefore, we respect applicable international sanctions and restrictions defined by the UN, EU, individual countries where we operate, and other relevant governmental institutions.

As a result, there are specific countries and regions where we will not do business – or to which we strictly limit or preclude travel – and there are specific types of clients and services that we will not engage with or in without proper caution and due diligence. This is stated in Our Fundamentals and reflected in Ramboll's Group Policy on Global Risk, which is continuously monitored and reviewed by our Group Executive Board and updated whenever deemed necessary.

Ramboll faces dilemmas on a daily basis, and sometimes simply saying “no” to a project or client is not necessarily the right solution.

It is often a better opportunity for Ramboll to help our clients in choosing more sustainable solutions and cooperating in a responsible way.

We consider and weigh the potential social, environmental and economic impacts of an issue to find balanced solutions, and often we see potential for making a positive impact by using our company leverage. If we get involved, we might be able to influence and mitigate adverse impacts by design and consultancy, as well as optimise long-term value for not only our clients, but society as a whole.

TAX CONTRIBUTION

We recognise that paying taxes is an important contribution to society in the countries in which we do business and in 2016, we paid DKK 289.2 million in corporate income tax. We are committed to fulfilling our tax liabilities and obligations wherever incurred.

In our 2016 financial statements, Ramboll reported a total corporate income tax charge of DKK 167.8 million. This amount should be compared to a consolidated profit before tax of DKK 342 million. ■

CORPORATE INCOME TAX, DKK MILLION

2014	2015	2016	
45.1	86.7	78.7	Denmark
23.4	23.4	26.2	Sweden
19.1	7.7	15.4	Norway
10.7	15.5	19.6	Finland
-3.7	-	-	United Kingdom
-	-	19.6	US
10.0	10.5	8.3	Rest of world
104.7	143.8	167.8	Total



KPI REPORTING OVERVIEW

		BEING THE EMPLOYER OF CHOICE				
Principal Business Unit (PBU)	KPI Year	Employee Engagement rate (scale 1-5)	Voluntary employee turnover (%)	Females (%)	Females on management level B (%)*	Females on management level C (%)*
Key Performance Indicator (KPI) target		>4	<year before	-	-	-
Denmark	2016	4.10	10.4	30	0	0
	2015	4.08	10.8	30	0	0
	2014	4.04	9.9	33	25	6
Sweden	2016	4.13	18.1	29	0	18
	2015	4.08	16.9	30	0	23
	2014	4.04	12.7	31	0	24
Norway	2016	4.01	8.9	32	0	35
	2015	3.99	9.7	32	0	35
	2014	3.91	9.7	35	0	35
Finland	2016	3.91	8.3	32	0	17
	2015	3.89	8.1	34	0	16
	2014	3.81	6.9	38	0	14
UK	2016	4.06	15.9	28	0	8
	2015	4.01	18.4	29	0	14
	2014	3.97	11.0	31	0	11
India**	2016	4.14	15.5	16	0	14
	2015	4.06	15.7	20	0	0
	2014	3.99	22.3	19	-	0
Middle East**	2016	4.00	15.7	24	0	0
	2015	4.06	15.7	20	0	0
	2014	3.99	22.3	19	-	0
Management Consulting	2016	4.03	20.9	43	0	13
	2015	3.97	19.2	43	0	8
	2014	4.08	14.8	46	0	13
Oil & Gas	2016	4.02	9.8	23	0	0
	2015	4.04	14.9	26	0	8
	2014	4.01	13.8	27	0	10
Energy	2016	3.98	6.7	21	0	20
	2015	3.98	8.6	20	0	0
	2014	3.87	7.1	21	0	0
Environment & Health	2016	3.90	11.1	51	0	22
	2015	3.80	9.1	51	0	29
	2014	-	-	-	-	-
Water	2016	4.05	12.7	42	50	20
	2015	3.99	10.3	42	100	43
	2014	-	-	-	-	-
Business Support and Global IT	2016	4.05	9.8	41.5	-	22
	2015	4.08	7.4	40	-	29
	2014	4.06	7.8	43	-	20
Ramboll Group	2016	4.02	11.8	34	7	17
	2015	3.98	11.9	34	7	17
	2014	3.97	11.6	32	8	15

- Measure not applicable

* The definition of Manager has been changed in relation to the CR reporting, which means that more managers are now included in the numbers, and thus a larger pool of employees. As a result, comparability to previous years is weakened.

** In 2016, the two principal business units India and Middle East have been separated in the CR reporting, whereas previously these were reported under one unit, New Markets. Therefore, data for 2014 and 2015 is a total number for the two units.

			MANAGING OUR ENVIRONMENTAL IMPACT			BUSINESS INTEGRITY	VALUE CREATION
Females on management level D (%)*	Development dialogue (%)	Works council meetings	CO2 emissions, energy per FTEE	CO2 emissions, transport per FTEE	Total CO2 emission	Compliance audits	Customer satisfaction rate (scale 1-5)
-	>90%	>1	-	-	-	-	>4.2
22	93	4	0.74	1.85	2.58	10	4.38
26	97	4	0.70	1.88	2.58	19	4.33
30	92	12	0.88	2.09	2.97	-	4.38
22	88	12	0.33	0.80	1.13	0	4.27
24	89	13	0.44	0.90	1.33	0	4.23
31	84	17	0.40	0.89	1.29	-	4.23
34	88	4	0.48	0.99	1.47	0	4.24
32	90	4	0.65	0.98	1.62	64	4.13
34	81	4	0.62	0.69	1.31	-	4.16
32	93	4	0.81	1.03	1.84	0	4.26
28	94	4	1.28	1.15	2.43	4	4.21
32	89	4	0.97	1.15	2.12	-	4.24
14	95	3	0.50	0.96	1.46	0	4.31
5	97	4	0.54	1.10	1.64	0	4.35
3	92	4	0.82	0.92	1.74	-	4.25
15	97	2	1.07	1.63	2.70	10	4.34
7	95	10	0.85	1.69	2.54	0	4.22
8	90	1	0.95	2.14	3.09	-	3.90
8	93	2	0.56	1.04	1.59	10	4.35
7	95	10	0.85	1.69	2.54	10	4.22
8	90	1	0.95	2.14	3.09	-	3.90
38	91	4	0.81	1.87	2.67	0	4.43
38	90	4	0.48	1.31	1.79	18	4.39
43	92	4	0.71	1.82	2.52	-	4.46
24	96	24***	1.62	1.10	2.72	14	4.36
16	96	24***	1.34	1.27	2.62	18	4.35
17	92	24***	1.41	1.45	2.85	-	4.35
13	92	4***	0.62	1.71	2.33	7	4.42
13	97	4***	0.64	1.38	2.03	13	4.33
14	84	4***	0.73	1.66	2.39	-	4.33
29	92	6****	1.71	1.31	3.02	36	4.30
24	79	6****	-	-	-	0	4.31
-	-	-	-	-	-	-	-
38	93	1*****	0.77	0.87	1.64	24	4.36
41	91	2*****	-	-	-	14	4.30
-	-	-	-	-	-	-	-
30	88	4	-	-	-	-	-
29	94	4	-	-	-	-	-
33	91	12	-	-	-	-	-
25	92	1*****	0.89	1.30	2.19	111	4.32
25	91	1*****	0.76	1.34	2.11	160	4.27
27	88	1*****	0.81	1.43	2.25	-	4.27

*** 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 (GRI) G4 CONTENT INDEX

In 2015, Ramboll initiated a transition process to align the CR reporting with the Global Reporting Initiative's (GRI) G4 Reporting Framework. Thus, similar to last year, 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 44 GRI performance indicators, which is an improvement compared to last year. 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

During 2016, we conducted a materiality assessment, in order to identify the most material CR topics to our business, our stakeholders and our value chain (see page 5). The boundaries and management approach of each material topic are described throughout the report under the relevant topics.

Understanding the table

The following GRI index 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 index provides information on the correlation between the GRI indicators reported on, the UN Global Compact Principles and UN Sustainable Development Goals (SDG). It should be noted that Ramboll is adhering to all UN Global Compact Principles and to more SDGs than included in the index. This is evident throughout the report.

GENERAL STANDARD DISCLOSURES		REFERENCES AND COMMENTS	STATUS	UNGC PRINCIPLE	SDG
STRATEGY AND ANALYSIS					
G4-1	Statement from CEO	CR page 4	●		
ORGANISATIONAL PROFILE					
G4-3	Name of the organisation	Ramboll Group	●		
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	CR page 3, AR page 10, www.ramboll.com/worldwide , www.ramboll.com/services-and-sectors	●		
G4-9	Scale of the organisation	AR page 4-5 + 40-44, www.ramboll.com/services-and-sectors	●		
G4-10	Employee breakdown (gender, type, contract)	CR page 20-21 + 34-35	○	6: Labour	5: Gender equality
G4-13	Changes during the reporting period (size, structure, ownership)	CR page 38 (notes), AR page 12	●		
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	UNGC, UNGP, FIDIC, GRI	●		
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	Coverage of entities included in the organisation's consolidated financial statements	AR page 51	●		
G4-18	Process for defining the report and the Aspect boundaries	CR page 5	●		
G4-19	Material Aspects identified	CR page 5	●		
G4-20	Aspect Boundary within the organisation	Disclosed continually under each topic	○		
G4-21	Aspect Boundary outside the organisation	Disclosed continually under each topic	○		
G4-22	The effect of any restatements of information provided in previous reports	CR page 34 (first note) + 38 (notes), AR page 12	●		
G4-23	Significant changes from previous reporting periods in Scope and Aspect Boundaries	CR page 5	●		
STAKEHOLDER ENGAGEMENT					
G4-24	Stakeholder groups engaged	CR page 5	○		
REPORT PROFILE					
G4-28	Reporting period	Calendar year 2016, CO2 reporting: 1 July 2015-30 June 2016	●		
G4-29	Date of most recent previous report	01 April 2016	●		
G4-30	Reporting cycle	Annual	●		
G4-31	Contact point for questions	sustainability@ramboll.com	●		
G4-33	Current practice regarding external assurance for the report	This report is not externally assured	●		

GENERAL STANDARD DISCLOSURES		REFERENCES AND COMMENTS	STATUS	UNGC PRINCIPLE	SDG
GOVERNANCE					
G4-34	Governance structure	CR page 38, AR page 60-62, www.ramboll.com/about-us/organisation	●		
ETHICS AND INTEGRITY					
G4-56	Values, principles, standards, code of conduct and code of ethics	CR page 6 + 27-29, http://www.ramboll.com/about-us/responsible-and-holistic	●		
GENERIC DISCLOSURES ON MANAGEMENT APPROACH					
G4-DMA	Disclosures on management approach	Disclosed continually under each topic	●		
SPECIFIC STANDARD DISCLOSURES: MANAGEMENT APPROACH AND PERFORMANCE INDICATORS					
ECONOMIC					
Economic performance					
G4-EC1	Direct economic value generated and distributed	AR page 4, 40, 45	●		
G4-EC2	Financial implications, risks and opportunities for the organisation's activities due to climate change	CR page 9-13	●	7: Environment	13: Climate action
ENVIRONMENTAL					
Emissions					
G4-EN19	Reduction of GHG emissions	CR page 24-26 + 34-35	●	8-9: Environment	13: Climate action
Transport					
G4-EN30	Significant environmental impacts of transporting goods, materials and members of the workforce	CR page 25-26 + 34-35	●	8: Environment	13: Climate action
SOCIAL					
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 19 + 34-35	●	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 22	●		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 19	●	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 20-21 + 34-35	●	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	●	1: Human Rights	8: Decent work and economic growth
HUMAN RIGHTS					
Impact assessment					
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	CR page 30-31	●	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	8: Decent work and economic growth
SOCIETY					
Anti-Corruption					
G4-SO3	Total number and percentage of operations assessed for corruption risks and significant risks identified	CR page 28-29	●	10: Anti-corruption	16: Peace, Justice and strong institutions
G4-SO4	Communication and training on anti-corruption policies and procedures	CR page 29-30	●	10: Anti-corruption	16: Peace, Justice and strong institutions
G4-SO5	Confirmed incidents of corruption and actions taken	CR page 32	●	10: Anti-corruption	16: Peace, Justice and strong institutions
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	●		16: Peace, Justice and strong institutions
PRODUCT RESPONSIBILITY					
Product and service labeling					
G4-PR5	Results of surveys measuring client satisfaction	CR page 35	●		

ABOUT THIS REPORT

This report is Ramboll's annual Corporate Responsibility (CR) Report, which complements our Annual Report and constitutes our 'Communication on Progress' (COP) in compliance with the UN Global Compact and relevant legislation, such as the new EU directive for Non-Financial Reporting.

The purpose of this report is to communicate Ramboll's holistic approach and performance (our social, environmental and economic impacts) to all relevant stakeholders. This includes policies, actions, results, challenges as well as ambitions. From 2017, we will establish fixed KPIs within selected strategic focus areas, which will enable more transparency regarding our progress.

Report structure

This year's report is structured into two main chapters: 1) Shaping Sustainable Societies, which focuses on our social, environmental and economic impacts through our services and solutions. And 2) Demonstrating our Progress, which outlines how we 'walk the talk' in our own operations. Under Demonstrating Our Progress, we report on four strategic focus areas: Being the Employer of Choice, Creating Safe Working Environments, Managing our Environmental Impacts, and Driving a High Integrity Business. These focus areas are based on our first materiality assessment and the UN SDGs (see p 5).

Reporting principles

Ramboll is currently transitioning the CR reporting process and data to become aligned with the Global Reporting Initiative (GRI) G4's framework, without yet meeting the 'in accordance' criteria. 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 PBUs is presented on selected KPIs. An overview of our organisational structure is available here: <http://www.ramboll.com/about-us/organisation>

Anchoring of CR

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 CR and Compliance Function under Group Legal. Status and progress on CR is reported to the Group Board of Directors, who conveys the information annually to the Ramboll Foundation (the majority owner of Ramboll). Read more about this and find our Policy Commitment here <http://www.ramboll.com/about-us/responsible-and-holistic>. ■

NOTES - CO2 REPORTING

- Reporting period is 1 July 2015 to 30 June 2016.
- This year, our two principal business units Environment & Health and Water have been included in the CO2 reporting for the first time. These were established in relation to the acquisition of ENVIRON in 2015.
- Due to a few errors found in the CO2 reporting from previous years (see below), the total amount of CO2 emissions in 2015 has been edited in this year's report compared to what was reported last year for 2015.
- If the International Energy Agency factors (IEA statistics, 'CO2 Emission from fuel combustion highlights', 2016 edition) are used instead of national factors, this is stated in the business unit notes below.
- 2016 has been the warmest year in history (Source: NASA), which can explain the decrease in heat and electricity consumption in cold climates and the increase in electricity consumption in warm climates with cooling needs.

Norway:

- This unit has reduced their office space with approx. 1,400 square meters.

Sweden:

- Swedish public transport uses CO2 neutral energy, which explains the very low CO2 emissions.

Finland:

- Trains in Finland now use CO2-neutral energy, which accounts for the decrease in CO2 emissions stemming from public transport.
- This unit has reduced their office space with approx. 3200 square meters
- Uses a mix of national and international CO2 emissions factors (local emission factors for heat consumption).

United Kingdom:

- Arithmetical error in last year's reporting on private cars, rental cars and taxis, means that the numbers have changed for 2015. This means that the CO2 consumption was actually lower in 2015 than reported. In this year's reporting the correct numbers are included.

India:

- A mistake was discovered in last years' reporting on CO2 emissions from India. Oil & Gas employees were included, however, they should only be represented in Oil & Gas' CO2 accounts to avoid double counting. We have corrected this, and consequently the numbers reported this year for 2015 and 2014 differ from the numbers reported in previous years.

Water:

- Uses a mix of national emissions factors and IEA emissions factors (legacy ENVIRON).

Environment & Health:

- Uses a mix of national emissions factors and IEA emissions factors (legacy ENVIRON).

Energy:

- Due to more international projects during 2016, the use of airplane travel increased by almost 50%.
- Uses a combination of national CO2 emission factors and the IEA factors.

Oil & Gas:

- The increase in CO2 emissions per Full Time Employee Equivalent (FTEE) can be explained by the fact that the decrease in the market has meant a cut-down in employees during 2016.

Management Consulting:

- Putz & Partners (acquired in 2015) included in this years' CO2 reporting.
- Uses a mix of national emissions factors and IEA emissions factors.

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.



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.

We welcome questions, comments and feedback from all stakeholders on our CR Report and performance. Please contact us at sustainability@ramboll.com

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