



CORPORATE RESPONSIBILITY REPORT 2017

COMMUNICATING OUR PROGRESS

RAMBOLL

Cover: The iconic Tate Modern extension in London is characterised by its striking façade, made up of 336,000 bricks that were preassembled off-site and carefully chosen to ensure long-term performance. The building's concrete frame uses a solution that has lower CO₂, resulting in a lower carbon footprint. Image: Daniel Shearing.

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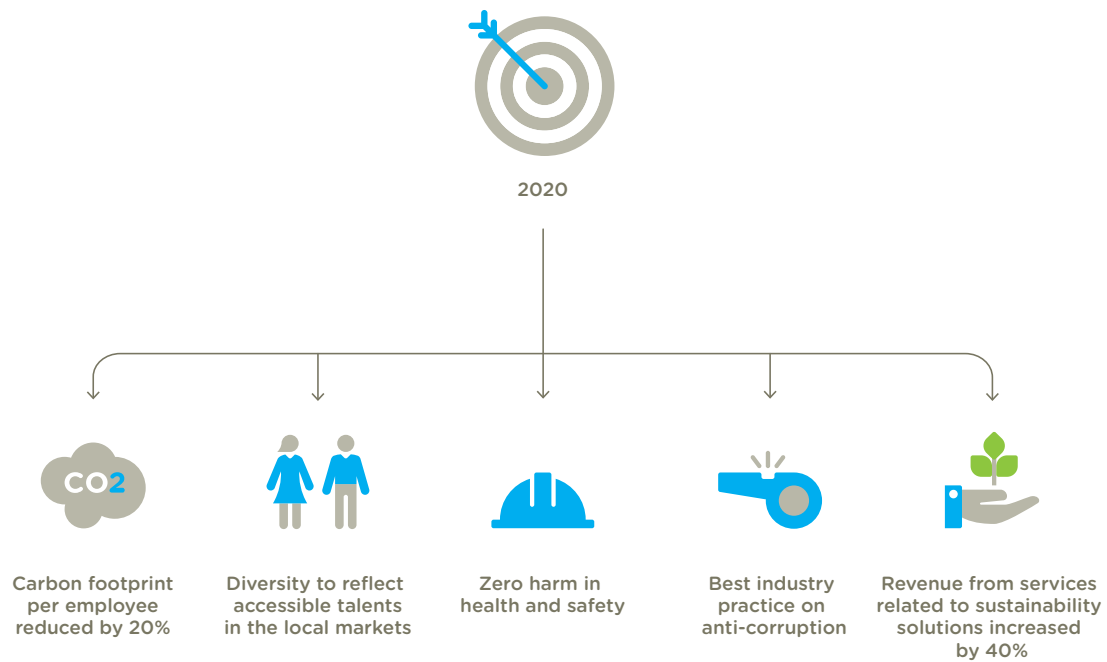
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Read the report online here:
<http://www.ramboll.com/who-we-are/a-responsible-company>

Ramboll is a leading engineering, design and consultancy company employing 13,000 experts. Our presence is global with especially strong representation in the Nordics, UK, North America, Continental Europe, Middle East and Asia Pacific. We constantly strive to achieve inspiring and exacting solutions that make a genuine difference to our clients, end-users and society at large. www.ramboll.com

TARGETS 2020



Ramboll wants to become a recognised leader for sustainable solutions, and we have set ourselves five ambitious targets for 2020.

MAKING SUSTAINABILITY OUR BUSINESS



Ramboll has now been a member of the UN Global Compact for ten years. During that time, we have continuously developed and made substantial progress. During that time, we have continuously developed and made substantial progress. Now, ten years on, we are truly making sustainability our business, closely integrating it in our business goals and processes and making it a priority. The UN Global Compact has provided us with the necessary framework to develop the company in a responsible way through a period of significant internationalisation.

Our company purpose is to create sustainable societies where people and nature flourish. The UN Global Compact Principles and UN Sustainable Development Goals (SDGs) will continue to be important frameworks for Ramboll when pursuing this purpose and that is why we remain committed to them.

In 2017, sustainability targets were given the same strategic importance as financial targets for the first time. A new Sustainability Management Committee and Organisation was created. And an SDG benchmark

assessment of our market portfolio was conducted to identify how our business actively contributes.

Key achievements in 2017 included:

- Developing a sustainability strategy aligned with the SDGs
- Increasing focus on equality, diversity and inclusion
- Developing a global Health & Safety organisation and programme
- Implementing anti-corruption training for all employees
- Expanding target-setting processes in business planning

Further afield, Ramboll was actively engaged in several international, agenda-setting summits, including the UN Global Compact Leaders Summit and New York Climate Week in September 2017 where we had ample opportunity to focus on liveable and healthy cities, and emphasise that the challenges of urbanisation need a holistic approach if they are to be tackled successfully. As a sustainable society consultant, we understand that we need to promote the sustainable benefits of urban planning and be more systematic in ensuring that these plans are sustainable.

I am delighted to introduce Ramboll's Communication on Progress Report 2017 where you can read in depth about Ramboll's sustainability priorities, actions and results during the past year.

Jens-Peter Saul

Group CEO, Ramboll ■

SUSTAINABILITY STRATEGY 2020

Ramboll's clear ambition is to become a recognised and active leader in sustainability. We will accelerate performance within three different, but closely connected agendas: how we act responsibly, how we find market opportunities and provide sustainable solutions to clients, and how we inspire and advocate for sustainable solutions.

01

ACT RESPONSIBLY

- Minimise our environmental impact
- Strive for zero harm in health & safety
- Promote equality, diversity and Inclusion
- Become best industry practice on anti-corruption

02

FIND MARKET OPPORTUNITIES

- Pursue SDG market opportunities and synergies across markets
- Integrate sustainability in spearhead services
- Engage with clients to improve sustainability performance
- Integrate sustainability in consultancy, planning, and engineering design and tools

03

INSPIRE AND ADVOCATE

- Collaborate in partnerships for SDGs
- Become UN Global Compact LEAD and advanced level member
- Increase employee engagement for sustainability and innovation
- Establish position and transparency on company dilemmas

GOVERNANCE

Sustainability is a fundamental element of the Ramboll 'Winning Together' strategy for 2017-2020 which centres on how we bring the best to our clients through our collaborative strengths. As a result, sustainability has been given a key role in the strategic focus of the company.

Group Sustainability & CR Function

In 2017, a Group Sustainability & CR function was established as a separate corporate function reporting to Group Executive Director Søren Holm Johansen and headed by newly appointed Senior Group Director for Sustainability & CR Neel Strøbæk. The function is responsible for developing and executing the sustainability strategy, ensuring integration with business units and other relevant corporate functions, and ensuring line of sight to Ramboll's legacy, vision, mission, commitments and policies within the mandate of the Sustainability & CR Committee (see below).

Sustainability & CR Committee

The Sustainability & CR function is governed by the Sustainability & CR Committee that acts as a steering group and consists of management representatives from Ramboll's business units. The role of the Committee is to ensure that Ramboll delivers on its strategy to become a recognised leader for sustainable solutions, that our sustainability business potentials are explored and activated, and that our service portfolio meets market demands for sustainability.

Furthermore, to ensure that Ramboll is operating in line with our legacy and commitments, the Committee ensures that we meet client requirements and stakeholder expectations regarding Corporate Responsibility (CR) as well as identify actions and fulfil targets for managing a responsible business.

Board adoption and oversight

The COP Report is anchored with the Group Executive Board, and the responsibility for developing, communicating and ensuring compliance and reporting on Sustainability and Corporate Responsibility lies with the Sustainability & CR function. The status and progress of sustainability and CR is reported to the Group Board of Directors who convey the information to the Ramboll Foundation (the majority owner of Ramboll) annually.

Implementation

In Ramboll, sustainability and CR are implemented through our operating model covering six markets: Buildings, Transport, Water, Environment & Health, Energy, and Management Consulting – as well as our geographical strongholds and presence in 35 countries. It is also realised through our cross-market function, Planning and Urban Design, as well as climate action.

It is further supported by the corporate functions of HR, Operational Excellence & Risk Management, Finance, Legal, Compliance, Markets, Sales & Clients, Digital & Innovation, and Communications and Branding. Our Project Excellence programme is central in implementing sustainability in our projects. ■

“In Finland our clients perceive us as multidisciplinary and clearly recognise Ramboll as the sustainable society consultant.”

Kari Onniselkä,
– Managing Director, Ramboll Finland



SUSTAINABILITY & CR COMMITTEE

Back row, from left:

Niklas Sörensen, Managing Director Sweden

Neel Strøbæk, Senior Group Director, Sustainability & CR

John Sørensen, Executive Director Energy

Front row, from left:

Søren Holm Johansen, Group Executive Director

Kari Onniselkä, Managing Director Finland

Peter Heymann Andersen, Managing Director Transport





ACT RESPONSIBLY

Since Ramboll was founded in 1945, a cornerstone of our business behaviour has been to act responsibly towards clients, employees and society.

Acting as a responsible business is anchored in our Global Commitment - our key policy commitment on sustainability which is based on our vision, mission and values, as well as respect for the ten UN Global Compact Principles on human rights, the environment and anti-corruption.

HUMAN RIGHTS

Our human rights policy commitment is expressed through our Global Commitment. We respect human rights by implementing procedures in line with the UN Guiding Principles on Business and Human Rights (UNGPR). These enable us to identify, prevent, mitigate and account for how we address human rights impacts. Our Code of Conduct and all global

policies are aligned with our Global Commitment to integrate respect for human rights into our business processes.

In addition to the Global Commitment, in 2017 we published the 'Slavery and Human Trafficking Statement' in accordance with the UK Modern Slavery Act. It describes the approach taken by Ramboll UK Limited ("Ramboll UK") in the

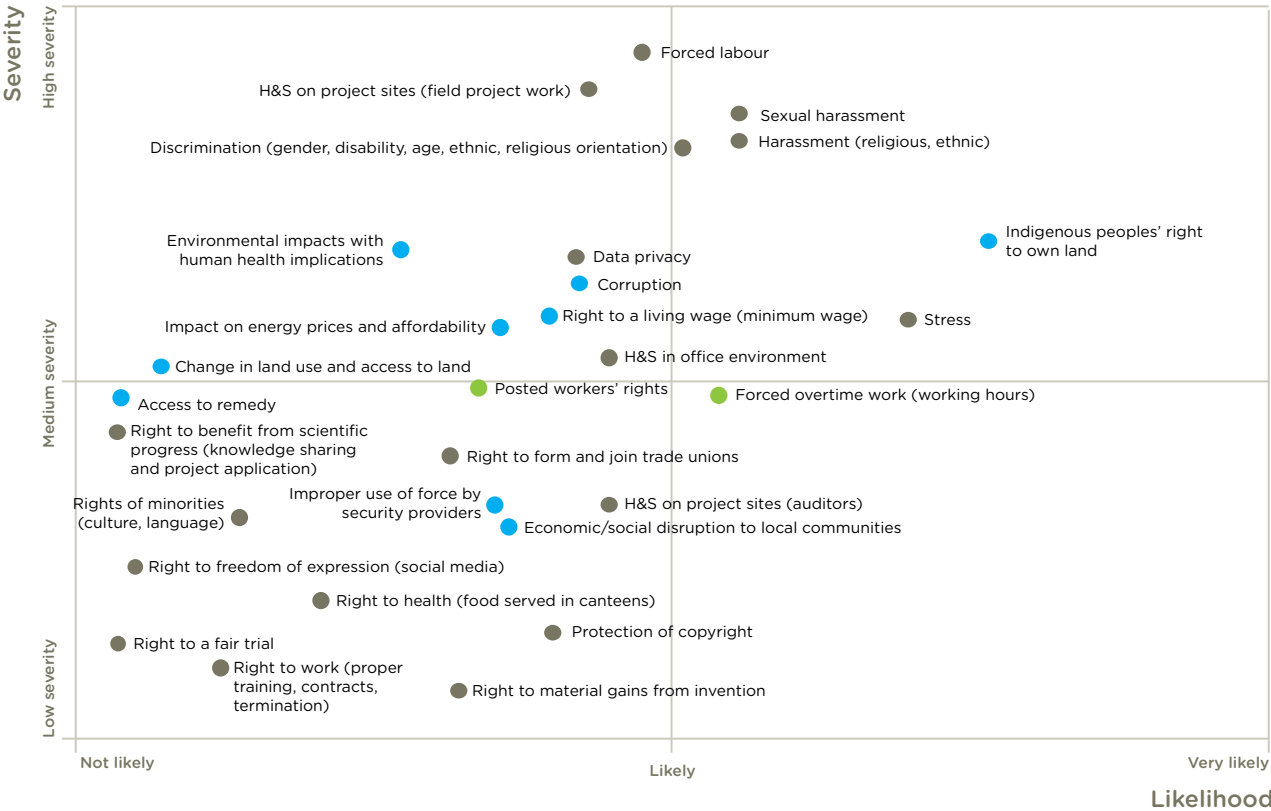
financial year 2016 to prevent slavery and human trafficking from taking place in any part of its supply chains and its own business.

In 2016 and 2017, Ramboll conducted two human rights impact assessments. One was a pilot impact assessment of our Copenhagen head office to identify actual and potential adverse impacts that Ramboll may cause or contribute to through our internal

CONSOLIDATED RISK MATRIX - PROJECTS AND OPERATION

The risk matrix shows overall human rights risks identified globally both in relation to projects and our own operation and noting the severity of negative impact.

- Risk identified as a known risk
- Risk identified by internal stakeholders
- Risk identified through research



operations. The other was a global impact assessment covering known risks in Ramboll operations, known risks in our stronghold geographies (Denmark, Sweden, Norway, Finland and the UK) and known risks in our industry.

Human rights risks

The most relevant human rights issues in the sectors in which Ramboll operates are related to discrimination, forced labour, indigenous peoples' rights, corruption risks, and environmental impacts. While Ramboll is not causing or contributing to these issues, we are sometimes indirectly linked to them through our business relationships on projects. For example, a supplier or sub-consultant with whom Ramboll has a contractual relationship may have a negative impact on an employee's rights.

Based on the results of the human rights risk assessments, a consolidated risk matrix was developed showing Ramboll's human rights risks globally (see left). The risk matrix explains which salient human rights issues have been identified and those at risk of the most severe negative impact through the company's activities and business relationships.

All risks identified in the risk matrix have been considered and mitigation actions identified, initiated or planned, for example, through our Sustainability & CR strategy, Health & Safety Programme, Compliance Programme, HR Business Plan and Equality, Diversity and Inclusion Programme.

In 2018 we will implement other identified mitigating actions for salient risks. We will conduct an impact assessment of Ramboll offices in high risk geographies. We will focus on training internal experts in human rights, beginning with our procurement and HR staff. And we will focus on implementing a Health and Safety Programme, an Equality, Diversity and Inclusion Programme and a new Code of Conduct for Business Associates.

-
- [Global Commitment](#)
 - [Code of Conduct](#)

POLICIES

- [Employee Satisfaction & Engagement](#)
 - [Equal Gender](#)
 - [Freedom of Association](#)
 - [Internal Mobility](#)
 - [Introduction of Employees](#)
 - [Job Family](#)
 - [Non-Discrimination](#)
 - [Non-Harassment and Non-Violence](#)
 - [Performance & Development Dialogue](#)
 - [Recruitment](#)
 - [Tobacco, Alcohol and Drugs](#)
 - [Weapon-Free Workplace](#)
 - [Work Councils](#)
 - [Code of Conduct for Business Associates](#)
-

EQUALITY, DIVERSITY & INCLUSION (EDI)

In line with our values and the ten UN Global Compact principles, Ramboll respects the labour rights of our employees, allowing them the same professional opportunities regardless of gender, race, age, cultural background, religion or sexual orientation.

As identified under salient human rights risks, the right to non-discrimination and to enjoy just and favourable conditions of work, including the right to equal pay for equal work and equal opportunities for promotion, are material topics for Ramboll.

In order to attract qualified employees and responsible clients to our company in the future, it is crucial to mitigate the risk of discrimination by creating an inclusive work environment and understand the opportunities that equality and diversity bring to our business.

Equality, Diversity & Inclusion (EDI) is increasingly becoming a competitive parameter beyond the Nordic regions, and questions about EDI often feature in prequalification questionnaires. A number of major projects require a strong EDI commitment and increased focus on the performance of suppliers, for example in the form of EDI reporting, stakeholder meetings and training.

Clients are also encouraging suppliers to undertake EDI self-assessments and join them in improving EDI strategies on projects. To this end, Ramboll undertakes an active role in improving EDI performance together with our clients.

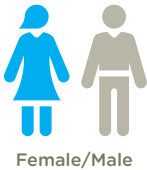
Gender composition of management

The Ramboll Equal Gender policy supports the principle of equal gender representation at board and management levels. We acknowledge the need for diversity and high professional competence criteria for board members and individuals in management positions.

It is a target that each gender is represented by at least two members

RESULTS 2017

Overall gender distribution	2015	2016	2017
Male	66%	66%	66%
Female	34%	34%	34%



Female representation on management levels			
B	7%	7%	10%
C*	17%	17%	21%
D	25%	25%	25%

Female representation identified among successors on management levels			
B	9%	14%	26%
C*	15%	21%	21%
D	24%	26%	28%

* The C2-level was introduced in 2016. The 2016 and 2017 measure for the C-level pool is a weighted average of C1-level pool (17% female in 2017) and C2-level pool (23% female in 2017).

elected at the Annual General Meeting. In 2017, the Group Board of Directors consisted of two female and four male representatives, achieving our target of at least two representatives of each gender in the Group Board of Directors.

Each gender should be proportionally represented in management positions to reflect the actual proportion of each gender in the industry in general. In 2017, the general gender distribution in Ramboll was 34% female/66% male. This is on par with the two previous years and slightly above industry average. In 2017, the Group Board of Directors hired two female Executive Directors, increasing its gender distribution from 0% female and 100% male in 2016, to 33% female and 66% male in 2017 - a positive achievement and an example for other management levels in Ramboll.

Examining Ramboll's B, C, D management levels reveals a slightly positive increase in gender balance in 2017. Although we are still not yet on par with general gender distribution in Ramboll in general, we have managed to increase the proportion of female successors on B and D levels identified in our succession planning.

Women in Ramboll

Though talent availability differs across markets, women continue to be underrepresented in the engineering industry. An imbalance in the diversity of Ramboll's leadership teams, despite improving in 2017, has been identified (see above).

We therefore need to address structural and cultural barriers for women's advancement in Ramboll in accordance with our strategy.

By working proactively to increase diversity at all levels in the company, Ramboll will be able to better harvest the full potential of its talents and become the preferred employer in the industry for both men and women. Diversity goes hand-in-hand with collaboration and both are key in delivering better solutions to the benefit of our clients and company.

The target for 2020 is that diversity, including gender balance across all job families and job levels, should reflect the accessible talents in local markets. Ramboll will deliver a clear vision for gender diversity based on a root cause analysis and enabled by concrete actions to improve gender parity towards 2020, to enhance our reputation as both an inclusive, proactive workplace and an attractive partner for our clients.

Equal pay and promotion analysis

In cooperation with Aarhus University in Denmark, we conducted a statistical analysis of the differences between men and women in terms of wages and promotion opportunities. The analysis focused on six large countries where Ramboll is present (Denmark, Finland, Sweden, Norway, UK and the US) and analysed anonymised data for all job levels over a one-year period. The analysis found no evidence of a significant gender effect in the promotion decision and limited differences between men and women in compensation.

However, there are some limitations to the analysis and recommendations on how to improve data, and therefore we have decided to conduct a further analysis with more detailed segmentation on an individual level in 2018. We will also carry out specific research of the impact of parental

POLICIES

- Equal Gender
- Non-Discrimination
- Recruitment
- Non-Harassment and Non-Violence

ACHIEVEMENTS 2017

- Established internal 'Women in Ramboll' Yammer network and the US Women's Special Interest Group
- Conducted equal pay gap analysis
- Developed Group Policy on corporate language
- Established target-setting of gender representation at management levels
- Further developed the EDI programme

ACTIONS 2018

- Approve and launch Group Policy on corporate language
- Ensure transparency and non-discrimination in recruitment procedures
- Implement EDI programme

TARGET 2020

- Diversity, including gender balance across all job families and job levels, should reflect the accessible talents in the local markets
-

leave - before, during and after leave. In 2018 Ramboll's operation in the UK will also report according to the new UK Gender Pay Gap Information Regulation and we will conduct a Swedish equal pay gap analysis. We intend to use these learnings across Ramboll globally in the future.

Non-discriminatory communication




As an equal opportunities employer and an advocate for equality in general, we use gender-neutral terms and avoid discrimination against race, age, culture and people with disabilities and medical conditions in our communication.

In 2017 we developed a Group Policy regarding corporate language which states rules for corporate language used in all Ramboll communication. We also implemented gender-neutral language in all Group policies and continue to focus on using non-discriminatory language in job advertisements and job interviews.

Female representation in management

As part of the People Review Process 2017, steps were made together with management to set clear targets for gender representation in management positions in all business units moving towards 2020, reflecting accessible talent in local markets. The targets are now being integrated into the business plans for each business unit. Equal opportunities will also be integrated in existing HR initiatives and processes, for example, succession planning and our 'Horizon' development programme for high potential employees.

GLOBAL HSS RISK CATEGORIES
Risk is categorised from low to high and dependant on location of activities.

	 Office-based Projects/Work	 Out-of-Office Projects/Work	 Field Projects/Work
Low risk	X	X	X
Medium risk		X	X
High risk			X

EDI approach in 2018

We will further develop our EDI approach during the next year. The programme applies a top-down and bottom-up approach and the following focus areas will be implemented in 2018:

- Hold 'unconscious-bias' workshops
- Advance women into senior leadership roles
- Increase global and local memberships and events, such as International Women's Day
- Further integrate and increase target-setting
- Conduct risk assessments

HEALTH & SAFETY

Safe and healthy working conditions are the right of all our employees, no matter whether they are working in the office or in the field. To ensure good physical and psychological working environments, commitment to the Group Health and Safety Policy is vital. All management levels and all employees are responsible for ensuring the health, safety and security for themselves and their colleagues.

Health and safety is also an important focus area in relation to the impact that we and our business partners have on all our projects; for example, in relation to design, working conditions for construction workers, and health and safety impacts on the wider community.

New HSS programme

In 2017, Ramboll established a global Health, Safety and Security Organisation (HSS) headed by a new Group HSS Director, who is also developing and implementing a global HSS programme across Ramboll with global KPIs. The HSS provides us with knowledge of material issues for continuous improvement, and HSS procedures were developed and integrated into a new global management system to align with applicable ISO standards (e.g. ISO 45001).

As part of continuous efforts to improve, a network of employee representatives will further develop the HSS programme. This network will represent Ramboll in each country, region, market and office to maximise efficiency and align with other initiatives, such as Project Excellence. Closer cooperation within the organisation along with the integration of HSS in everything that we do will ensure the success of the HSS programme.

Global risk categories

In 2017, we defined and categorised the type of project and/or work environments that are acceptable for our employees, along with the potential HSS hazards, risks

and mitigating actions that these environments can present.

In general, we operate within one of the following main risk categories (see table left):

- Office-based activities where the hazards and risks are well defined, addressed and controlled (low risk)
- Out-of-office activities where an employee may be exposed to surrounding physical or chemical hazards and risks, but these are controlled, and our employees are not actively interacting or creating any new hazards and risks (medium risk)
- Field-based: activities where our employees are actively interacting with or creating hazards and risks which require them to implement specific /specialised control mechanisms (high risk)

The top five global HSS risks that have been identified and related to in 2017 are:

- Stress
- Slip, trip and falls
- Vehicles and transportation
- International travel
- Damaging utilities, such as site solutions or geographical studies

Plans have been developed to mitigate these risks.

POLICIES

- Health and Safety Management
- Quality & Environmental Management

ACHIEVEMENTS 2017

- Appointed Group HSS Director
- Appointed Group Quality Director
- Developed global HWA ('How We Act') management system
- Established HSS organisation
- Conducted risk categorisation

ACTIONS 2018

- Implement the HWA management system including minimum HSS requirements
- Standardise the Risk Management system
- Implement KPIs/event reporting
- Incorporate HSS into Digital Workspace (Intranet)
- Expand training and increasing communication to employees
- Implement online mandatory HSS training for all employees
- Update Ramboll travel policy to include security

TARGETS 2020

- Zero harm in health and safety
-

POLICIES

- Environmental Management

ACHIEVEMENTS 2017

- Established Environmental Management Policy
- Set CO2 targets
- Developed action plan for Facility Management

ACTIONS 2018

- Implement action plan for Environmental Management
- Carry out analysis of travel habits
- Revise travel policy

TARGETS 2020

- CO2 emission per employee reduced by 20% in 2020

LYNC/SKYPE FOR BUSINESS VIDEO CALLS

52%

Increase in the use of Lync video conferencing at Ramboll since 2016. Lync video conference calls increased from 47,556 in 2015 to 225,941 in 2016 to 409,341 in 2017.

*Sweden, Finland and legacy ENVIRON included this year.

GLOBAL VIDEO CALLS IN TOTAL

409,341

Total number of calls from Skype for business/Lync, VC and Cisco WebEx.

ENVIRONMENTAL MANAGEMENT

In 2017, our new global Facility Management Function established a centralised overview of all our office buildings throughout the world and created guidelines for all Ramboll offices. The new Environmental Management policy covers both our operations and projects, and is aligned with the updated ISO 14001 standard (2015). Particular focus was put on establishing a global action plan for achieving a 20% reduction of CO2, generated by our operations by 2020 - which we will begin implementing in 2018.

Carbon footprint

In 2017 Ramboll's total CO2 emission was measured at 25,522 tonnes CO2, equal to 2.05 tonnes per full-time employee equivalent (FTEE), a decrease compared to 2.19 in 2016. CO2 emissions stemming from electricity, cooling and heating were 0.67 tonnes per full-time employee equivalent (FTEE), a significant decrease from 2016 (0.89 tonnes per FTEE). This is partly due to a decrease in country emission factors, more consistent use of country emission factors in Sweden and Finland, and more energy-efficient office buildings.

CO2 emissions from business travel increased slightly in 2017 to 1.38 tonnes per FTEE from 1.30 tonnes per FTEE in 2016. This is mainly caused by an increase in air travel but also due to better data capture of air travel as more employees are using the services of our global travel provider.

We are dedicated to minimising our carbon footprint from business travel.

We encourage our employees to use public transport whenever possible, we provide environmentally-sound company pool cars (continuously being replaced with electric cars), and we are improving our virtual meeting facilities on an ongoing basis to encourage virtual meetings using Skype and video technology.

However, as our company continues to grow internationally, we face a challenge in reducing air travel. In 2018 we aim to analyse our travel data and determine where frequent travelling takes place so we can identify recommendations for further mitigating actions.

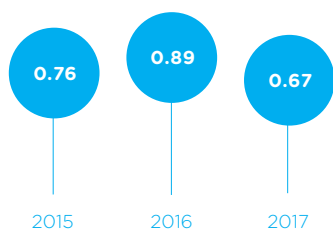
Reducing our impact

To reduce Ramboll's environmental impact from our own operations, we have identified areas for further improvement in the future:

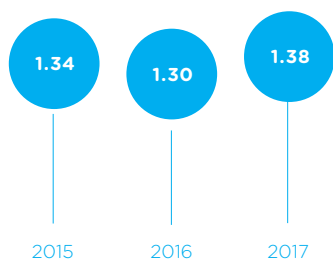
- Lower energy consumption
- Green car policy - replacing diesel cars with electric and hybrids.
- Increase CO2 neutral energy supply
- Lower water consumption
- Recycling of secondary water
- Sorting of waste
- Phasing out unwanted substances
- Purchases, based on cradle-to-cradle principles

As part of an effort to optimise our real estate portfolio, we aim to utilise new office locations that are at minimum certified according to DGNB "Gold", BREEAM "Excellent", LEED "Gold" or other equivalent sustainable building standards. Choosing such locations will benefit all of the overall targets.

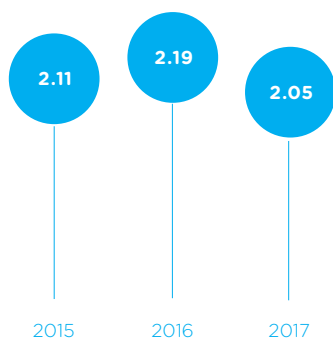
CO2 EMISSIONS PER FULL-TIME EMPLOYEE EQUIVALENT (FTEE) IN TERMS OF ENERGY CONSUMPTION AND BUSINESS TRAVEL.



Energy consumption



Business travel



Total CO2 emissions

Furthermore, we will continue to improve our Skype for Business and video conferencing with better technology and facilities in all offices around the world.

Sustainable procurement

Ramboll is a member of the Network for Sustainable Procurement, a network of companies in Denmark that focus on the environment when procuring goods.

Procurement of goods and services for our own operations is a significant part of our purchases and thus affects our environmental impact. It is our goal to increase the share of eco-labelled purchases each year when we choose products and services in all countries where Ramboll is present.

BUSINESS INTEGRITY

Integrity is at the core of Ramboll's business, and acting honestly, decently and responsibly as we engage with employees, clients and business partners is enshrined in our values.

We respect international agreements and the conventions and rules of the countries where we work both in letter and spirit. As independent consultants, we abide by our professional opinion, regardless of external pressures. And we ensure alignment with our values in our choice of business partners and the services we provide.

Compliance

The Group Compliance Function enables Ramboll to focus on compliance in regard to our policies

and legal requirements across the markets and geographies where we operate.

In 2017 we identified our top three compliance risks areas through compliance risk assessments:

- Anti-corruption
- Data protection
- Management of third-parties

We have prioritised our efforts towards mitigating these risks in 2017 and will continue to do so in 2018.

During 2017 there has been a slight increase in reported compliance concerns. This is an expected and natural result of our maturing ethics and compliance activities, and a positive reflection of the fact that our employees are increasingly aware of the importance of speaking up and flagging potential compliance risks. Reported compliance concerns are invaluable sources of information enabling Ramboll to learn from past events, and to ensure continuous improvements of our compliance activities.

In 2016 and 2017 we conducted management surveys to track the progress of compliance in Ramboll. The surveys have provided valuable input regarding the efficiency of our activities and the compliance culture and will form the basis for the continuous improvement of our compliance activities in 2018. We will also increase our use of employee level surveys to monitor the progress of compliance awareness and adoption throughout our global organisation.

GROUP POLICIES

- Compliance
- Anti-Corruption
- Global Risk

ACHIEVEMENTS 2017

- Identified top three global compliance risks and mitigating actions
- Conducted global training in anti-corruption policies, procedures and guidelines
- Improved data protection

ACTIONS 2018

- Develop and approve compliance strategy
- Enhance control mechanisms in project integration tool
- Establish compliance coordination teams across the organisation
- Train Board members in anti-corruption
- Develop business integrity e-learning leadership training
- Develop sponsorship guidelines
- Implement new Global Data Protection Policy and procedures
- Implement data protection awareness training
- Implement new Code of Conduct for business associates
- Launch and implement Global Procurement policy and procedures

TARGET 2020

- Best industry practice on anti-corruption by 2020

In 2017 we conducted detailed compliance audits into specific parts of our business. One particular area was our telecommunications (telecom) business in India where we provide analysis, design and construction of telecommunications masts and towers. Their construction is dependent upon suppliers to deliver high quality material, and to identify potential risks and areas for improvement, we undertook a detailed compliance audit of all our telecom partners and third-party engagements.

Based on the significant learnings from this audit, a plan has been established to further mitigate risks, particularly with respect to commercial and legal requirements in relation to suppliers, and their commitment to our Business Associate Code of Conduct.

Anti-corruption

As part of Ramboll's Group Strategy, 'Winning Together', we aim to have best industry practice within anti-corruption by 2020. During 2017, we defined how to ensure that we reach this target through analysis of guidance from international legislation, such as the UK Bribery Act, as well as ISO standards 19600 on compliance management systems and ISO 37001 on anti-bribery management systems. In 2018, we will set KPIs to ensure our progress towards reaching best industry practice by 2020.

A major achievement in 2017 was the roll out of new anti-corruption policy, procedure and guidelines, which included the training of all employees worldwide in outlining Ramboll's zero tolerance of corruption and bribery.

Using our Compliance Management System, the Ramboll Anti-Corruption Awareness Training campaign was sent to all employees. We aimed for a 95% completion rate; the final completion rate was 97% of all employees across the company, a very satisfactory result. In 2018 we will develop a new business integrity e-learning module for managers in Ramboll and we will continue to train employees in anti-corruption.

Data protection

Driven by new EU General Data Protection Regulations (GDPR) and cyber risk globally, we have put extensive efforts into improving data protection in 2016 and 2017, as well as integrating new data protection requirements into our workflows and IT systems.

The protection of an individual's personal data and privacy is a right. Personal data is defined as any information that can be linked to a physical person. Data processing is any activity linked to that data.

In line with the EU requirements, it is Ramboll's responsibility to increase accountability for data controllers and processors related to the data of our employees and clients. We want to ensure that our clients, business partners and employees feel secure in the knowledge that we take the necessary precautions when we handle their personal data. This also applies for any personal data we process concerning private citizens, whether as part of a survey or through our applications.

In 2017 we mapped our global data flow, assessed global and local risks, initiated implementation of risk mitigation initiatives and established governance around data protection in Ramboll.

In 2018 we will launch a new Global Data Protection policy, seek approval by the Danish Data Protection Agency for our Corporate Binding Rules, and continue to implement global and local mitigation initiatives to ensure that personal data protection is embedded in our daily operations. We will be conducting awareness training during Spring 2018 to enable our employees to approach their daily tasks with a data privacy mindset.

Procurement

A Global Procurement Function was established in 2016 and has identified an overview of suppliers in Ramboll, categorising all supplier spend globally for Ramboll.

Historically, the management of the supply chain has been decentralised. To address this, in 2017 we undertook supplier mapping and segmentation and registered suppliers in our new contract management system. We also conducted a compliance report on all suppliers to our own operations. This report showed that around only 8% of our suppliers have systematically signed our Supplier Code of Conduct. We need to improve in this area in the future.

In 2018 we will implement a new, revised Code of Conduct for business associates, as well as develop guidelines and a toolbox for procurement staff, and implement a purchase order system.

Tax

Paying tax makes an important contribution to society and Ramboll is committed to fulfilling our tax liabilities and obligations in all the countries in which we do business. This includes corporate income tax on profits, value added-tax and sales tax collected from revenue, social security tax and individual income tax collected from salaries paid to Ramboll's employees. ■

2017 COMPLIANCE CONCERNS (AS OF 31 DECEMBER, 2017)

63

Concerns and whistleblowers, total number.

ANTI-CORRUPTION TRAINING COMPLETED

97%

Average for the entire Ramboll Group.

CORPORATE INCOME TAX CHARGES (DKK MILLION)

Ramboll's 2017 financial statements show a corporate income tax charge of DKK 161.7 million out of DKK 308 million of earnings before tax. This tax charge is allocated between the following main territories:

	2015	2016	2017
Denmark	86.7	78.7	-3.8
Finland	15.5	19.6	47.4
Norway	7.7	15.4	19.8
Sweden	23.4	26.2	30.2
USA	-	19.6	44.7
Rest of world	10.5	8.3	23.4
Total	143.8	167.8	161.7



SMART MOBILITY, FINLAND

In Finland, Ramboll is responsible for project management, technical planning and impact assessment of the Jokeri tram line. The 25-kilometre-long track, which integrates existing transport with new greener modes, is designed to take priority over road traffic to ensure reliable operations and accurate journey times. Image:Hanna Kiema

SHAPE SUSTAINABLE SOCIETIES

Global trends such as climate change, increased urbanisation and resource scarcity mean that now, more than ever, finding sustainable and resilient solutions is vital.

For Ramboll, sustainability is seen in the broader context of environmental, social and economically sound solutions.

Our markets are becoming increasingly complex and our collaborative and interdisciplinary approach to projects is more and more in demand by our clients. We strive to find sustainable solutions that provide both long-term development potential and maximum value for people, nature and society.

We actively contribute to the UN Sustainable Development Goals (SDGs) and this influences not just the way we engage with clients, but also the way we work in practice.

RAMBOLL AND THE SDGS

As part of our strategy to become a recognised leader for sustainable solutions, we use the 17 UN SDGs as our yardstick for sustainability. The SDGs, and their 169 underlying targets, are drivers for future investments and define global priorities and aspirations for 2030.

In 2017 Ramboll focused its efforts on identifying opportunities within the sustainability agenda, demonstrating how the company is contributing to the 17 global goals. The SDGs provide Ramboll with a strong practical, structured and cross-organisational platform for sustainability. By working with them, we also enhance cross-organisational cooperation, and are better placed to develop holistic solutions for our clients, supporting their goals and priorities in line with the SDGs.

Market assessment

All Ramboll markets contribute positively to the SDGs, either indirectly or directly. However, to better understand our contribution to the SDGs, Ramboll conducted an SDG market portfolio assessment in 2017. The results served as input to our strategy, helped identify priorities to maximise the opportunities of the SDGs, and allowed us to further develop our services to accommodate demands from clients to deliver sustainable solutions.

The assessment explored the 169 SDG targets for each of our markets and examined whether our services contribute directly or indirectly, and have a positive or negative impact. It revealed that through our services, Ramboll makes a directly positive contribution to 54 of the 169 SDG targets. The revenue baseline making a positive contribution to the SDGs in 2016 was EUR 670 million or 47% of

Ramboll's total revenue. By 2020 we want to grow the revenue baseline by 40% to over EUR 935 million.

Our contribution

Many Ramboll markets have a strong specialised focus, delivering solutions to one or two SDGs, and when examining the entire Ramboll Group, we also identified strong cross-market sustainability themes such as Sustainable Cities & Communities (SDG 11) and Climate Actions (SDG 13).

Some SDGs already have a strong market relevance across Ramboll, some provide significant market opportunities and some contribute on a smaller scale with room to grow.

Many Ramboll services help mitigate the negative impacts on the SDGs through measures such as environmental impact assessments and for example, the transition to renewable energy and energy efficiency in the built environment.



THE SDG MARKET ASSESSMENT PROCESS - THE 10 STEPS

The SDG Compass was the inspiration for developing the SDG market portfolio assessment and analysis and involves ten steps to identify our direct contribution to the SDGs, including our current revenue baseline within our markets: Buildings, Transport, Water, Environment & Health, Energy, and Management Consulting.



OUR MARKETS

For Ramboll, sustainability is not a specific service but integrated into all the services we provide across all our markets.



Buildings

Ramboll makes a significant and direct contribution to the SDGs through all our Buildings services, which span from architecture, consultancy, planning and design. This range of expertise enables us to

develop liveable buildings that take into account social, environmental and economic sustainability.

Through sustainable design, including the selection and use of sustainable resources and materials, we create healthy indoor climates and energy-efficient buildings. We also take seriously our responsibility in mitigating potential negative impacts stemming from energy use and materials.

Relevant services:

- Architecture and planning
- Sustainable buildings standards & certifications
- Consultancy and design for cultural heritage buildings
- Health & Safety consultancy

47%

Direct positive contribution from Ramboll markets to the SDGs equals 670 billion DKK in 2016



Transport

By developing and providing quality, reliable, sustainable and resilient mobility solutions and infrastructure, we help increase resource-use efficiency and the greater adoption of cleaner and environmentally sound technologies. With a particular focus on smart mobility, urban green infrastructure and resilience, and pedestrian and bicycle solutions, we are able to offer clients all-encompassing sustainable transport solutions.

Relevant services:

- Smart mobility & Intelligent transport
- Rail systems
- Major crossings (tunnels and bridges)
- Asset management



Water

Ramboll's Water services impact directly on the development of water and climate change solutions across the entire water cycle - from water resources and networks, processing and treatment to sewerage and discharge. And our technical services provide for the cost-effective and sustainable design and operation of water and wastewater treatment

systems to play a significant role in reaching global sustainability goals. Relevant services:

- Climate adaptation & Landscape
- Water and Wastewater treatment
- Water & Wastewater networks
- Water Resources



Environment & Health

Our Environment & Health services help clients minimise their environmental footprint with solutions that prevent or mitigate negative impacts on ecosystems and public health in such areas such as air quality, site contamination, health impact assessments and waste management.

We work in a wide variety of industries such as chemicals, food, and consumer products, and we help companies comply with regulations and develop more sustainable products. Our solutions also impact several other global goals, including sustainable and liveable cities and responsible production.

Relevant services:

- Impact assessments
- Air quality
- Health sciences
- Environmental due diligence
- Ecological services
- Resource and Waste management
- Site solutions



Energy

We provide world-class services and solutions within wind energy, thermal power, energy from waste and district energy. And we advise on energy strategies and master planning within the full range of renewable and fossil-fuel based energy production technologies as well as energy transmission and distribution.

We recognise the important role energy transition plays in the sector and our oil and gas consultancy plays a large role in providing clean and affordable energy to many during this phase.

Not only do we contribute to ensuring access to sustainable and reliable energy for the benefit of all, we also mitigate and prevent potential negative environmental impacts of the projects we engage in.

Relevant Services:

- Energy planning and district energy
- Power systems and power generation
- Energy from waste
- Wind energy
- Offshore infrastructure (produced water, health and safety, non-flaring)
- Energy terminals (biofuels)
- Pipelines and subsea for natural gas

- 1 **SUSTAINABLE ENERGY**
Wind energy is leading the way as demand for affordable and sustainable energy solutions increases. In Norway, Ramboll is working on the largest onshore project in Europe - the Storheia Wind Farm which will generate enough electricity to power 170,000 households. Image: Ramboll.



- 2 **ATTRACTIVE CLIMATE ADAPTATION**
Managing flooding in an innovative way, the Soul of Nørrebro project centres on the renewal and climate adaptation of an urban park in inner Copenhagen. Ramboll is using blue-green infrastructure to transform the park into a series of multifunctional rainwater catchment basins from which the excess rainwater is purified biologically by the park's greenery. Visualisation: SLA/Beauty and the Bit.





Management Consulting

Our Management Consulting business is based on evaluation and research services in areas such as employment, integration, education, and social affairs. We also provide assistance within socio-economics, stakeholder management, cost/benefit analyses for projects, and regional growth strategies to enhance economic development.

We assess the social, environmental and economic impacts and effects of large projects and investments to ensure that they provide maximum value for society. And we develop methods and provide evidence for how to support health, well-being and a good life for all groups of people and all ages.

By combining our expert knowledge from our other services and markets with strong methodologies within policy design, evaluation and economics, we can provide joint sustainable solutions within climate, energy and utilities.

Relevant Services:

- Social and economic impacts
- Sustainable operations & Circular economy (procurement and supply chain)
- SDG consulting & business development



Planning & Urban Design

Ramboll has a strong tradition of delivering holistic solutions to our clients, utilising specialised expertise from each of our markets.

For example, our Liveable Cities concept, part of our Planning & Urban Design business, is an important driver for Ramboll's sustainable society consultant position across all our markets and contributes significantly to SDG 11 ('Sustainable Cities & Communities') and SDG 13 ('Climate Action').

More than half the world's population lives in cities and this figure is predicted to rise to two-thirds by 2050. While cities generate almost two-thirds of the world's wealth, they are also responsible for more than 70% of CO2 emissions and a significant amount of waste generation.

In response to these trends, our Liveable Cities approach offers an umbrella of multiple services that address both general and very specific urban challenges, and targets the urban development market for more sustainable cities. Ramboll is involved right across the board, from strategic and holistic city planning to master planning and project-specific technical design.



POLICIES

- Project Excellence
- Business Risk Management
- Global Risk
- Contract with Clients on Consultancy Services
- Quality Management
- Intellectual Property Rights

ACHIEVEMENTS 2017

- Key Account Management programme
- Client screening in project excellence procedures
- Client-centric roadmap
- Ethics Committee

ACTIONS 2018

- Develop Client Policy
 - Develop Conflict of Interest Policy
 - Implement Key Account programme (KAM)
 - Implement Project Integration tool
-

ENGAGING WITH CLIENTS

Our clients are at the centre of everything we do. Only by putting our clients first and understanding their needs, can we provide the very best in world-class solutions and help them contribute to sustainable development.

Creating value for clients

To help clients achieve their sustainability goals, we work to develop strong client relationships so that we better understand their needs and challenges.

**CITY OF THE FUTURE**

Kronløb Island is a major sustainable development in the Nordhavn area of Copenhagen which is designed with liveability in mind. Ramboll is part of the design team working on an underground car park, apartments with sea-views and an office building – all designed to be resistant to floods and ice as well as withstanding changing water levels.



LIVEABLE BUILDINGS CHALLENGE 2017

Ramboll's Sustainable Buildings Network gathered in May, 2017 to share and discuss sustainability in the built environment

Our Key Account Management Programme, launched in 2017, allows us to focus proactively in offering sustainability services to our clients - in particular those who share our strategic ambition. It helps us find common ground with clients on joint strategic development projects where innovation and sustainability go hand-in-hand in forming strategic partnerships.

In 2017 we also developed a new global Sales Funnel with the purpose of improving the process of identifying and selecting the most suitable clients and project opportunities. The Sales Funnel allows for improved data flow and more transparency, and is a vital

tool for facilitating more systematic and effective ways of sharing client insights and identifying opportunities that support Ramboll's strategic goals in delivering sustainable solutions.

Project risks

In order to prevent risks, we expect all our clients to share our ambition to avoid causing or contributing to adverse impacts on human rights, including human health, the environment and corruption, and to swiftly address any adverse impacts if they arise. We conduct risk assessments of clients within those business sectors that carry high reputational risk related to business integrity, environmental protection and/or human rights.

From a risk management perspective, there may be situations where we will decline to work with a client if they or a particular project is in clear conflict with our values and commitments.

We do not support projects for which the primary purpose is potentially destructive towards mankind, and work only with clients who share our policy of demonstrating respect for human rights, the environment and anti-corruption.

We also undertake preventive measures and compliance controls, such as client screening, and reinforce our commitment in all project proposals. Each project must be assessed using Project Excellence

and Quality Management procedures and tools to ensure that our risk and business integrity policies are met.

As part of this, a new Project Integration Tool was developed in 2017 which makes it possible to identify for example, legal, financial, compliance and health and safety risks, conflicts of interests and client dilemmas in relation to our values in the early phase of a project and integrate these findings into decision making processes and actions related to the project. This tool will be implemented globally in 2018.

In 2018 we will further develop our Client Policy to help employees and managers make the right decisions concerning clients and project risks.

Ethics Committee

In 2017 the Ethics Committee was established with the purpose of handling dilemmas and providing guidance on how to ensure that Ramboll acts as a responsible company in line with our values and legacy. The Ethics Committee monitors, reviews and interprets our business integrity standards and is the point of contact when Ramboll is faced with dilemmas or requests related to our ethical standards. For example, with respect to clients and the services we provide to a client to avoid projects characterised by an aggressive, destructive or suppressive purpose towards nature or people.

Any individual in Ramboll can make a request to the Ethics Committee and it must provide them with a specific answer. Any decision taken by the Ethics Committee is final and binding and the agreed position is communicated accordingly.

TOOLS AND METHODS

As an engineering consultancy, we have a major role to play in applying our technical knowledge and multidisciplinary approach in a practical way when aligning solutions with the UN sustainable development goals (SDGs). Many of the tools and methods we use in our daily work contribute to sustainable design, the optimisation of resources and reducing the negative impact on the environment and people.

We continue to work on aligning sustainability in our consultancy, planning and engineering design, integrating it into our project tools and methods. In this way, we will provide real benefits to our clients and increase awareness of sustainability in our everyday work.

Sustainable projects with Building Information Modelling (BIM)

The BIM tool allows projects to be continuously evaluated based on sustainability criteria during all phases of the project lifecycle, including planning, design, construction, and operation.

Because of its ability to impact design and aid the cost and scheduling of decisions, BIM provides a more efficient use of resources. It also makes cross-disciplinary collaboration easier and its comprehensive approval process adds calculations, documentation, and verifications to the design process to achieve a high level of quality in projects.

In 2018 we will continue developing methods to standardise the way sustainability is integrated in Ramboll engineering, BIM and project excellence.

Sustainable design

Ramboll demonstrates its commitment to sustainability through certifications for building construction, including well-known building certification schemes such as DNGB, BREEAM and LEED.

Certification evaluates the three pillars of sustainability: environmental, social and economic impacts. It provides us with a methodical tool that encompasses the SDGs and makes sustainability tangible in our building and urban development projects. It supports the work on integrated design and multidisciplinary collaboration in our own organisation as well as with business partners and clients, and it can also be used as a dialogue tool to tailor the sustainability design to the specific building context.

Liveable Buildings

The Sustainable Buildings Network in Ramboll consists of nearly 100 sustainability experts within buildings and urban planning. In May 2017, they took part in the 'Liveable Buildings Challenge 2017' conference to share knowledge and examine new innovative ideas on how to work with sustainability in Ramboll.

The Liveable Buildings concept aims to develop tools and holistic methods, such as life cycle assessment tools, that can be implemented in building and urban planning projects. Liveable buildings should be designed to be attractive and comfortable for the people who live and work in them, and they should inspire people to interact with each other, the building itself and its surroundings. Taking this one step further, we have developed a Liveable City concept,

an ideal platform for encouraging sustainability in a city or at neighbourhood level.

Impact assessments

Ramboll conducts environmental, social and economic impact assessments during the course of many of our projects. In-depth knowledge of the public sector’s welfare domains, as well as the private sectors needs within energy, transport, climate, water and environment, provide us with a strong platform to meet the demands of clients, international agencies and lending institutions in understanding and effectively addressing environmental, social and economic impacts.

Using scientifically rigorous methods, we identify solutions capable of improving the environmental, social and economic outcomes of a project. We contribute to evidence-based policy making by using the highest methodological standards to understand clients’ needs for decision making. And by utilising evidence-based knowledge on how to achieve change, we help clients develop, plan and implement sustainable and effective solutions.

In 2017 we have further developed an SDG specific assessment method and tool to elaborate business strategy and address risks and opportunities for our clients. The new tool will be launched in 2018. ■

ENVIRONMENTAL ACCREDITATION SCHEMES, NUMBER OF LICENSED ASSESSORS WITHIN RAMBOLL

2015	2016	2017	
38	40	40	BREEAM
28	26	24	LEED
20	24	21	Miljöbyggnad
9	18	18	Cert. Energy Expert*
7	8	14	DGNB
4	4	3	ESTIDAMA
4	5	3	CEEQUAL
4	5	3	EPC
6	4	3	GSAS
1	1	1	Green Star
1	1	1	GMM
10	9	14	BEAM Prof.
1	1	1	Envision
2	1	1	FiGBC
-	3	-	Well Building Standard
-	5	4	Citylab
-	2	1	Svanen
-	-	1	RTS - FINLAND
-	-	1	FITWEL AMBASSADOR
138	157	154	Total

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

*Under various national schemes



WASTEWATER TREATMENT

To cater for Stockholm's growing population, Ramboll is modifying the city's two existing wastewater treatment plants to build one new unit with the capacity to clean water for over 1.2 million residents. The project not only invests in future sanitation sewers, but also fulfils environmental demands.



GREEN MOBILITY

Ramboll helped the City of Oslo in Norway in designing better conditions for pedestrians in the city. Visualisation: Oslo Kommune, Bymiljøetaten.

ENGAGE IN SOCIETY

From our partnerships with global initiatives such as the UN Leadership Summit, or our strong presence at events such as New York Climate Week, Ramboll plays an active role in advocating for sustainable solutions in society.

Ramboll engages with non-governmental organisations (NGOs) to support urgent challenges in the local communities, and the Ramboll Foundation supports research, education and humanitarian aid. Ramboll employees are also active in volunteering with local communities around the world through charitable and pro-bono work.

On every level, community engagement plays a crucial role in our ongoing commitment to a more sustainable society.



PARTNERSHIPS

Memberships and partnerships allow us to influence agendas and reinforce the message of sustainability. And collaboration with industry peers and those outside the industry on best practice and knowledge sharing makes us better placed to find solutions that are a benefit to all.

In September 2017, Ramboll was actively engaged at New York Climate Week, participating in the UN's Global Compact Private Sector Forum and the UN Global Compact Leaders Summit. We conducted a Master Class for cities in collaboration with the city of Copenhagen and the city of New York, and contributed to the high-level conference, 'The Cities for Global Impact - Advancing SDGs through Urban Action'.

In November, Ramboll participated in the Sustainable Innovation Forum at the UN's Climate Conference COP23 in Bonn, Germany where we took an active role in the debate about climate master planning in cities, as well as delivering keynotes and hosting roundtable events.

Engaging locally

October 24, 2017 marked the official founding of a new Danish UN Global Compact Network, and Neel Strøbæk, Senior Group Director, Sustainability & CR, was elected member of the board.

As part of our continued commitment to the UN Global Compact, Ramboll plays an active role on a local level, with a pragmatic and solution-oriented approach to sharing our expertise. In particular, we aim to

focus on the role of professional services companies in achieving the implementation of the 17 SDGs.

For example, in 2017 we continued our successful partnership with State of Green during 2017. State of Green is an intergovernmental Danish organisation that promotes Danish interests related to the global green agenda. And in Finland we are the climate partner of the City of Helsinki, engaging with the Green Building Council Finland and an active member of FIBS, Finland's leading corporate responsibility network.

Innovation awards

Collaboration between employees across the industry is also an effective way of promoting innovation and Ramboll was proud to take part in world's first-ever SDG talent festival in Aarhus, Denmark in August 2017.



Ramboll employees, including Gitte Gylling Hammershøj Olesen, Senior Consultant (fifth from right) featured prominently at the UNLEASH Innovation Lab 2017. The event aims to build networks around the United Nations Sustainable Development Goals.

Image: Astrid Maria Rasmussen

The 'UNLEASH' event, which aims to foster innovative ideas that promote sustainable development, attracted 1,000 global talents and Ramboll employees won the a 'Urban Sustainability' award for new sustainable method of demolishing abandoned buildings.

The Ramboll Foundation was among one of the UNLEASH Foundation Partners - having donated DKK 1 million, proof of the initiative's potential in realising the Sustainable Development Goals.

VOLUNTEERING

Ramboll is proud to have employees who are not only engaged in their daily work but also help make a difference to society. Their skills and dedication help improve the lives of others who are less fortunate.

Our extensive volunteering initiatives vary from country to country and culture to culture, but all involve the time and expertise of employees.

In the UK, employees have the opportunity to spend one paid working day per year on volunteering work as well as join a charity task group. In India, a proportion of our turnover goes to local humanitarian activities such as an initiative to improve women's education which we supported in 2017.

And in Denmark, the Humanitarian Society has supported orphanages in India and Africa since 1992.

Many employees also choose to spend some of their spare time working with Engineers Without

Borders on specific projects such as sanitation or buildings in areas of need. We encourage as many employees as possible to participate in volunteering work as we strongly believe making a difference is good for both individual and company.

In 2017, the Ramboll Foundation, in cooperation with NGOs, supported employees financially with a variety of humanitarian and volunteering projects around the world totalling 500,000 EUR:

- Promoting children's rights to education through disaster resilient school reconstruction in Nepal (with ActionAid UK)
- Improving toilet facilities for disabled children in St. Jude Orphanage in Gulu, Uganda
- Raising money for the Red Cross for the African hunger crisis (with the Ramboll Foundation)
- Providing access to clean water in Sierra Leone (with Engineers Without Borders)
- Managing waste water and sanitation in Tanzania (with Engineers Without Borders)
- Building a footbridge for safe access in Panama
- Providing electricity and clean water for schools in Nepal

Ramboll employees also volunteered for a large variety of charity activities including:

- Mentoring for refugees and young immigrants in Denmark,
- Collecting money for Children with Cancer UK
- Collecting used mobile phones for the Water Aid Charity, UK
- Collecting items for more than 100 children at the Annai Fathima Illam Home for Destitute Children in Chennai, India,
- Donating money to orphans in India and Africa (through Ramboll's Humanitarian Association) ■



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.

ABOUT THIS REPORT

The Ramboll Communication on Progress (COP) Report covers activities in the 2017 calendar year. It complements the Annual Report and constitutes Ramboll's 'Communication on Progress' (COP) in compliance with the UN Global Compact and other relevant legislation such as the EU directive for Non-Financial Reporting and the Danish Financial Statements Act §99 A and B.

The purpose of this report is to communicate Ramboll's sustainability and corporate responsibility performance, including policies, achievements, results and ambitions to all relevant stakeholders.

SCOPE

The report compares data for the complete Ramboll Group over the past three years. In the 'KPI Reporting overview' section, detailed reporting is presented on selected Key Performance Indicators (KPIs) per Principle Business Units (PBUs) and per country.

An overview of our organisational structure is available at www.ramboll.com/who-we-are-new/our-organisation

EXTERNAL ASSESSMENT

Ramboll aims to ensure that the quality and credibility of the quantitative as well as qualitative information disclosed in the COP Report meets the expectations of our stakeholders and internally forms a sound basis for management decisions. Therefore, we have in 2017 engaged with our auditors, PwC, to have them assess our data reporting processes and internal control environment with the purpose of ensuring that from 2018 Ramboll COP reporting will undergo an assurance process. As a result of the 2017 assessment, PwC have prepared a detailed management letter with specific recommendations and a suggested roadmap for how to prepare for external assurance of the non-financial reporting in 2018 against our defined accounting principles and recognised assurance standards.

REPORTING STANDARDS

Ramboll has aligned its reporting with the Global Reporting Initiative's (GRI) G4 Reporting Framework. 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. As in last year, this report contains standard disclosures from the GRI Sustainability Reporting Framework, although we are not yet meeting the complete 'in accordance' criteria. We will continue to develop and mature our reporting processes and data collection with the aim of improving our performance.

MATERIALITY

The contents of the 2017 COP Report are based upon an assessment of materiality providing guidance on what topics are material to stakeholders as well as to Ramboll. The materiality assessment is outlined on page 38, and has been updated in 2017 prior to the publication of this report. The assessment has included input from management, relevant Group functions as well as selected external stakeholders within the target group.

CHANGES COMPARED TO PREVIOUS YEARS

As a result of the 2017 materiality update, Ramboll has decided to discontinue reporting on Works Council meetings, compliance audits and customer satisfaction rates. Furthermore, the reporting format has changed from disclosing data both on geographical and business area splits to only mirror the geographical split.

In 2017, new indicators regarding training in anti-corruption and the number of whistle-blower cases registered have been added with reference to the materiality update. Changes to already published historical data will only be made if the change is exceeding 5% of the already stated value. If changes are made, an explanation will be provided in addition.

The following accounting principles are unchanged compared to previous years except for indicators that are new in 2017.

ACCOUNTING PRINCIPLES

All data indicators are based on internally registered, consolidated and reported data. To ensure the quality of data, reporting instructions have been authored and sent to those responsible for data registration, and sanity checks have been performed at both registration, consolidation and reporting level.

Employee Engagement Rate

Ramboll Management Consulting conducts an Employee Engagement Survey annually, which is based on the data disclosed. All employees employed at the time of the survey (based upon a list of employees from the HR system 'Work Day') are asked to participate. The survey includes the calculation of the benchmark on a scale from 1-5, where 5 represents the best.

Voluntary Employee Turnover

Voluntary employee turnover is based upon registrations in the HR system 'Work Day' of employees who have resigned of their own will, divided by the average number of employees during the reporting period (head count).

Gender split data

Gender split data per country is based upon registrations in Ramboll Group's HR system 'Work Day'. All employees in Ramboll at year end (head count) are included (except temporary employees and student workers). Employees with management responsibilities are defined at levels B, C and D referring to their organizational level.

FTE

The number of Full Time Equivalents (FTE) are used when calculating the CO2 emissions per FTE. The number of FTEs is obtained from the Financial Statement of Ramboll Group and based upon hours worked and registered at year end divided by standard working hours during the year for an individual.

CO2 emissions, energy

Energy consumption data (electricity, district heating, oil and gas) have been collected from national Facility Managers or similar based on invoices, meter readings and/or estimates with origin in office areas in square meters and internal benchmarks. Offices with less than five

FTEs have not been included, with reference to materiality if no data has been reported.

Emissions of CO2 have been calculated centrally by Facility Management by multiplying consumption data with generally applied conversion factors (oil and gas) and with country specific conversion factors (electricity and district heating) obtained from the International Energy Agency.

For Ramboll Environ offices outside the US, consumption data have been estimated regardless of the size of the offices.

CO2 emissions, business travel

CO2 emissions from air travel and nearly all train travel have been calculated and supplied by our travel agent Egencia. Additional CO2 emissions data from travelling (train, ferries, etc.) have been estimated and added based on financial data on costs in 2017.

Emissions from fuel for company cars are calculated and added based on consumption data from our leasing agency.

Anti-corruption training

All employees (except temporary employees and student workers) are required to complete anti-corruption E-learning annually. The percentage represents the number of employees having completed and passed the training in 2017. Employees in scope are gathered from the HR system 'Work Day'. Employees on paid leave (maternity, etc.) are not required to complete the training until their return.

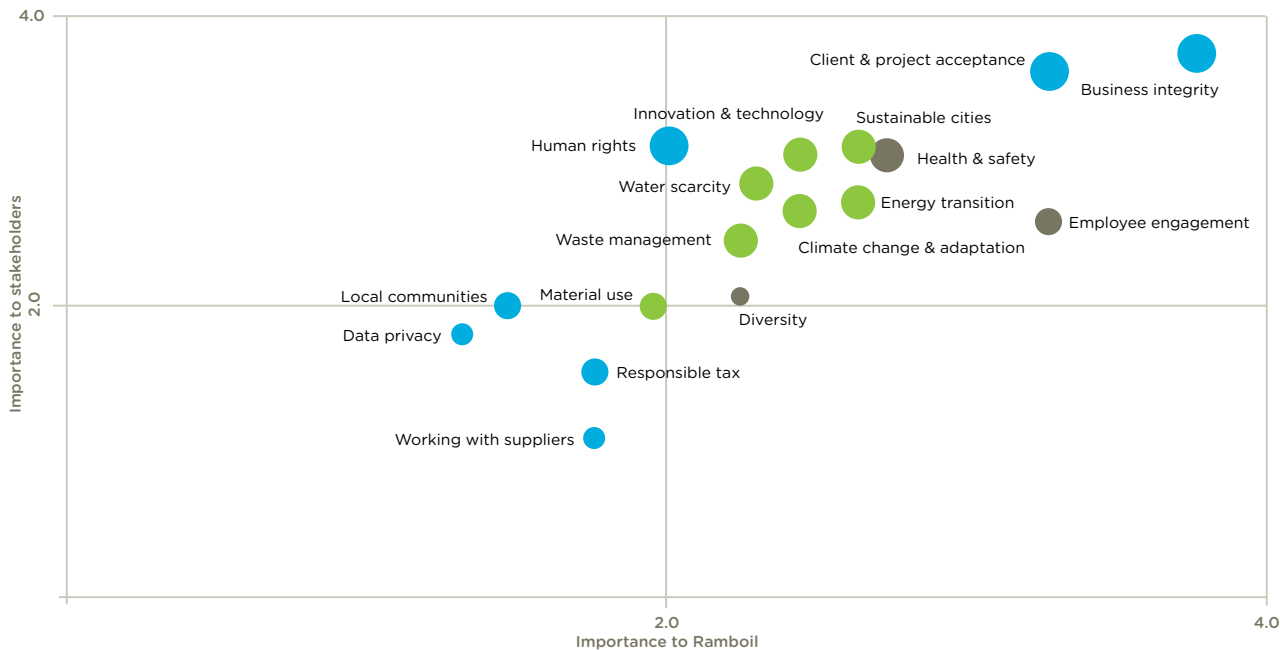
Compliance concern cases

The number of whistle-blower cases and compliance concerns in 2017 reported through Ramboll's whistle-blower system and compliance organisation relate to reporting of breaches of laws and regulation, breaches of code of conduct policies and procedures and/or breaches of commitments or obligations. The indicator represents the number of reported incidents that have been substantiated when investigated further by the Ramboll Group Compliance Function. ■

GLOBAL REPORTING INITIATIVE (GRI) G4 CONTENT INDEX

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; and where partial disclosure is available. GRI index also states where relevant data and information can be found in the COP Report. If it is not available in the report, a link or reference is provided to our Annual Report (AR) or our company website www.ramboll.com.

Additionally, the index provides information on the correlation between the GRI indicators reported and 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.



● 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.

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 A/S page 47	●		
G4-4	Primary brands, products, services	www.ramboll.com/ services-and-sectors	●		
G4-5	Location of headquarters	COP page 47	●		
G4-6	Countries of operation	AR pages 6, 11 www.ramboll.com/worldwide	●		
G4-7	Nature of ownership and legal form	AR page 6	●		
G4-8	Markets served	COP page 3, AR pages 10, 19 www.ramboll.com/worldwide, www. ramboll.com/services-and-sectors	●		
G4-9	Scale of the organisation	AR pages 6-7, www.ramboll.com/ services-and-sectors	●		
G4-10	Employee breakdown (gender, type, contract)	COP page 12	◐	6: Labour	5: Gender equality
G4-13	Changes during the reporting period (size, structure, ownership)	COP pages 36-37, AR page 11	●		
G4-14	Addressing the precautionary approach	Code of Conduct: www.ramboll.com/ about-us/responsible-and- holistic/global-commitment	●		
G4-15	External charters, principles or other initiatives endorsed	UNGC, UNGP, FIDIC, GRI, SDGS	●		
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES					
G4-17	Coverage of entities included in the organisation's consolidated financial statements	AR page 55	●		
G4-18	Process for defining the report and the Aspect boundaries	COP pages 5 and 38	●		
G4-19	Material Aspects identified	COP pages 5, 10, 22-23 and 38	●		
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	COP pages 36-37, AR page 11	●		
G4-23	Significant changes from previous reporting periods in Scope and Aspect Boundaries	COP page 5	●		
STAKEHOLDER ENGAGEMENT					
G4-24	Stakeholder groups engaged	CR page 23	◐		
REPORT PROFILE					
G4-28	Reporting period	Calendar year 2017, 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	COP page 36	●		

GOVERNANCE

G4-34	Governance structure	COP page 6-7, AR page xx-xx, www.ramboll.com/who-we-are/our-organisation	●
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ETHICS AND INTEGRITY

G4-56	Values, principles, standards, code of conduct and code of ethics	COP page 17+18, AR page 9 www.ramboll.com/who-we-are/a-responsible-company/global-commitment	●
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GENERIC DISCLOSURES ON MANAGEMENT APPROACH

G4-DMA	Disclosures on management approach	Disclosed continually under each topic	◐
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SPECIFIC STANDARD DISCLOSURES: MANAGEMENT APPROACH AND PERFORMANCE INDICATORS

ECONOMIC

Economic performance

G4-EC1	Direct economic value generated and distributed	AR pages 7, 44, 49	◐		
G4-EC2	Financial implications, risks and opportunities for the organisation's activities due to climate change	COP pages 16+26	◐	7: Environment	13: Climate action

ENVIRONMENTAL

Emissions

G4-EN19	Reduction of GHG emissions	COP pages 16, 26, 34, 44-45	◐	8-9: Environment	13: Climate action
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Transport

G4-EN30	Significant environmental impacts of transporting goods, materials and members of the workforce	COP pages 16, 44-45	●	8: Environment	13: Climate action
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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	AR page 15	◐	6: Labour	5: Gender equality
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Occupational Health & Safety

G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	COP pages 14-15	◐		8: Decent work and economic growth
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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	COP pages 12-14, 42-43	◐	6: Labour	5: Gender equality
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HUMAN RIGHTS

Impact assessment

G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	COP pages 10-11		1: Human Rights
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SOCIETY

Anti-Corruption

G4-SO3	Total number and percentage of operations assessed for corruption risks and significant risks identified	COP pages 17-18		10: Anti-corruption	16: Peace, Justice and strong institutions
G4-SO4	Communication and training on anti-corruption policies and procedures	COP pages 18, 42-43		10: Anti-corruption	16: Peace, Justice and strong institutions
G4-SO5	Confirmed incidents of corruption and actions taken	COP pages 18, 42-43		10: Anti-corruption	16: Peace, Justice and strong institutions

PRODUCT RESPONSIBILITY

Product and service labeling

G4-PR5	Results of surveys measuring 'customer satisfaction'	AR pages 17-18	
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KEY PERFORMANCE INDICATORS PER PRINCIPLE BUSINESS UNIT

Principal Business Unit (PBU)	KPI Year	Gender distribution Females	Females on management level B	Female on management level C	Females on management level D	Anti-corruption training (%)	Number of concerns and Whistleblowers
Key Performance Indicator (KPI) target		32%	32%	32%	32%	95%	-
Denmark	2017	30	0	16	23	99	8
	2016	30	0	0	22	-	-
	2015	30	0	0	26	-	-
Sweden	2017	26	0	18	20	92	6
	2016	29	0	18	22	-	-
	2015	30	0	23	24	-	-
Norway	2017	32	0	24	30	96	10
	2016	32	0	35	34	-	-
	2015	32	0	35	32	-	-
Finland	2017	29	0	0	19	100	1
	2016	32	0	17	32	-	-
	2015	34	0	16	28	-	-
UK	2017	22	0	8	9	97	2
	2016	28	0	8	14	-	-
	2015	29	0	14	5	-	-
MEA	2017	15	0	0	20	97	16
	2016	24	0	0	8	-	-
	2015	20	0	0	7	-	-
Environment & Health	2017	50	0	31	29	97	10
	2016	51	0	22	29	-	-
	2015	51	0	29	24	-	-

Principal Business Unit (PBU)	KPI Year	Gender distribution Females	Females on management level B	Female on management level C	Females on management level D	Anti-corruption training (%)	Number of concerns and Whistleblowers
Key Performance Indicator (KPI) target		32%	32%	32%	32%	95%	-
Water	2017	43	50	18	36	95	3
	2016	42	50	20	38	-	-
	2015	42	100	43	41	-	-
Energy	2017	20	0	27	10	99	1
	2016	21	0	20	13	-	-
	2015	20	0	0	13	-	-
Oil & Gas	2017	21	0	0	15	100	1
	2016	23	0	0	24	-	-
	2015	26	0	8	16	-	-
Management Consulting	2017	43	0	14	32	100	1
	2016	43	0	13	38	-	-
	2015	43	0	8	38	-	-
Ramboll Support Organisation	2017	57	0	50	43	97	1
	2016	42	0	22	30	-	-
	2015	40	n.a.	29	29	-	-
Corporate	2017	44	22	75	67	100	3
	2016	46	13	67	100	-	-
	2015	46	8	n.a.	n.a.	-	-
Ramboll Group total	2017	34	10	21	25	97	63
	2016	34	7	17	25	-	-
	2015	34	7	17	25	-	-

KEY PERFORMANCE INDICATORS PER COUNTRY

		MANAGING OUR ENVIRONMENTAL IMPACT		
Country	KPI Year	CO2 emissions, energy per FTEE	CO2 emissions, Business travel per FTEE	Total CO2 emission
Key Performance Indicator (KPI) targets		-	-	-
Denmark	2017	0.41	1.70	2.11
	2016	-	-	-
	2015	-	-	-
Sweden	2017	0.17	0.88	1.05
	2016	-	-	-
	2015	-	-	-
Norway	2017	0.05	1.36	1.41
	2016	-	-	-
	2015	-	-	-
Finland	2017	0.43	1.53	1.97
	2016	-	-	-
	2015	-	-	-
UK	2017	0.82	1.58	2.40
	2016	-	-	-
	2015	-	-	-
Germany	2017	0.83	1.37	2.20
	2016	-	-	-
	2015	-	-	-

MANAGING OUR ENVIRONMENTAL IMPACT				
Country	KPI Year	CO2 emissions, energy per FTEE	CO2 emissions, Business travel per FTEE	Total CO2 emission
Key Performance Indicator (KPI) targets		-	-	-
India	2017	1.35	0.31	1.66
	2016	-	-	-
	2015	-	-	-
Middle East	2017	1.42	1.25	2.68
	2016	-	-	-
	2015	-	-	-
USA	2017	2.73	2.19	4.92
	2016	-	-	-
	2015	-	-	-
Rest of World	2017	1.03	0.35	1.38
	2016	-	-	-
	2015	-	-	-
Ramboll Group total	2017	0.67	1.38	2.05
	2016	0.89	1.30	2.19
	2015	0.76	1.34	2.11

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

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