

Communication on progress 2018

Ramboll Annual Report



(Copied from <https://ramboll.com/annual-report-2018#>)

Driving sustainable growth with an increasing order book

Ramboll realised strong organic growth of 7% in 2018, while our order book stood at a record high - up by 31% growth compared to last year.

Underlying this were some significant measures aimed at further driving our growth.

A central element of our 'Winning Together' strategy launched in 2017 were our Spearhead services where we utilise our global expertise to provide high-end solutions internationally.

In 2018 Ramboll operationalised and further developed new Spearhead service offerings to drive growth and strengthen specialisation. They include services such as High-Rise Buildings, Major Crossings, Smart Mobility, Offshore Wind and Waste-to-Energy. Since their introduction, Spearhead services have shown impressive growth, particularly within Buildings and Transport which have experienced double-digit growth rates.

Spearhead services are part of a new matrix operating model to enhance efficiency and collaboration across the company which was made fully operational on 1 January 2018. As a result, we have initiated more projects across business units than ever before, and cross-regional revenue synergies have increased significantly. Similarly, the establishment of our Key Account Programme has helped Group-wide accounts grow by 15% during the year, well in line with our target of these accounts being double the growth of the company.



CEO Jens-Peter Saul (left) and Chair of the Board Jeff Gravenhorst (right)

In addition, our sustainability strategy is now bearing fruit. We can see how our strong expertise in sustainability is increasingly recognised as a differentiator in the market and thus a catalyst for growth. Today 55% of our services are already directly and positively contributing to the UN Sustainable Development Goals (SDGs), through services in green energy, water treatment, environmental remediation and our sustainability consulting services in Management Consulting among others.

The UN Sustainable Development Goals and the UN Global Compact Principles will continue to be important frameworks for Ramboll. We remain committed to them, and we are well on the way to delivering on our ambitions to grow the services that directly and positively contribute to the SDGs by 40% until 2020.

Reinforcing the focus on continuing to integrate sustainability into our business, we have this year chosen to combine our Corporate Responsibility reporting into the Annual Report.

In 2018, we also launched our digital innovation strategy which focuses on 'How We Work', e.g. using digitalisation and automation to increase productivity, 'What We Offer' - such as digital twins and smart city solutions - and 'How We Innovate', utilising the skills of all our 15,000 employees.

The acquisition of OBG was another important strategic milestone that was reached in 2018. OBG significantly strengthens our US platform by expanding our Water, Energy and Environment & Health services and almost doubling the workforce in the US to close to 2,000 employees. Over 90% of shareholders in OBG voted in favour of the acquisition, reflecting the fact that Ramboll and OBG are a strong commercial and cultural fit and that it is a group of motivated colleagues who are now joining Ramboll. On that basis we are confident that we will be able to leverage the many synergies between our companies to the benefit of clients and employees alike.

In the UK, our results were impressive despite the insecurity surrounding Brexit, and we achieved 19% growth. Our business units in the Middle East & Asia have also shown strong growth and solid profitability.

However, there were challenges during the year. While we have seen a significant improvement in areas that have been underperforming, we have also seen a slight slowdown among traditionally strong performers. Geographies such as Sweden and Denmark had slower than expected growth which resulted in reduced profitability. Our Energy market, which in the past has been among one of our most profitable, was affected by a sluggish Danish market.

These setbacks unfortunately impacted our profit margin which ended below our ambitions. In the coming year we will therefore focus on improving these areas so that we can better transform the strong growth into higher profits.

Another priority will be to successfully integrate OBG within Ramboll and establish a new Americas business unit in order to create a strong platform for future investments. We will also focus efforts on Germany which we see as a key market for future growth. We aim to create a strong platform there during the next few years in order to achieve significant growth, both organically and through acquisitions. With close to 500 engaged employees in Germany, we have a great starting point.

And last but not least, we will continue to invest heavily in implementing our digital strategy to realise our ambition to become a digital leader in our industry.

None of the hard work carried out during 2018 would be possible without the professionalism and dedication of our employees and we would like to take this opportunity to thank them for their hard work throughout the year.

Jens-Peter Saul, Group CEO
Jeff Gravenhorst, Chair of the Board





Major Project Wins

Delivering on the US' most ambitious wind targets

Drawing upon our vast experience in offshore wind turbine and foundation design, Ramboll has been selected by the [New Jersey Board of Public Utilities to help develop wind energy in the state](#). New Jersey has initially committed to 3,500 MW of offshore wind, the most ambitious goal in the US

The longest sea bridge in India

Ramboll is acting as an advisor for the construction of a new [21.8 km bridge connecting Mumbai and Navi which will be India's longest sea bridge](#).

The new bridge will play a crucial role in future growth in India, providing access to new jobs and housing for hundreds of thousands of people in the fast-growing Navi Mumbai region.

Denmark's tallest residential building

In cooperation with renowned architects 3XN, Ramboll is providing [engineering expertise and design management for the Lighthouse tower in Aarhus](#). The 44-storey high building will consist of more than 200 apartments, along with a café, restaurant, observation deck and a sky bar.

Helping break droughts in California

Ramboll has entered into a pioneering collaboration agreement with [Stanford University in the US to develop Danish water technology solutions for California's new groundwater programme](#). A major focus area is to map California's groundwater with a combination of systematic helicopter missions and detailed mapping of the subsoil to manage groundwater resources in a more efficient and sustainable way.

Acquisitions

OBG (USA)

By [acquiring the US engineering and design consultancy OBG](#) (as of 1 January 2019), Ramboll is taking an exciting step forward in a strategic ambition to grow in the US and strengthen our portfolio within water, energy and environmental services. With this acquisition, Ramboll now has 2,000 experts in the US and 15,000 globally.

“We see joining forces with Ramboll as a tremendous opportunity to widen our client base in the US as well as extend our client relationships globally. This brings together world-class thought leadership and the capacity to solve the challenges caused by global megatrends such as urbanisation, climate change and resource scarcity.”

Jim Fox, CEO OBG.



ConStrada (Norway)

The acquisition of the consultancy ConStrada reinforces Ramboll’s commitment to improving transport in Norway and will allow us to combine local expertise in areas such as infrastructure master planning with the strength of our global organization.

MMG (Germany)

In March 2018, [Ramboll acquired MMG](#), a German company that specialises in logistics and the use of automated guided vehicles (AGVs) in hospitals. The acquisition complements Ramboll’s considerable hospital offering and is a step towards realising our strategy of becoming the leading consultant in the hospital sector while providing a platform for our digitalisation expertise.



MMG specialises in digitalisation and automation, an integral part of the design process at the New North Zealand Hospital in Hillerød, north of Copenhagen.

DEG Signal (UK)

Furthering our commitment to the development of modern rail systems in the UK, [the acquisition of specialist UK rail signalling business, DEG Signal Ltd](#) will allow Ramboll to expand our multidisciplinary support for rail clients, adding significant rail signalling expertise to our portfolio.

RSM (Sweden)

An ambition to grow our sustainability business in Sweden was behind the move to [acquire RSM](#), a consulting and education company with a strong culture of expertise and innovation that fits in well with Ramboll.

Vertex (Singapore)

With the [purchase of transport consultancy Vertex in Singapore](#), Ramboll is committed to increasing smart mobility in South East Asia. This acquisition strengthens Ramboll's footprint in the region, where we have been present for almost 20 years delivering high-end solutions within the urban planning, energy, building and transport sectors.

Ranking and awards

Among the most attractive workplaces

In 2018, Ramboll was voted the second most attractive workplace in Denmark by 1,600 engineering and natural science professionals. Ramboll was also top of the list when it comes to where students from the Nordics would like to work after finishing their studies. And for the third consecutive year, the company topped the image-list for engineering consultancies in a profile analysis of 5,600 experienced engineers and talents, carried out by the Danish magazine 'Ingeniøren'.

Building of the year

[The Kampung Admiralty building](#) won the prestigious '[World Building of the Year 2018](#)' award at the World Architecture Festival in Amsterdam. Designed by Singapore-based architecture firm

WOHA with support from Ramboll, the building features blue-green infrastructure that incorporates greenery (more than 100% of its footprint) in a series of layered levels which have generated welcome biodiversity in the area.

Project of the decade

In June Ramboll received no fewer than [four honours at the ACE's Constructing Excellence Awards and the Ground Engineering awards](#) in the UK. The iconic [Queensferry Crossing](#) won the 'Project of the Decade' award, with other prizes received for our sustainability work on [Europe's largest wetlands](#) as well as the prestigious 'Consultant of the Year'.

One of the best design firms

[Ramboll was ranked 16 out of 225 international design firms](#) by the respected Engineering News Record (ENR) in July 2018, and eighth in a list of the top 22 environmental firms in the world by the global market intelligence organisation Environment Analyst.

TOP RANKING
ENVIRONMENTAL FIRMS
IN THE WORLD

8

Source:
Environment Analyst (EA)

The Smart City Award

In September Ramboll received the [Best Impactful Thought Leader Award at the distinguished Smart City Awards](#) held in Jaipur in India, in recognition of our innovative smart city solutions. The Smart City Awards recognise exemplary cities and projects that achieve innovative ideas, with an aim to promote sustainable urban development across the globe.

Delivering on our strategy

In 2018, good progress was made in implementing our Group Strategy 2017-2020 'Winning Together'. The Strategy has five, interlinked elements:

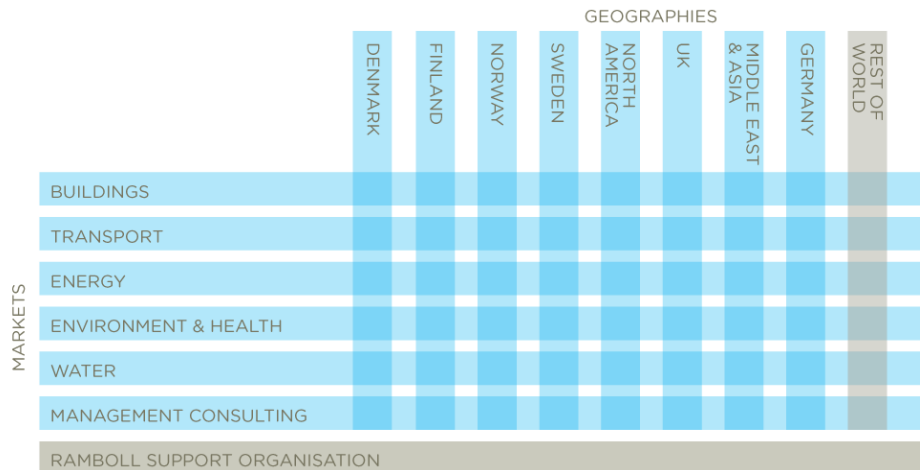
1. Become truly client-centric bringing the best of Ramboll
2. Further develop and grow our regional strongholds
3. Grow internationally through Spearhead services building on our platform
4. Be a recognised leader for sustainable solutions
5. Secure the future by accelerating digitalisation.

Regarding client-centricity, the strengthened focus on our Group Key Accounts has paid off as these clients delivered 15% organic growth – more than twice our total organic growth for 2018. Meanwhile, client satisfaction – as measured systematically through our Client Satisfaction Survey – remains high at 4.34 on a scale from 1-5.

In terms of our regional strongholds, it has been a positive year for our emerging strongholds in the UK and the US. Strong client and market focus in target sectors has delivered significant improvements in performance in the UK despite the uncertainties surrounding Brexit. In the US, the strategic acquisition of OBG has doubled our presence to approximately 2,000 staff while

expanding our portfolio to include highly complementary, multidisciplinary engineering capabilities in Water, Energy and Environment. With the OBG acquisition, we have turned the US into an attractive multi-market stronghold with high potential for further organic and acquisition driven growth.

In our traditional Nordic strongholds, 2018 saw continued consolidation and increased competitive pressure from non-Nordic players. The Nordics remain a very attractive market and with our strong position and heritage, we continue to develop and defend our leading position. In doing so, we believe our strategic priorities within Spearheads, sustainability, automation and new digital solutions will be our key differentiators.



The Middle East & Asia region has benefitted significantly from the new global Buildings and Transport Spearheads – bringing the best of Ramboll expertise to the region for key project wins, as well as key competencies from the region to our strongholds. In general, the launch of our global Spearheads in 2018 has been a great success and contributed significantly to our performance. By strengthening expertise, client-centricity and collaboration across our geographies, the Spearheads have resulted in new projects and sources of revenue. They have also been a success financially with a large majority of our 10 new Spearheads delivering results on or above target. In our Buildings and Transport markets, the six new Spearheads delivered an impressive 16% revenue growth in 2018.

Our work on becoming a recognised leader for sustainable solutions saw some key achievements in 2018 as we accelerated the implementation of our sustainability strategy. This included the launch our Sustainable Buildings Strategy, a new Smart Mobility Spearhead, and a breakthrough in integrated Water Management in the US market. The UN Sustainable Development Goals (SDGs) are our main yardstick for measuring progress, and we aim to increase the part of our revenue with a direct positive contribution to the SDGs by 40%.

2018 was also the year we launched our complete Digital & Innovation strategy with the ambition to become a digital leader in the industry.

The strategy targets a fundamental digital transformation of ‘How We Work’, ‘What We Offer’ and ‘How We Innovate’. A key 2018 activity of the strategy was the Innovation Accelerator which tapped into the hundreds of innovative ideas throughout the company, funneled the ones with most potential through a novel business development process and finally selected three cases now ready to scale in Ramboll for new revenue streams.

In terms of strategy enablers, we successfully launched the new matrix operating model to drive client-centric growth and collaboration across our markets and geographies. The intended results

are already showing: organic growth was 7%, the order book is at a record high and internal trade was up 40% on 2017.

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Ramboll accelerated its growth curve in 2018 but delivered slightly lower profit.

Ramboll's 21 global spearhead services

Buildings

- Hospitals
- Aviation
- High-Rise

Transport

- Rail Systems
- Major Crossings
- Smart Mobility

Energy

- Power Systems
- Towers & Telecom
- Power Generation
- Energy from Waste

- Wind
- District Energy
- Field Development
- Gas/LNG
- Pipelines
- Jackets

Management Consulting

- Social & Economic Impacts
- Stakeholder Intelligence

Water

- Climate Adaptation and Landscape
- Water and Wastewater Treatment

Environment & Health

- Impact Assessment

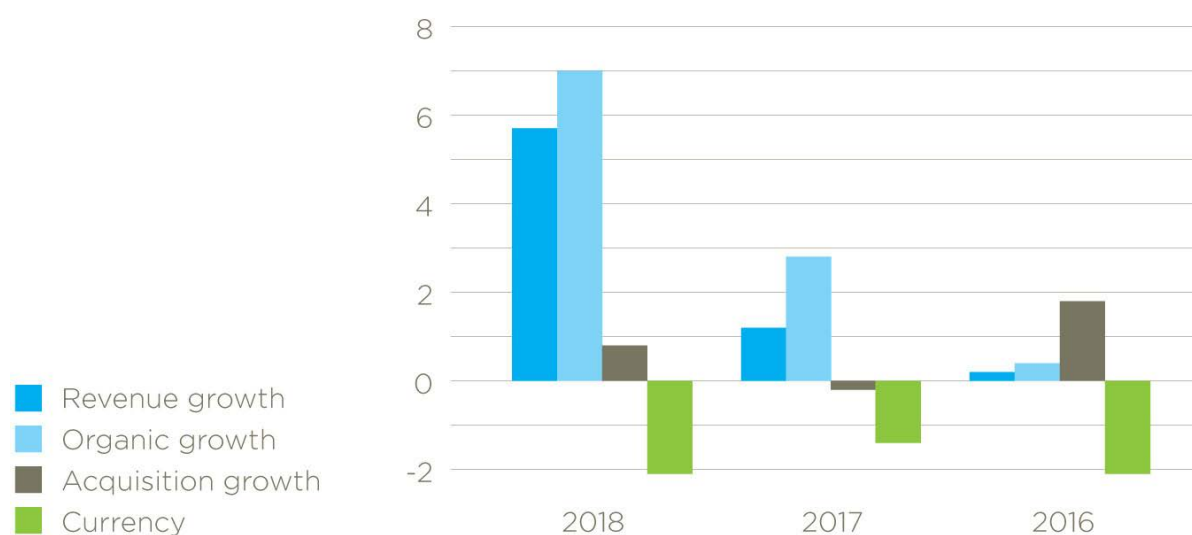
Financial performance

Gross revenue of DKK 11,351 million was 5.7% higher when compared to DKK 10,740 million in 2017.

Organic growth was 7.0%. Net growth from acquisitions was 0.8%, whilst the reporting currency DKK against foreign currencies had negative 2.1% impact on revenue.

ORGANIC GROWTH
7.0%

UK, North America and Middle East & Asia delivered two-digit organic growth rates and in our markets especially, Buildings and Environment & Health saw strong organic growth.

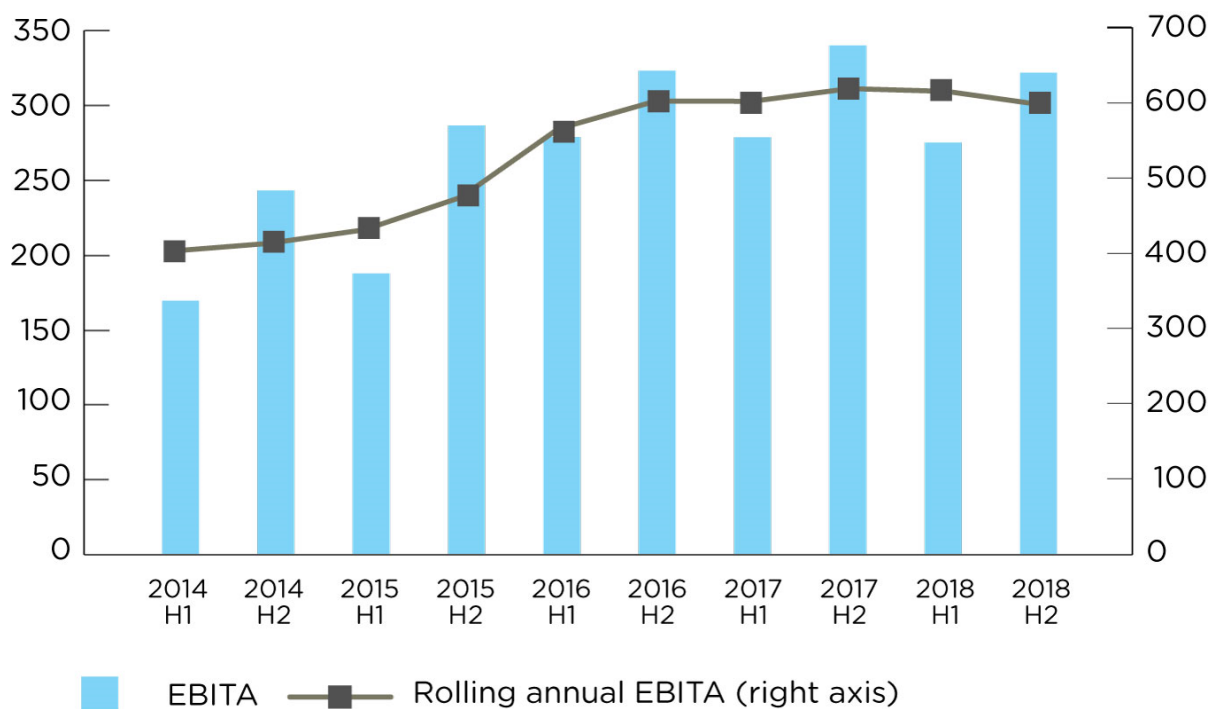


Operating profit before depreciation and goodwill amortisation (EBITDA) decreased by DKK 28 million to DKK 760 million and EBITDA margin decreased from 7.3% in 2017 to 6.7% in 2018. Operating profit before goodwill amortisation (EBITA) was DKK 597 million compared to DKK 619 million in 2017, corresponding to an EBITA margin of 5.3%, which was 0.5% lower than in 2017. Adjusted for working days impact (14 million) and currency impact (10 million), EBITA is 2 million higher than in 2017.



The lower EBITA compared to 2017 was a result of a slowdown in our traditionally strong performing business units Sweden, Denmark and Energy and strong growth in areas with lower profit levels. In 2018 we also doubled the investment in digitalisation and innovation to support our strategic ambition to be a digital leader in our industry – and this had an effect on profit.

Overall, growth was above expectations while profit before goodwill amortisation was below our expectations set in the Annual Report 2017.



Net financial income was DKK 43 million compared to net financial costs of DKK 133 million in 2017. The increase was mainly caused by a higher unrealised gain on a USD-denominated intercompany loan, amounting to DKK 53 million as the USD has strengthened towards DKK.

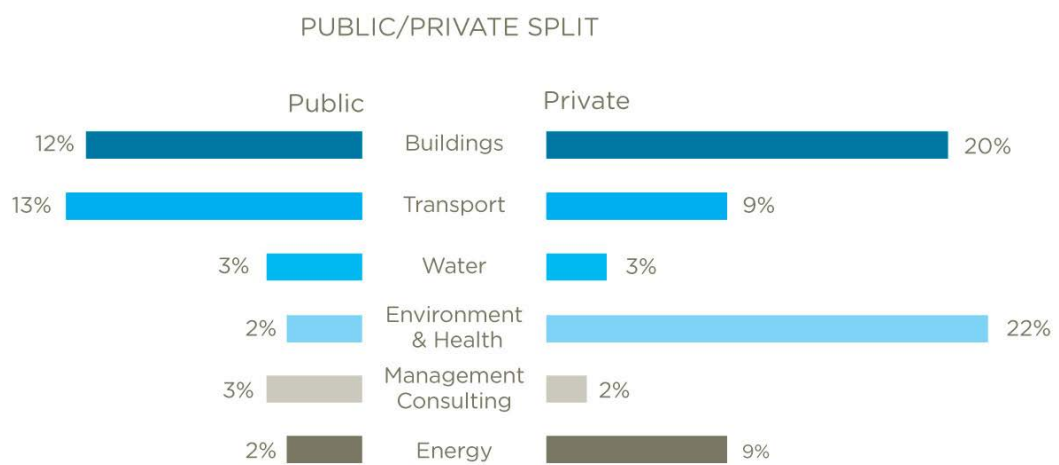
As a consequence of the above, profit before tax increased by 17% to DKK 361 million compared to DKK 308 million in 2017.

Tax on profit decreased to DKK 123 million (2017: DKK 162 million). The effective tax rate was 34.1% (2017: 52.5%). The decline in effective tax rate was explained mainly by the fact that the provision set up in 2017 to cover US transition tax turned out to exceed the annual transition tax in 2018.

Net profit increased to DKK 238 million in 2018 from DKK 146 million in 2017, which is the highest net profit in the last 10 years.

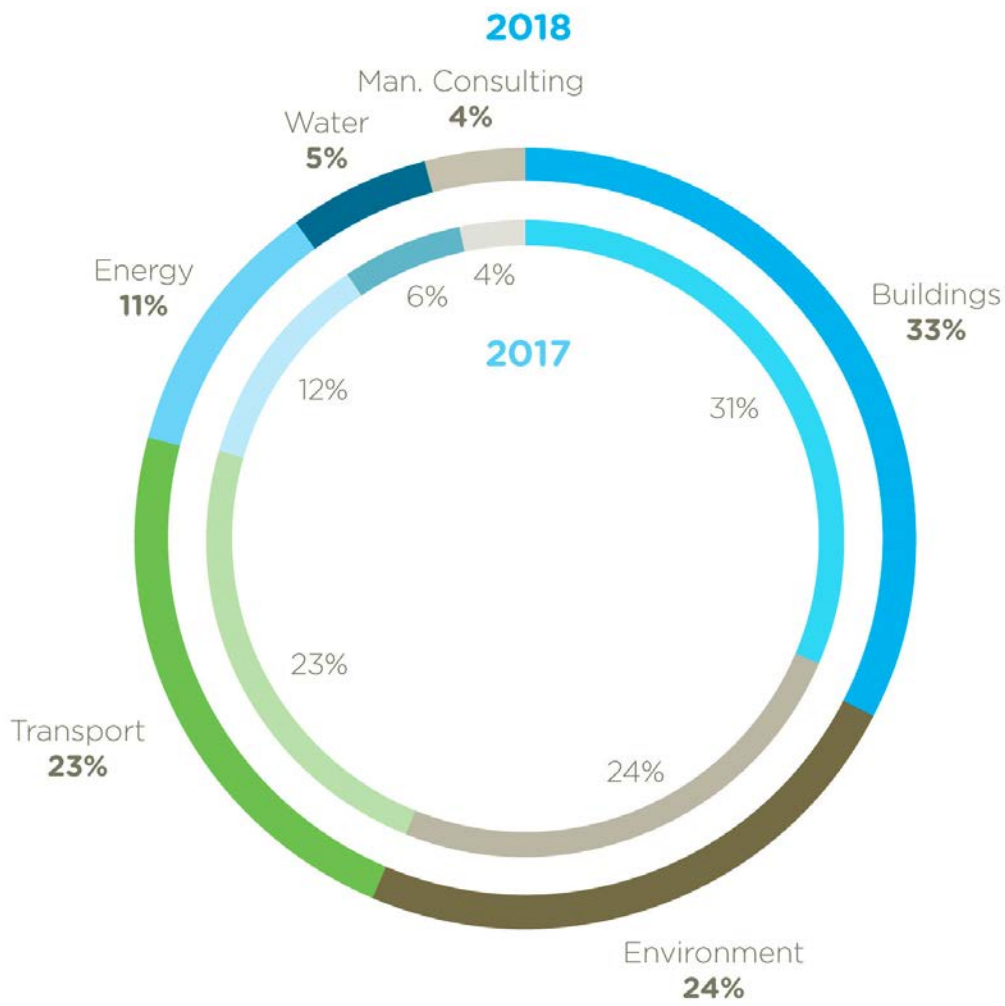
In 2018, private sector revenue represented 65% of total revenue equal to 2017 (2017: 65%) with public sector revenue representing 35% (2017: 35%). Environment & Health and Buildings account for the larger part of the private revenue with 22% and 20%, respectively, while Transport and Buildings account for 13% and 12% of the public revenue.

The most significant growth in revenue in the markets in 2018 was achieved by Buildings (9%), whereas Environment & Health grew by 7%. The UK, North America and Middle East & Asia accounted for the highest revenue growth in the geographies.

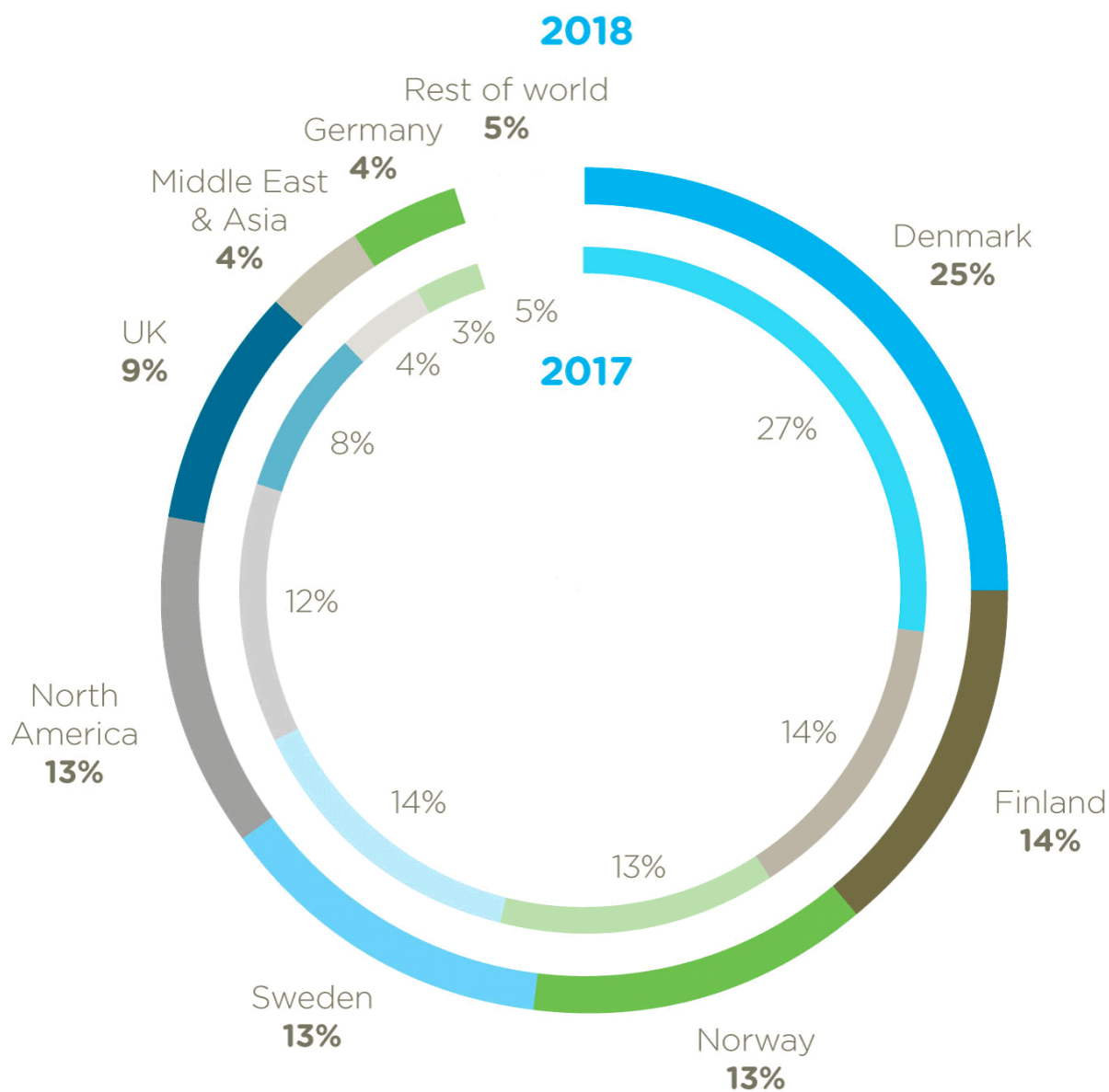


Ramboll provides solutions to a wide range of clients in both the private and public sectors. The split varies between the markets and in 2018 was as show above.

The Buildings market accounts for 33% of the total revenue, followed by Environment & Health and Transport at 24% and 23% respectively.



Denmark is the largest geographical segment, accounting for 25% (2017: 27%) of the total revenue. The share of revenue generated in Finland is 14%, whereas Norway, Sweden and North America account for 13% of Group revenue.



Cash flow

Cash flow from operating activities of DKK 496 million was higher than the DKK 317 million generated in 2017. The positive change was driven by lower working capital, where work-in-progress was reduced compared to 2017 combined with a strong cash collection.

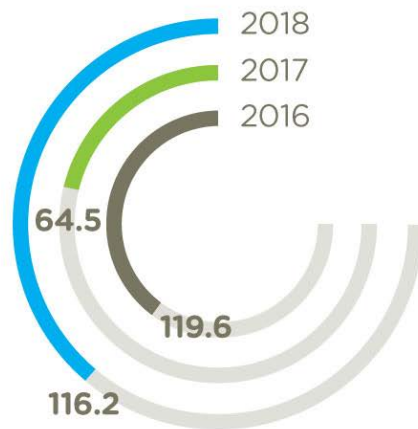
Investments in tangible assets amounted to DKK 237 million (2017: DKK 148 million). Consequently, free cash flow was DKK 259 million (2017: DKK 169 million).

Investments in acquisitions of companies were DKK 996 million compared to DKK 116 million in 2017. The increase was mainly caused by prepayment of the OBG acquisition and final deferred consideration to the Environ owners.

Cash conversion ended at 116% compared to 65% in 2017.

At year-end, Ramboll had a net interest-bearing debt position of DKK 701 million compared to a net cash position of DKK 81 million at the end of 2017. Ramboll has a solid financial position with a committed funding facility of DKK 2,500 million expiring December 2023.

CASH CONVERSION RATIO



Balance sheet

Total assets of DKK 7.6 billion were DKK 1.2 billion higher than at year-end 2017.

Equity increased by DKK 171 million to DKK 2,351 million since the end of 2017. This movement consists of net profit of DKK 238 million, dividend of DKK -50 million and exchange rate and value adjustments of DKK -17 million.

The equity ratio was 31% compared to 34% at year-end 2017. The lower solvency in 2018, is related to the prepaid acquisition of OBG.

Markets and expectations

Ramboll has achieved strong organic and sustainable growth with significant improvements in the UK, North America and Middle East & Asia and in the Environment & Health markets.

The order book amounts to DKK 7.3 billion which was a significant increase of 31% compared to year-end 2017 (DKK 5.6 billion) and month secured have increased from 7.0 at year-end 2017 to 8.8 year-end 2018.

Ramboll will continue its strategic priorities for 2020 to ensure that we are at the forefront of digital development and create value for our clients through innovation and digitalisation.

Ramboll will also concentrate on global Spearhead services – services where we utilise our global expertise to provide high-end solutions internationally, which are already performing well, as drivers for future growth.

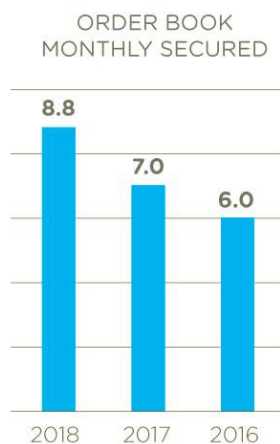
Ramboll's target to increase revenue by 40% from services related to sustainable solutions has been a successful business transformation accelerator, where the UN Sustainable Development Goals remain a central language and yardstick.

In the beginning of 2018, we merged our Oil & Gas and Energy markets into one strong global organisation, enabling us to be a key support to our clients in their transition to cleaner energy.

In 2018, we experienced increasing demands from our clients across our markets to deliver measurable sustainable solutions. In Buildings, interest in certification schemes from clients is increasing, as are our services to make buildings more healthy, sustainable, smart and energy efficient. Many of our clients view national building codes as a point of departure for new

developments and seek partners such as Ramboll to fulfill their sustainability ambitions.

Similarly, our markets within urban solutions are developing positively. In 2018 we launched our Smart Mobility Spearhead which, together with our world leading expertise within climate adaptation through blue-green solutions, plays a central role in our smart city ambitions.



Managing and mitigating risks

We have identified the most serious business risks related to Ramboll's operation and ensured that these risks are monitored, measured and mitigated:

- Claims caused by errors or omissions in the services provided by Ramboll
- Bad debtors and project write-downs
- Market activities compared to capacity/resources
- Ability to retain and attract the right employees
- Mergers and acquisitions
- Breach of Code of Conduct (Including Anti-Corruption, IT support / Cyber Security and Data Protection).

Subsequent events

With the exception of events described in this Annual Report, of which the most significant event is the acquisition of OBG with effect as of 1 January 2019, Ramboll is not aware of events subsequent to 31 December 2018 that are expected to have a material impact on Ramboll's financial position. Please refer to note 27 for further description of the transactions related to the OBG acquisition.

Group Executive Board

In 2018 there were no changes to the [Group Executive Board](#).

Board of Directors

Ramboll's [Group Board of Directors](#) is composed of professionals with a broad mix of experience. At the Annual General Meeting in April 2018, Thomas Gregers Honoré was elected as new member of the Board of Directors.

Dividend

The Group Board of Directors proposes a dividend of DKK 50 million. A dividend of DKK 50 million corresponds to 21% of net profit and 19% of free cash flow for the year.

Looking to the future

The overall market situation for Ramboll in 2019 is expected to remain challenging.

Our key focus areas in 2019 are to continue the positive growth curve and improve our operational performance across the businesses to better convert growth into profit.

We will concentrate on increasing client-centric initiatives to provide better value to our clients and identify more high margin opportunities. We will continue our focus on driving collaboration across our geography and market business units which is a main contributor to growth and higher margins. And we will successfully integrate our new colleagues from OBG.

In 2019, we expect a positive organic growth, though at a lower level than 2018. We expect both our operating profit before goodwill amortisation (EBITA) and the EBITA margin to improve compared to 2018.

KEY STATISTICS

Key figures and financial ratios	2018	2018	2017	2016	2015	2014
Income statement, DKK million	EUR m					
Revenue	1,523.6	11,351.0	10,740.3	10,607.7	10,589.3	8,291.9
EBITDA	101.9	759.5	788.3	782.5	652.2	529.5
EBITA	80.1	597.0	618.9	602.1	474.7	413.2
EBIT	42.7	317.9	441.1	338.0	146.7	286.7
Profit before tax	48.4	360.8	307.8	342.0	222.6	265.1
Profit for the year	31.9	237.8	146.1	176.9	76.3	164.5
Balance sheet, DKK million						
Total assets	1,015.6	7,566.3	6,412.6	6,383.8	6,837.5	5,381.3
Total equity	315.5	2,350.6	2,180.1	2,162.3	2,113.1	1,859.5
Net interest bearing cash/(debt)	(94.2)	(701.4)	81.3	27.3	(194.1)	380.2
Cash flow, DKK million						
Cash flow from operating activities	66.6	496.0	317.1	453.6	515.8	368.6
Investment in tangible assets, net	(31.8)	(237.0)	(147.9)	(124.6)	(166.7)	(166.6)
Free cash flow	34.8	259.1	169.2	329.0	349.1	202.0
Acquisition of companies	(133.7)	(996.2)	(116.0)	(50.2)	(1,081.4)	(368.7)
Employees						
Number of employees, end of year		14,443	13,401	13,024	13,074	10,809
Number of full time employee equivalents		13,276	12,527	12,497	12,269	10,256
Financial ratios in %						
Revenue growth		5.7	1.2	0.2	27.7	6.4
Organic growth		7.0	2.8	0.4	1.5	3.0
EBITDA margin		6.7	7.3	7.4	6.2	6.4
EBITA margin		5.3	5.8	5.7	4.5	5.0
EBIT margin		2.8	4.1	3.2	1.4	3.5
Return on invested capital (ROIC)		17.0	17.9	16.9	16.9	21.8
Return on equity (ROE)		10.5	6.7	8.3	3.8	9.2
Cash conversion ratio		116.2	64.5	119.9	125.8	82.1
Equity ratio (solvency ratio)		31.1	34.0	33.9	30.9	34.5

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

COMMITMENTS PROGRESS

At Ramboll, our work is informed by what we call our Commitments. They express the promise we make to our most important stakeholders: Clients, People, Society and Company. On the following pages, we reveal how we have succeeded in meeting expectations of these stakeholders in 2018.

Forging close client relationships is important to Ramboll. A key method to measure this is our Client Satisfaction Survey (CSS).

In 2018, we measured client satisfaction on a total of 4,230 projects and scored 4.34 (from 5.0), an improvement from 4.33 in 2017.

The CSS score has improved each year since the survey began in 2012.

This year, we also piloted a Client Loyalty Survey, making available a detailed analysis of clients' engagement with Ramboll.

According to the survey, 91% of clients were satisfied or very satisfied with their cooperation with Ramboll in 2018. 91% agreed or strongly agreed that their projects were handled by leading experts within their field and that Ramboll produces solutions that are tailored to their needs. And 83% agreed or strongly agreed that Ramboll provides sustainable services and solutions that add value to their business.

Based on the survey, the Net Promoter Score (NPS), which measures the likelihood of a client recommending Ramboll to their peers, was +42. A score of +50 is considered excellent.

CLIENT SATISFACTION SURVEY

4.34

on a scale from 1-5

Average of 7 common questions



The competences of the people involved



Ramboll's ability to deliver on schedule



Ramboll's ability to understand your needs



Ramboll's ability to cooperate



Ramboll's ability to go beyond expectations



How satisfied are you with Ramboll as a whole in connection with the project?



What is the likelihood of Ramboll being contacted by you for future projects?



0% 25% 50% 75% 100%

■ ■ Positive

Neutral/Negative ■ ■ ■

ACCORDING
TO CLIENT SURVEY

91%

were satisfied or very satisfied
with their cooperation with
Ramboll in 2018

DATA PROTECTION
TRAINING COMPLETED

79%

Average for the
entire Ramboll Group

Key Account programme

In 2018, our key accounts were systematised to include a common approach across the organisation. This involved identifying and approving nine Group accounts to ensure a fully aligned understanding and a common global framework for key account management.

The target that key accounts should grow at twice the overall organic growth of the company was achieved with a growth of 15% across Group accounts.

Another core element of our client-centric ambitions is a new global sales funnel management system which was launched in the first quarter of 2018. This global solution enables us to share client insights and identify opportunities for collaboration across our global company and will be a vital tool for the effective and systematic management of sales opportunities going forward.

Data protection

On 25 May 2018, the new EU General Data Protection Regulations (GDPR) came into effect. Due to GDPR and cyber risks globally, we have put extensive efforts into improving data protection during the last three years (2016 -2018) including integrating new data protection requirements into our workflows and IT processes and training our employees.

IN 2018 WE:

- Launched new Global Data Protection Policy, Procedures and Guidelines embodying Ramboll's commitment to protecting the privacy of our employees, clients, business partners as well as the citizens whose personal data we process
- Implemented data privacy training which is sent out to employees continuously - by end of 2018, 79% of the employees had completed the training.
- Developed an elaborate tool box with often needed tools and templates to support a common approach to data privacy throughout the organization.

Data management and policies

We want to ensure that our clients, business partners and employees know that we take the necessary precautions when we handle their personal data. This also applies to any personal data we process concerning private citizens, whether the data is obtained as part of a survey or through our applications.

To ensure compliance with global and local legislation, commitment to the policy, procedures and guidelines is vital. To this end, Ramboll has appointed a Global Data Protection Manager, who is supported by local data privacy team to oversee and enable personal data protection compliance on a day-to-day basis.

IN 2019 WE WILL:

- Ensure that data privacy is fully integrated into business processes.

Read more here: [Clients Policy \(PDF, 170 KB\)](#)

Digital innovation for the benefit of clients

A sustainable future requires innovative solutions. By being innovative, Ramboll has the potential to transform the way we deliver value to our clients and how we address society's major challenges such as air pollution, congestion, waste generation, resource scarcity and climate change.

That's why we take innovation seriously and our ambition is to become the digital leader in our industry. Throughout 2018, we have developed and implemented several key initiatives and programmes to this effect.

"Ensuring we can tap into the potential of our 15,000 employees has been one of the priorities of 2018"

Chief Innovation Officer, Hilde Tonne

Chief Innovation Officer, Hilde Tonne explains:

"We established a strategy for digital innovation focusing on what we offer our clients, how we work to deliver it, as well as the way we foster and drive innovation. We have also formed a Digital Innovation team and put in place governance throughout the Group. Ramboll employs 15,000 experts and making sure we can tap into this enormous reserve of expertise has been one of our key priorities of 2018. To facilitate this potential, we launched a comprehensive innovation programme called the 'Innovation Accelerator'. It aims to systematically facilitate new ideas within Ramboll and help rapidly grow those that will deliver real value.

And it is an example of how we actively use our clients to drive and qualify innovation."

In 2018, 276 employees submitted ideas and 70 participants from 16 countries were selected to test them. After four rounds of honing their ideas, teams then had the chance to pitch their ideas with the aim of taking them to market.

According to Hilde Tonne, the Innovation Accelerator is "about ideation and creating ideas up to an incubator state where we are able to drive them into the business and establishing business development based on it. It's about learning innovation techniques such as business modelling and LEAN start-up methodology. And it's about engagement – going from 300 ideas to 3 means that there are a lot of people being engaged across the group."

This process ultimately brings us closer to our clients. "We are getting input from our clients, we are getting validation from them and we are getting feedback – it is important for the client to see what Ramboll can do for them from an early stage," says Hilde Tonne.

In 2018, we also focused on strengthening our expertise in Green BIM - Building Information Modelling - to aid the sustainable design of buildings and other applications. We also aim to become the industry leader within 'digital twins' - ground-breaking technology that allows a virtual copy of a process, product or service to be produced so features can be tested, and problems solved before they even occur. And we are increasing digital development and automation with the establishment of Digital Development Centre in India.



Throughout 2018, Ramboll has developed and implemented several key initiatives and programmes to reinforce our ambition of becoming the digital leader in our industry. Hilde Tonne, Chief Innovation Officer at Ramboll, explains.

In the UK, we helped our client Highways England realise significant cost savings with their Smart Motorways Programme (SMP). This involved designing new gantries for highways using advanced software that enabled them to be lightweight. As a result, design costs are estimated to fall by over 60% during the lifetime of the current programme.

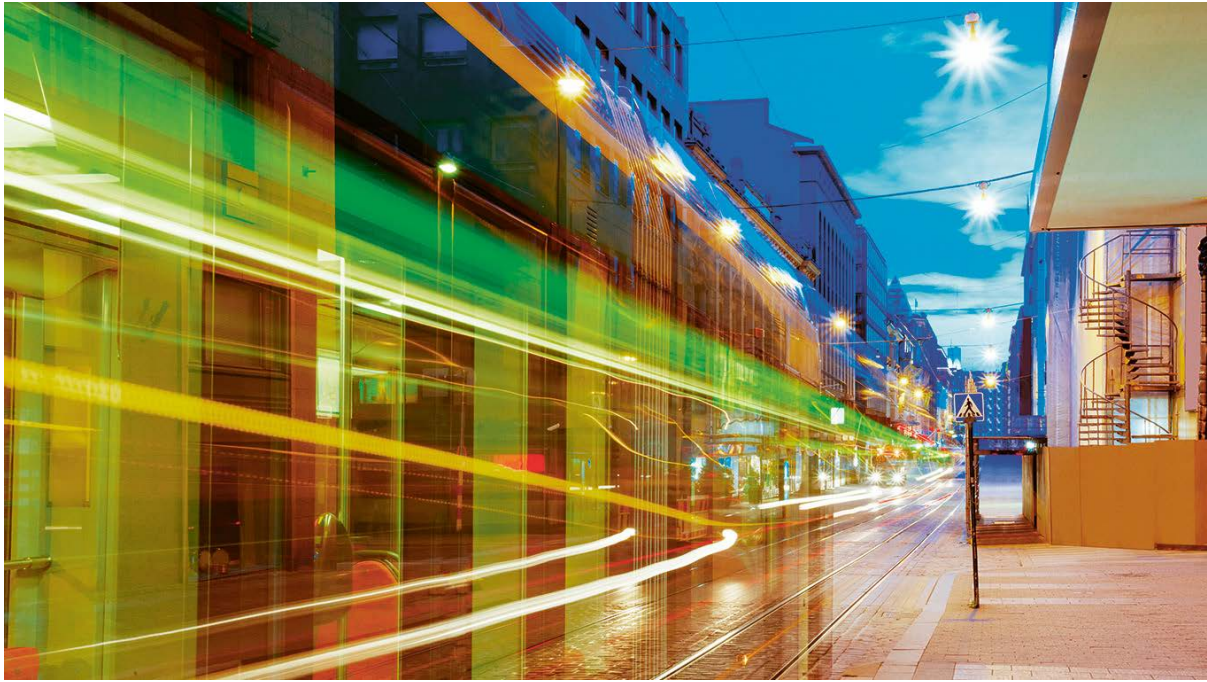
“The significance of the gantries design systems has been central in the development of the Smart Motorway concept, thus providing a standard of excellence to the wider motorway environment,” says Paul Unwin, Smart Motorways Programme, Major Projects, Highway England.

In Norway, Ramboll has developed an app so engineers can easily scan the interior of a wastewater treatment plant, a process difficult to execute with traditional measurement methods.

“The app is saving us a lot of trips to the construction site, but it is also saving us time, money and not least environmental impact,” says Erik Antonsen, Project Director at Statsbygg (the Norwegian Directorate of Public Construction and Property).

And in Finland, we have been working closely with clients and authorities to make mobility in Helsinki smarter by integrating urban planning, different modes of transport and digitalisation. By collaborating with clients such as the [Helsinki Regional Transport and MaaS \(Mobility as a Service\)](#), the focus has been shifted from vehicles to people.

For Krista Huhtala-Jenks, Head of Ecosystems and Sustainability at MaaS, smart mobility is about freedom. “We have been approaching it from different modes or silos, and MaaS changes all of that. We make it about the people.”



Making wind-energy cost-effective

Wind energy production constitutes over 2.5% of total worldwide electricity usage and is growing rapidly at more than 25% annually. However, there is still significant room for improvement, particularly in the developing world. To help achieve this, the industry is focusing on cost-cutting measures to make wind energy more attractive for clients.

Ramboll is working on innovative ways to tackle these challenges. To optimise the design of offshore wind foundations and turbines for instance, it is vital to have access to fast and robust data storage. The calculations performed by our in-house software program, Ramboll Offshore Structural Analysis Package (ROSAP), are so accurate that they can help cut the price of wind turbines and foundations by 20-30%. ROSAP harnesses the power of cloud computing to access larger data volumes and more computer power.

“If we use cloud computing, we can factor in scenarios that involve earthquakes, icebergs, windmills, waves, currents and ocean conditions,” says Søren Juel Petersen, Wind Market Director at Ramboll. “Then we can learn more about what material conditions should be and avoid using as much steel, and, in that way, save money.”

Ramboll has a market share of around 60% in offshore wind foundations installed worldwide – foundations that have a bearing capacity capable of supporting turbines even in weak and earthquake-prone seabed soils.

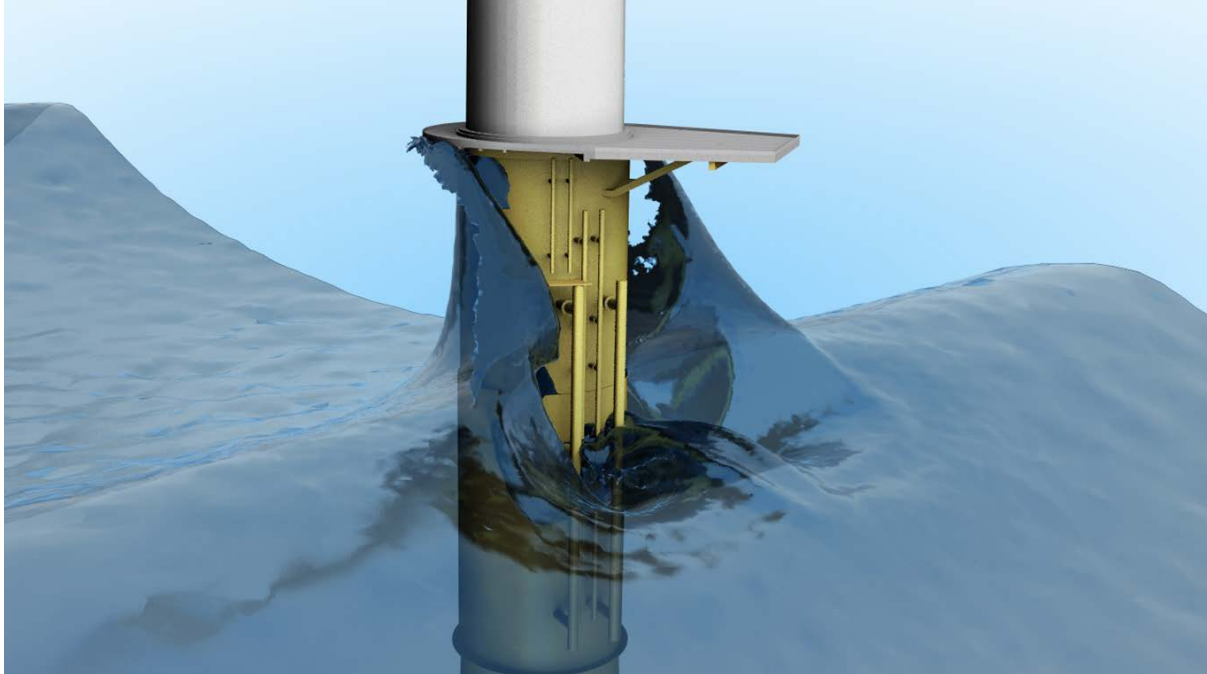
In 2015, the company became the first foreign advisor to design one of China’s largest offshore parks - SPIC Binhai North H1 in Jiangsu province, five hours north of Shanghai – and since then there have been three other Chinese design orders, and two orders for design in Taiwan and project development in Japan.

According to Zhang Yi, a project manager with the client Chinese State Power Investment Corporation, “Ramboll could supply a solution that was 20% cheaper than what the competitors had to offer and could deliver a better-thought-out solution, owing to its wide palette of competencies.”

For several years Ramboll has also been using ‘digital twins’ to determine the condition of offshore structures such as oil platforms. Essentially, a digital twin is a digital copy of a structure that

makes it possible to assess the structural health of an asset and provide valuable knowledge about its expected future behaviour. This helps save costs and optimises life-cycle management.

[Digital twin technology is now being used in the design of offshore wind turbines](#), where Ramboll can provide clients with visualisations of engineering models that help streamline the project development process and minimise time and resources.



Digital twin of wind turbine

CEEQUAL sustainability assessment scheme

CEEQUAL is an evidence-based sustainability assessment, rating and awards scheme that aims to deliver improved project specifications, design and construction for civil engineering projects.

The assessment rewards project teams where there is clear collaboration between the client, designer and contractor to ensure that the team has effectively considered sustainable design within the project, going above and beyond the minimum environmental and social requirements.

CEEQUAL also acts as an effective tool which can significantly influence a project team as they develop, design and construct the project, where it highlights aspects of the project which could incorporate more sustainable solutions.

In the UK, Ramboll is providing CEEQUAL assessment and verification services for a range of important projects including the **British Antarctic Survey Associated Projects**, the Wirral Dock Bridges and the Gloucester Energy from Waste Plant.



RRS Sir David Attenborough. Image courtesy of British Antarctic Survey

Sustainable design

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

Note:

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

*Under various national schemes

Sustainability accreditation schemes, number of licensed assessors within Ramboll

2016	2017	2018	
40	40	51	BREEAM
26	24	27	LEED
24	21	20	Miljöbyggnad
8	14	20	DGNB
9	14	19	BEAM Prof.
18	18	6	Cert. Energy Expert*
3	-	5	WELL Building Standard
5	3	4	CEEQUAL
4	3	3	ESTIDAMA
5	3	3	EPC
4	3	2	GSAS
5	4	2	Citylab
-	-	2	Code for Sustainable Homes
1	1	1	Green Star
1	1	1	GMM
1	1	1	FIGBC
2	1	1	Svanen
-	1	1	RTS - FINLAND
-	1	1	FITWEL AMBASSADOR
1	1	-	Envision
157	154	170	Total

Note:

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

*Under various national schemes

People

We care for all employees and their development through leadership, investment in people and equal opportunities.

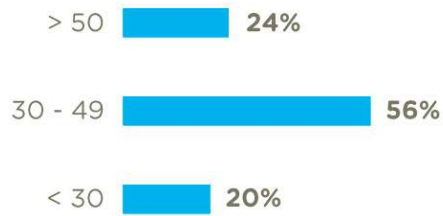


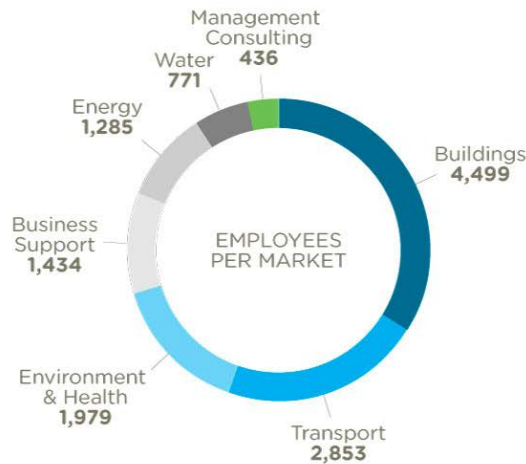
Female
34%



Male
66%

AGE GROUP





*All numbers above are for permanent employees.

HR policies and management

Our solutions and services depend on the insight and integrity of the people within our organisation. Therefore, we empower our employees and believe in their inherent abilities. This approach is vital for strengthening Ramboll and ensuring a competitive edge in our markets. This responsibility is guided by basic rules, set out in Group HR Policies and Guidelines regarding performance & development processes, non-harassment and non-violence, and health and safety.

Employee engagement

Ramboll strives to make sure that our employees are engaged and satisfied with both the professional and personal environment we create.

We firmly believe that this leads to stronger results in everything we do, and it supports our ambition to be a long-term sustainable workplace where employees thrive and develop.

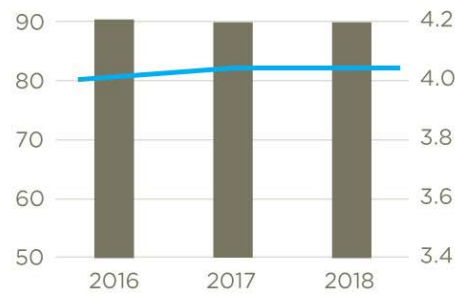
Our focus on engagement is underlined by our annual employee survey. Each year, all Ramboll employees are encouraged to participate in the Employee Satisfaction and Engagement Survey (ESES). In 2018, the response rate was 90% (11,178 employees) and the overall result in employee satisfaction and engagement is on par with 2017 (4.05 vs. 4.05 on a 5-point scale). There was a slight decrease in job satisfaction (4.03 vs. 4.06), but key indicators such as willingness to recommend Ramboll as a work place (4.21) and retention (4.11) were on par with last year.

EMPLOYEE SATISFACTION AND ENGAGEMENT 2018

4.05

on a scale from 1-5

EMPLOYEE SATISFACTION AND ENGAGEMENT



■ Response rate, % (left axis), target > 80%

■ Employee satisfaction and engagement index (right axis), target > 4



Our Performance Development Process (PDP) ensures the continuous upgrading of employee skills, and in 2018, 94% of employees received a regular performance and career development review. The PDP also all ensures that the individual contributions of each employee are measured in terms of Ramboll's overall strategy.

VOLUNTARY EMPLOYEE TURNOVER



All numbers are for permanent employees

Training and education

Investing in the development of our employees is vital in ensuring that our expertise remains relevant for our clients now and in the future. Ramboll has an extensive range of training and educational programmes designed for employees at varying stages in their careers.

We expanded our training portfolio in 2018 and introduced the Ramboll Academy where all employees have access to online and classroom training. The Ramboll Academy is user-driven so that employees can see the recommendations of others and thereby quickly assess if a training module is relevant to them.

Ramboll Academy launch

In 2018, our employees completed more than 6,000 training courses (classroom and virtual) in Ramboll Academy.

Topics covered in Ramboll Academy and other training systems are:

- Leadership training
- Project Excellence training
- Sales & Clients-related training
- Technical skills
- Compliance training
- HSS training
- Training within professional capabilities
- Systems and internal tools
- Onboarding
- Anti-corruption
- Data privacy

Our high-potential development programme 'Horizon', which aims to bring out the best in selected employees, was extended in 2018 to include four talent tracks: Leadership, Project Management, Digital Innovation and Client Centricity. The 'Shaping the Future' programme meanwhile is designed to help managers set new directions for the business by exploring the interrelationship between strategy, markets and people. A PhD programme is also available to ensure our experts and research-focused employees continue to expand their skills together with relevant educational institutions.



Zohaib Ahmad, Finance Director, Middle East, Asia and Pacific, speaks about the 'Shaping the Future' programme

Target 2020

Diversity in our workforce, including gender balance across all job families and job level, should reflect the accessible talents in the local market.

Equality, diversity and inclusion

In line with our Fundamentals (our Vision, Mission, Values and Commitments) 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 stated in our Freedom of Association Policy, all Ramboll businesses uphold the freedom of association and the right to collective bargaining. Ramboll has a zero-tolerance policy to all forms of forced and compulsory labour.

We assess labour rights-related risks in our operations as part of our human rights risk assessments. 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.

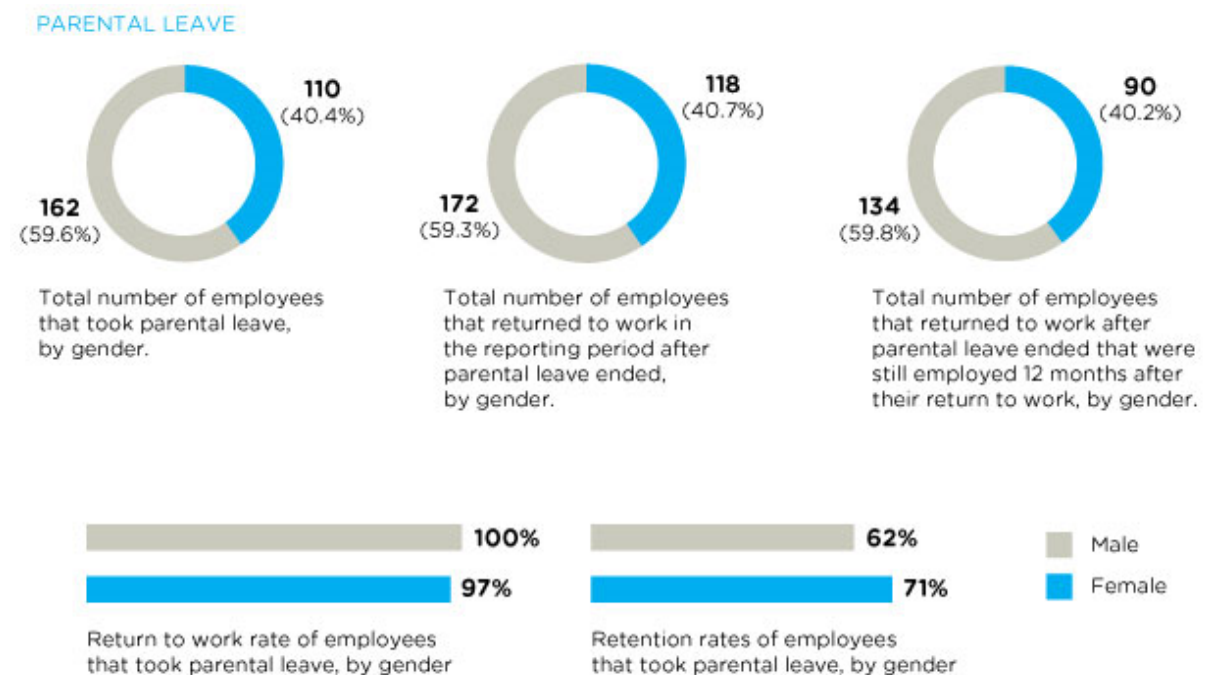
All employees and business associates can anonymously report any labour rights violations or other issues through our whistleblower system.

An inclusive workplace

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.

In 2018, we initiated conversations in Ramboll to understand local activities and needs in relation to Equality, Diversity and Inclusion. Based on the conversations, we have decided to increase awareness on 'unconscious bias' by running workshops during 2019 starting with our executive team. We will also continue a number of locally relevant workshops on inclusive leadership, equality and diversity.

Our key goal for 2020 is that diversity in our workforce, including gender balance across all job families and job levels, should reflect the accessible talents in the local market.



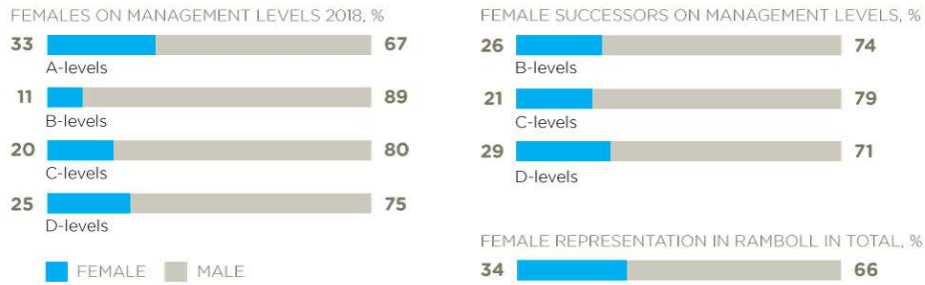
Nearly all our employees are eligible to parental leave (12,152). In the US, all employees with 12 months service that have worked minimum 1,250 hours are eligible to parental leave. Only permanent employees in our most significant locations are covered in the figures.

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.

In 2018, the Group Executive Board consisted of two female (33%) and four male representatives, and the Board of Directors consisted of two women (22%) and seven men - achieving our target of at least two representatives of each gender at board level.

Each gender should be proportionally represented in management positions to reflect the actual proportion of each gender in the industry in general.



Women in Ramboll

Although talent availability differs across markets, it remains a fact that women continue to be underrepresented in the engineering industry.

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 and collaboration go together and both are key factors in delivering better solutions to the benefit of our clients and company.

Ramboll will deliver specific actions to improve gender parity towards 2020, to strengthen our reputation as a both inclusive and proactive workplace and an attractive partner for our clients.

Equal opportunities will also be integrated in existing HR initiatives and processes, such as succession planning and extending our 'Horizon' development programme for high potential employees.

IN 2019 WE WILL:

- Arrange 'unconscious-bias' workshops for senior leadership teams to create awareness and mitigate strategies
- Map all EDI activities in Ramboll to better support our business and create an aligned approach

Non-discrimination communication

As an equal opportunity 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. We have implemented gender-neutral language in all Group policies and continue to focus on using non-discriminatory language in job advertisements and job interviews.

Promoting diversity in the UK

Equality, Diversity & Inclusion (EDI) is increasingly becoming a competitive parameter beyond the Nordic regions.

In the UK for example, Ramboll is firmly committed to creating a truly inclusive workplace and has continued to strengthen our business in this regard by investing in a range of initiatives and networks that promote diversity and inclusion in the workplace.

Highlights in 2018 included improving parental leave policies, STEM (Science, Technology, Engineering, Mathematics) outreach and well-being initiatives and actively progressing LGBT+ awareness by marching at Pride events, joining Stonewall and #BuildingEquality - an alliance of

construction professionals who are passionate about driving LGBT+ inclusion in the construction industry.

According to Alex Lawrence, Talent Inclusion Director from Ramboll UK, 2018 has been a year “of great progress with real tangible results. Improving areas such as gender representation and well-being is driven by leadership commitment, our EDI networks and employees across the business.”



Alex Lawrence, Talent Inclusion Director, Ramboll UK

Health, Safety & Security (HSS)

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.

The main risks we have identified include stress, slip, trip and falls, and vehicles and transportation. To mitigate these risks, we have established a Group Health and Safety Management policy and a Group HSS programme.

IN 2018 WE:

- Rolled out a ‘Stop Work’ safety awareness campaign
- Developed a new reporting system
- Integrated HSS in Project Excellence system

HS&S Policy and Management

To ensure good physical and psychological working environments, commitment to the Group Health, Safety and Security Management Policy is vital.

The global Health, Safety and Security (HS&S) leadership team is responsible for managing this policy. Market, country and office level coordination teams are responsible for implementing the policy and the Group HS&S programme.

All employees are responsible for ensuring the health, safety and security for themselves and their colleagues, and all employees are represented by the HS&S leadership and coordination teams.

Health, safety and security are also important focus areas in relation to the impact we and our business partners have on all our projects, for example in relation to design, working conditions for construction workers, and on the wider community.

Incidents

In April 2018, a Ramboll employee tragically lost her life while on a work assignment. Ramboll has worked closely with the relevant authorities to determine both the cause of the accident and to ensure we undertake the appropriate measures to avoid such tragic accidents occurring in the future.

As a result of this investigation and to support our zero-harm ambition and stronger focus on Health, Safety & Security (HSS), specific corrective/preventive actions are being taken by Operational and Project Management such as:

- Integrating health and safety requirements into existing and newly developed systems and processes, in particular Management of Change and Contractor Management.
- Improving the risk assessment process by requiring project-specific task activities in each risk assessment; having Ramboll employees conduct the risk assessment rather than a contractor; and requiring that all risk assessments be presented and discussed in the project health and safety kick-off meetings.
- Expanding the training curriculum to include Stop Work Authority, Water Safety, and Lone Work.
- Modifying the written procedures and guidelines to align with the revised training programme.

In 2018, Ramboll experienced 54 cases requiring medical care beyond first aid. Of these cases, 27 were lost time injuries and 17 lost time illnesses. The lost time injuries distributed amongst five (5) main injury types: slips, trips, or falls; vehicle incidents; stress; lifting; physical contact with solid object; and an employee being accosted by a thief. Whereas, the lost time illnesses were all attributable to a single event that occurred at a public canteen where 17 Ramboll employees were affected by the Norovirus.

TOTAL REPORTABLE
INCIDENT RATE (TRIR)

2.46

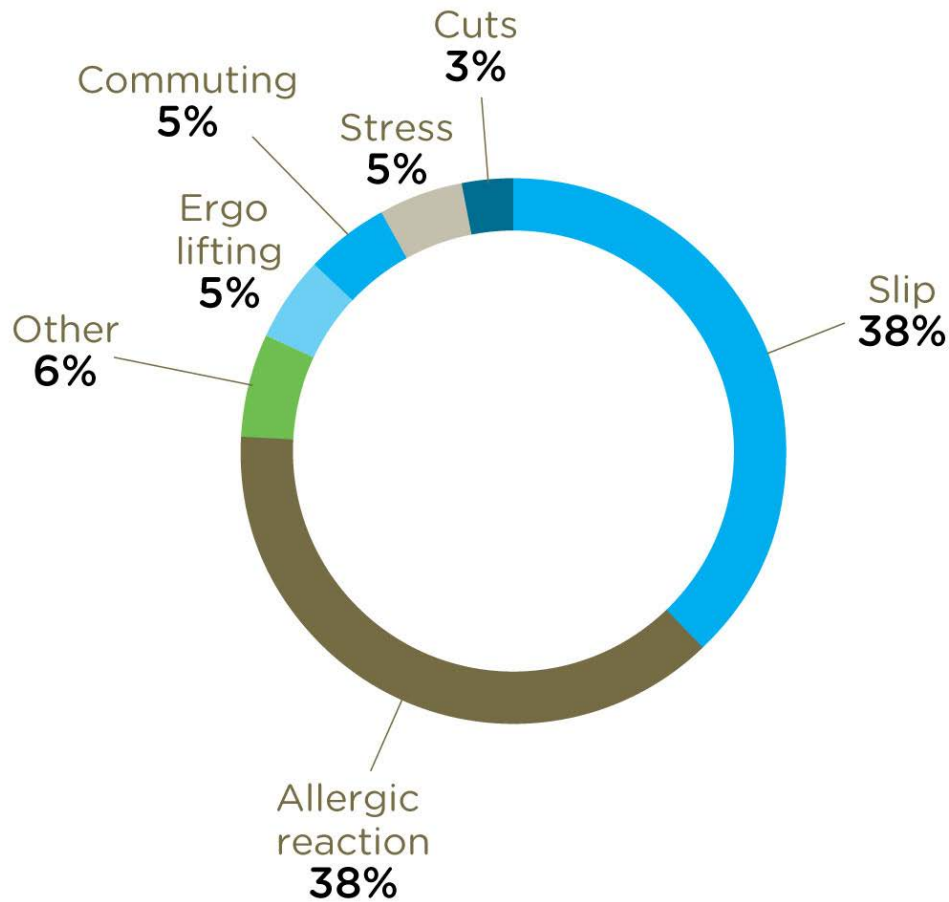
Industry average 2.5*

LOST TIME
INCIDENT RATE (LTIR)

2.00

Industry average 1.5*

CAUSE OF INCIDENTS



Managing and mitigating HSS risks

In Ramboll, we have 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, the types of activities our employees can operate within, fall into one of the following main risk categories:

- 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 nor 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 in 2018 include:

- Stress
- Slip, trip and falls

- Vehicles and transportation
- International travel
- Damaging utilities while conducting subsurface/underground investigations or geophysical studies

Plans have been developed to mitigate these risks.

IN 2019 WE WILL:

- Formalise and introduce HSS training modules
- Standardise and implement emergency preparedness planning for all offices and field projects
- Roll out a single, global event reporting system in order for incidents to be reported, evaluated, and lessons learned to be provided to staff
- Present monthly 'safety moment' themes to encourage discussion of HSS topics with colleagues and clients when having group meetings

Targets 2020

Zero harm in health and safety.

Improving HS&S awareness

As part of continuous efforts to make our employees aware of health and safety risks, a new global initiative was launched internally in November 2018. The 'Caring Together' programme aims to develop a unified, integrated risk-based platform for Health, Safety & Security that acts as a source of information for all Ramboll employees.

The programme includes a set of 'Safety Moments' to be used with colleagues or clients to remind ourselves about the importance of health and safety, help us recognise and control hazards, increase awareness and contribute to a culture of safety. Central to this is 'Stop Work' authority that empowers all employees with the responsibility to stop work to prevent injuries and incidents.

Attractive workplace

In 2018, Ramboll was ranked the second most attractive workplace by 1,600 engineering and natural science professionals in the Universum Denmark's most attractive employers' survey.

We were also top of the list when it comes to where students in the Nordics would like to work after finishing their studies.

And for the third consecutive year, we were number one on the image-list for engineering consultancies in a profile analysis of 5,600 experienced engineers and talents, carried out by the Danish magazine 'Ingeniøren'.



Promoting expertise

We are always exploring and considering new concepts, methods and technologies that improve our solutions and deliver more value to our stakeholders.

To support this, the Ramboll Foundation (Ramboll's owners) decided in 2018 to provide EUR 500,000 annually from 2019 to Ramboll PhD projects.

The Ramboll PhD programme is an opportunity for talented specialists to delve into exciting professional topics to unearth state-of-the-art knowledge and develop competences and innovative solutions to the benefit of our clients and society at large.

Society

We are an active member of society contributing to its sustainable development. We avoid taking on projects that are damaging to society or destructive to the natural environment.

Ramboll and the SDGs

Targets 2020

Increase revenue from services contributing directly and positively to the SDGs by 40% (compared to 2016).

Ramboll actively contributes to the UN Sustainable Development Goals (SDGs) and this influences not only the way we engage with clients, but also the way we work.

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 our global priorities and aspirations for 2020.

SDG Baseline for the Danish Parliament

In 2018, we collaborated with partners to assist the Danish Parliament's 2030 Network in developing supplementary indicators for SDG 11 'Sustainability Cities and Communities'.

The indicator supplement contributes to a better understanding of the national baseline situation and creates a more clear picture of the challenges which will require focus in Denmark moving towards 2030.



SDG PRIORITISATION BASED ON MARKET RELEVANCE

Six SDGs have a strong market relevance to Ramboll, four SDGs provide further market opportunities, and the targets in seven SDGs will be part of the design of all sustainable solutions.

Market contribution to the SDGs

Ramboll conducted an SDG market portfolio assessment in 2017 (for 2016 results). The assessment explored the 169 SDG targets for each of our markets and examined whether our services contribute directly or indirectly and had a positive or negative impact.

Based on the assessment, Ramboll makes a directly positive contribution to 54 of the 169 SDG targets. In 2018, the positive contribution to the SDGs was DKK 6,214 billion or 55% of Ramboll's total revenue. In 2018, Ramboll increased its revenue from services contributing directly and positively to the SDGs by 16% compared to 2016. We have procedures in place to reach our target.

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.

SDG REVENUE INCREASED BY

16%

compared to 2016

IN 2018 RAMBOLL
CONTRIBUTED DIRECTLY
AND POSITIVELY TO
THE SDGS WITH

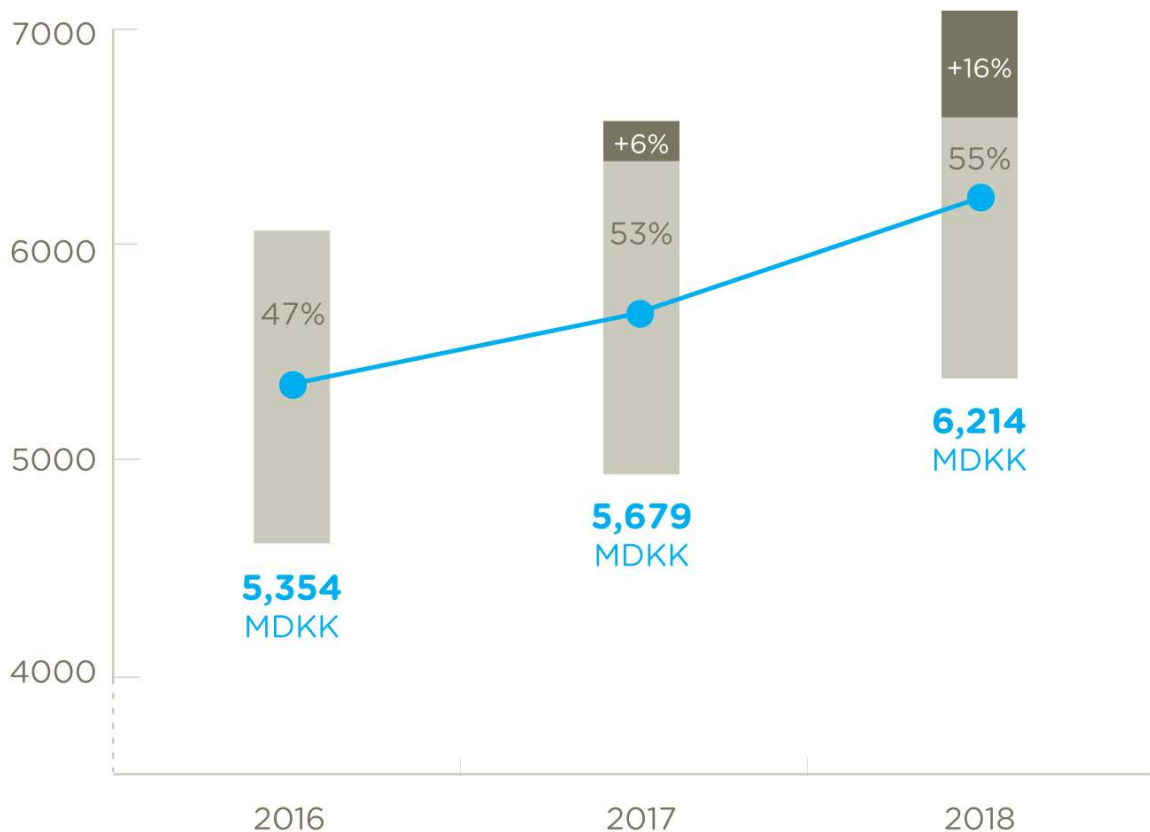
55%

of total revenue

IN 2018, WE:

- Implemented a new Sustainability Strategy for Buildings and appointed a new Group Sustainability Director for Buildings effective from 1 January 2019
- Implemented a new Smart Mobility Spearhead service in Transport
- Developed a new Strategy for Energy: Partner in Green Transition
- Produced a new SDG Impact Assessment tool and expert team to pursue the private sector market in Management Consulting

RAMBOLL'S CONTRIBUTION TO THE UN SDGS



Engaging with society

From partnerships with global initiatives such as the UN Global Compact, or our strong presence at prestigious events such as the UN General Assembly, New York Climate Week or COP24, Ramboll plays an active role in promoting sustainable solutions in society.

Partnerships and engagement

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 beneficial to all.

In September, we took an active role at the annual Nordic Edge Conference and Expo in Stavanger, Norway, which aims to promote solutions for smarter cities and communities and has become one of Europe's most important arenas for knowledge exchange and inspiration. This year, Nordic Edge centred around the theme of the Smarter City – and aside from keynotes, we also participated in a Liveable Cities Lab with influencers and experts.

In Denmark, Ramboll launched the results of [The Creating Liveable Cities Together survey](#) – the first of its kind in Denmark – that asked Danes what exactly made a city attractive to live in. Carried out on Ramboll's behalf by the Market Research Institute, YouGov, the survey canvassed 1,008 respondents nationally and 3,223 respondents in the cities of Copenhagen, Aarhus, Odense, Aalborg, Esbjerg, Vejle and Køge.

The results revealed that urban residents want their cities to be smart, sustainable and highly liveable. The survey received widespread coverage in the national media and reinforces Ramboll's strategic approach to solving urbanisation challenges through holistic solutions in collaboration with city planners, authorities and most importantly, the people who reside in them.

The Creating Liveable Cities Together survey also featured at New York Climate Week in September 2018, with a Sustainable Development Goals (SDG) event being attended by HRH Crown Princess Mary of Denmark. For the fourth consecutive year, Ramboll also participated in the UN Global Compact Private Sector Forum and showcased best practice examples of Ramboll's work and contributions to the global sustainability agenda.

Memberships

Ramboll plays an active role in shaping society and we are a member of multiple global and local networks, such as State of Green, the leading Corporate Responsibility Network FIBS in Finland, the Climate Partner of the City of Helsinki and the Network for Sustainable Procurement.

We are also a member of the UN Global Compact Networks in Denmark, Finland and Sweden.

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

IN 2018:

- More than 300 employees used their skills and free time to volunteer for over 2,500 hours
- In the UK, each employee is given one day per year as paid time for volunteering work; this amounted to the equivalent of DKK 170,000 in 2018
- Ramboll Business Units donated more than DKK 220,000 to charities; for example, Ramboll India donated to flood victims in India and Ramboll UK to RedR and others
- Ramboll continued its long-term support for NGOs such as Engineers Without Borders, 'Foreningen Nydanske', Terre des Hommes (through the 26-year-old Ramboll Humanitarian Association), RedR and many other local and international initiatives.

HOURS SPENT
IN VOLUNTEERING

2,500

DKK DONATED TO CHARITY

220,000

Creating value for local communities

Ramboll has presence in 30 countries, 300 offices and in approximately 70,000 on-going projects across the globe. We create value for global and our local communities by our services, supporting our employees and engaging with local academy and NGOs.

Ramboll has a significant direct and indirect impact on local employment and tax incomes by providing jobs to more than 14,400 employees in 2018. Ramboll recruited a total of 2,456 new permanent employees in 2018.

We engage with non-governmental organisations (NGOs) to support urgent challenges in local communities, and the Ramboll Foundation (the owner of Ramboll) supports research, education and humanitarian aid. Ramboll employees are active in volunteering and frequently engage with local communities around the world through charitable work.

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.

Corporate income tax charges (DKK million)

Ramboll's 2018 financial statements show a corporate income tax charge of DKK 122.9 million out of DKK 360.8 million of earnings before tax. This tax charge is allocated between the following main regions:

	2016	2017	2018
Denmark	78.7	-3.8	57.6
Finland	19.6	47.4	22.3
Norway	15.4	19.8	18.4
Sweden	26.2	30.2	14.9
USA	19.6	44.7	-18.2
Rest of world	8.3	23.4	27.9
Total	167.8	161.7	122.9

Sustainable living bringing people together

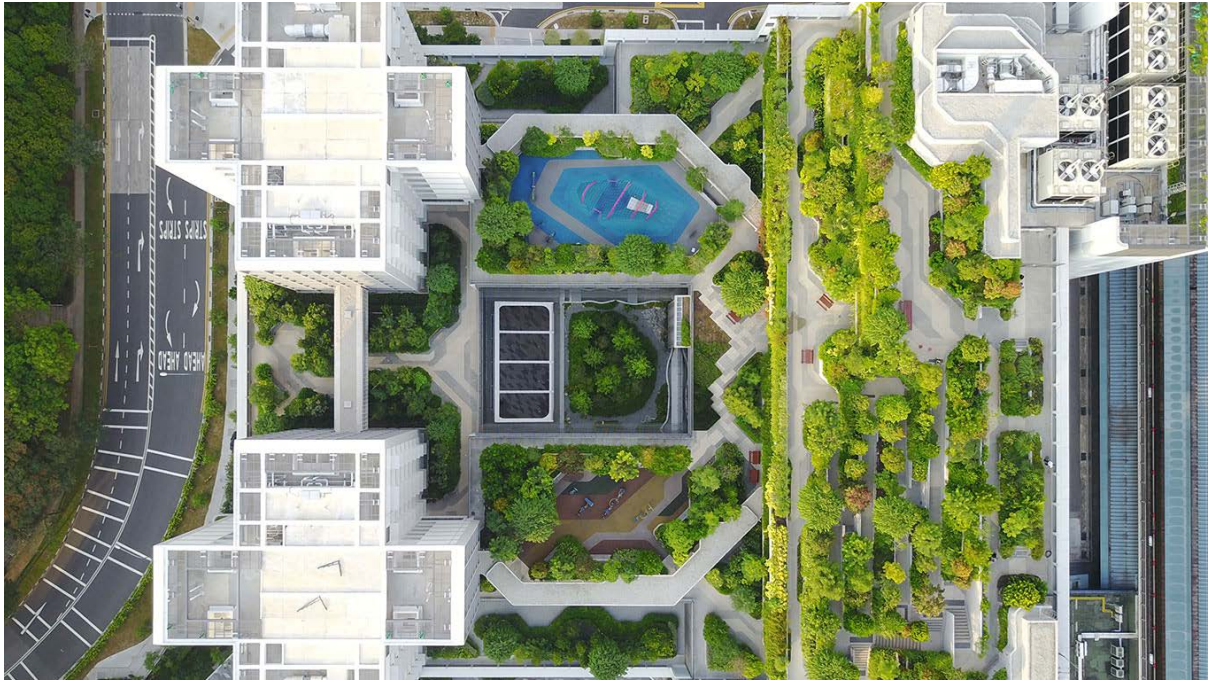
In Singapore, Ramboll has developed an award-winning building for the elderly that utilises blue-green infrastructure and clever landscaping which includes a tropical rainforest, as well as water management systems.

Kampung Admiralty is a vertical village that lessens the impacts of intensive urbanisation through the creation of a community that provides residential space, health amenities and community services, topped by extensive green terraces adorning various elevated spaces.

The landscaping is designed as layers of blue and green infrastructure woven into the building to connect residents and the greater Admiralty neighbourhood to the historical Kampung village and provide an oasis within today's highly densified urban context.

The project was realised through a close collaborative effort by the architects and the client, the Singapore Housing and Development Board.

[Kampung Admiralty project description](#)



At the forefront of sustainable energy production in Singapore

Converting waste to energy is fast becoming an efficient and cost-effective method for cities the world over, and in Singapore they are leading the way in sustainable energy production. Ramboll is helping the city to design and implement the world's largest energy recovery facility.

Waste management is of the utmost importance in Singapore, where a population of five and a half million people share limited space, and resources are stretched. As the population is set to increase by 30% by 2030, the new Integrated Waste Management Facility (IWMF) will significantly ease this burden, and is an important leap toward towards the city's long-term goal of zero waste.

According to Bettina Kamuk, Global Market Director at Ramboll, the new facility reflects Ramboll's long-term plans to provide sustainable solutions to waste management and energy recovery in Asia. "We have a strategy to help build more waste-to-energy plants in the region and to give cities an alternative to traditional and harmful waste disposal," she says.

[IWMF project description](#)



Offshore - New Jersey offshore wind strategic plan

A key advantage of wind power is that it is a renewable source of power with close to zero emissions and limited impact on the environment. The US offshore wind market is expected to grow significantly over the next decade and the State of New Jersey is committed to sourcing 3,500 MW of offshore wind, the most ambitious goal in the US. In September 2018, the State selected Ramboll to be their Offshore Wind Strategic Plan Partner. Centrally positioned along the US East Coast, New Jersey is a potentially attractive location for offshore wind manufacturers and suppliers.

According to Country Market Director, Ramboll Environment & Health in the Americas, Allan DeLorme, Ramboll's unique experience in offshore means we are "uniquely suited to help New Jersey develop a smart and effective OSW Strategic Plan that meets the needs and addresses the concerns of all constituents, while ensuring that the State achieves its goal of being a leader in the US offshore wind market."

[New Jersey offshore wind project description](#)



Building better cities in Norway

A satellite city of Oslo since the seventies, Furuset is being revitalised as a climate-friendly area with emphasis on improved urban design and blue-green infrastructure.

Central to the plan is a focus on better transport with pedestrians, bicycles and public transport will be prioritised including new bicycle paths and a future potential new metro line and the reduction of car traffic.

Environmentally-friendly energy will be provided by a district heating system that will use excess heat generated in the area. Ramboll is working on the project as an advisor.

Improving healthcare - Automation of hospital logistics

Digitalisation and automation are key to streamlining hospital workflows, enabling healthcare providers to spend less time on non-care related tasks. Designing and planning hospital logistics is increasingly playing a vital role in the efficient and smooth running of hospitals and ultimately helping to improve cost-effectiveness and patient care.

With the acquisition of German engineering consultancy MMG in 2018, Ramboll combines its digital expertise with a successful track record in healthcare. MMG has long specialised in healthcare

logistics, automated guided vehicles (AGVs) and pneumatic tubular systems (PTS). These technologies provide the efficient, punctual transport of materials throughout a hospital at any time. And more importantly, they free up hospital employees to spend as much time as possible directly on patients.

Ramboll is already significantly active in the healthcare industry, designing new and refurbishing existing healthcare facilities – from major hospitals and community care facilities to specialist care centres.

[Read more about digitalisation and automation in hospitals](#)



Shaping the Future of Energy

The energy market is changing rapidly as the world moves from fossil fuels to green energy.

In response to this transition, Ramboll devised a new Energy strategy in 2018 that will form the basis for our future endeavours in helping our clients move toward sustainable energy solutions.

“The energy system is in transition and is becoming integrated – where we can see the trends of falling prices and the rapid deployment of renewable energy,” according to the Managing Director for Energy, Thomas Rand.

The new strategy includes a raft of initiatives including expanding sustainable solutions internationally and driving the development of smart energy solutions to be at the forefront of energy efficiency.

Salling Rooftop



The concept behind Salling Rooftop in Aarhus in Denmark was to create an attractive, communal space where the cityscape can be enjoyed.

Company

We are dedicated to Ramboll's legacy and long-term success through top tier performance, sound business principles and adherence to our values. Our values inform our efforts in sustainable development and guide our decisions when faced with dilemmas, and strong ethics are the foundation for our work and operations.

A new matrix operating model was officially introduced across Ramboll in 2018. The structure allows us to strengthen collaboration between markets and geographies, improves the utilisation of resources across markets, and aims to help grow and develop our Spearhead services. Central to our 'Winning Together' strategy, Spearheads enable us to better utilise our global expertise while promoting collaboration across different markets and geographies.

And by focusing on them, we aim to increase awareness of some of the key services we offer to our clients. In 2018, we introduce several new Spearhead services, including High-Rise Buildings, Major Crossings, Smart Mobility, Offshore Wind and Waste-to-Energy, all of which have shown impressive growth.

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.

Our behaviour and transactions follow good corporate governance based on our Global Commitment and Code of Conduct.

Global Compliance Programme

Ramboll's Group Compliance Function oversees the implementation of our Global Compliance Programme, covering anti-corruption and anti-bribery, international sanctions and data privacy. The Programme ensures and promotes a corporate culture of ethics and compliance, and we apply guidance from the UKBA and FCPA as well as international standards such as ISO 37001 (anti-bribery), ISO 19600 (compliance) and OECD guidelines on anti-corruption.

To secure continuous improvements and maturing of our Global Compliance Programme, a 2020 Compliance Roadmap has been developed, outlining the key activities towards 2020 that will enable us to reach our strategic target of best-industry practice within anti-corruption.

Some of our strategic focus areas include increasing our focus on onboarding training for employees and managers, and implementing additional automated anti-corruption controls and monitoring in our project management and procurement processes.

Anti-corruption and bribery

Targets 2020

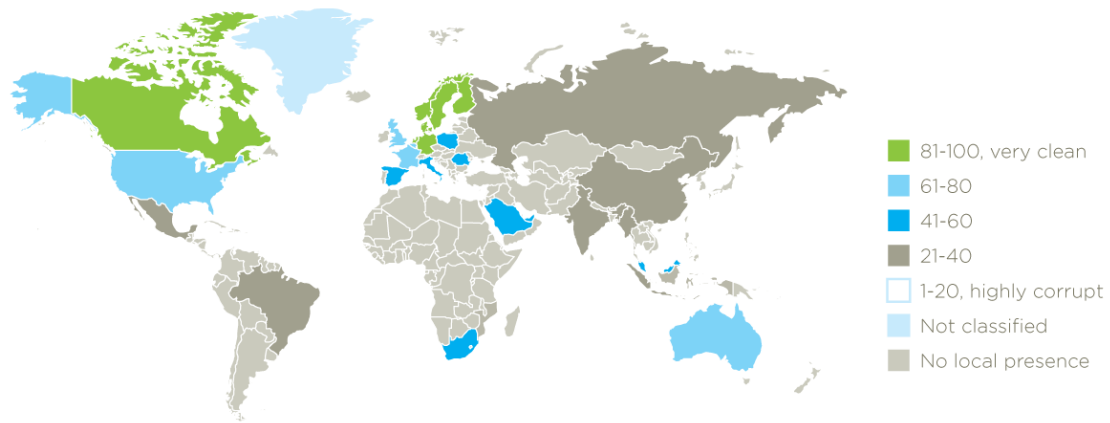
We aim to have best industry practice within anti-corruption by 2020.

We comply with anti-corruption laws, including the UK Bribery Act (UKBA), the US Foreign Corrupt Practices Act (FCPA) and local laws in every country where we operate. Ramboll has zero-tolerance to corruption and bribery in all forms, as outlined in our Group Policy, Procedure and Guideline on Anti-Corruption, and reinforced by the implementation of anti-corruption processes and controls throughout the organisation. Compliance with the Anti-Corruption Policy strengthens Ramboll's reputational, legal and financial standing, and protects not only Ramboll, but also our employees from potential civil and criminal penalties resulting from prosecution for corruption offences.

Where Ramboll operates in countries ranked as likely to have significant risks of corruption, we identify high-risk projects through embedded controls in our project management tools, and carry out compliance risk assessments case by case.

Third party risk management

During 2018, we have been implementing our Business Associate Code (BAC), which is an enhancement of our previous Supplier Code of Conduct. All our suppliers are asked to commit to the requirements in the BAC, which was enhanced to implement process requirements aligned with the UN Guiding Principles on Business and Human Rights. This was the first step in the process of improving our global third-party compliance due diligence processes and tools, which is a continuous focus area in 2019.



Source: Transparency International CPI (2018)

ANTI-CORRUPTION TRAINING



% of employees completed anti-corruption training

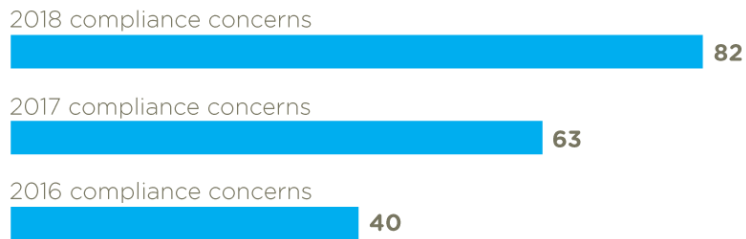
Compliance concerns

In 2018, there were 82 reported ethics and compliance concerns, including whistleblowers. This is an increase from the number reported in 2017 (63), which we believe is due to better awareness of our 'Speak Up' mechanisms achieved through various training activities conducted during 2018, as well as a natural result of our maturing ethics and compliance activities.

Out of the 82 reported concerns, eight have been assessed as significant, resulting in various mitigating actions and sanctions. However, none have been assessed to represent a significant financial or reputational risk to the business.

We encourage our employees and stakeholders to speak up, as we believe that this is an invaluable source of information enabling Ramboll to learn from past events, and to ensure continuous improvements of our ethics and compliance activities.

COMPLIANCE CONCERNS AND WHISTLEBLOWERS 2016-2018



IN 2018:

- All our operations have been assessed for risks related to corruption as part of the Business Risk Assessment
- We replaced Supplier Code of Conduct with an enhanced Business Associate Code
- We trained new employees in anti-corruption and anti-bribery policy

IN 2019 WE WILL:

- Continue to improve our third-party compliance due diligence process
- Further develop differentiated on-boarding training for employees and managers
- Improve use of automated anti-corruption controls

Human rights

Our commitment to respect human rights is anchored in our Global Commitment – our key policy commitment on sustainability and responsible behaviour. We respect human rights by implementing procedures in line with the UN Global Compact and UN Guiding Principles on Business and Human Rights (UNGP). Our Global Commitment is integrated in our Code of Conduct, our global policies and our supply chain management.

Ramboll complies with local regulations. We follow the requirements in accordance with the UK Modern Slavery Act and the Prevention of Sexual Harassment of Women at Workplace Act. In 2018, Ramboll conducted a human rights impact assessment in India focusing on Gender Equality, Health & Safety and Cultural Awareness.

Human Rights Impact Assessments

To identify impacts and possible adverse effects on human rights, we conducted a pilot human rights impact assessment in 2016 (Copenhagen head office), a global desktop study in 2017 (Denmark, Sweden, Norway, Finland and the UK) and a human rights impact assessment in 2018 (India). Overall 22% or 2 out of 9 of country business units have been part of the human rights impact assessments.

A pilot impact assessment of our Copenhagen head office was carried out to identify actual and potential adverse impacts that Ramboll may cause or contribute to through our internal operations.

The global desktop study was conducted to get an overview of Ramboll's salient human rights risks from a global perspective and to inform our further work with implementing human rights due diligence according to the UN Guiding Principles on Business and Human Rights. It covered known risks in Ramboll operations, known risks in our stronghold geographies (Denmark, Sweden, Norway, Finland and the UK) and known risks in our industry.

In 2018, Ramboll conducted a human rights impact assessment in India focusing on Gender Equality, Health, Safety and Security and Cultural Awareness, the second such assessment

undertaken globally in the last three years. In 2019, we will conduct a human rights impact assessment in Middle East and Asia.

Human rights risks

The most relevant human rights issues in the sectors in which Ramboll operates are related to discrimination, forced labour, health, safety and security, the rights of indigenous people, corruption risks, and environmental impacts. Ramboll is sometimes indirectly linked to these issues 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 in 2017. Risks identified in the risk matrix have been considered and mitigation actions have been identified, and mitigating actions are integrated for example in our Sustainability & CR strategy, Health, Safety & Security Programme, Compliance Programme and HR Business Plan. Our Business Association Code, project management system and third-party assessments also aim to prevent risks and address any human rights violations in our operations and supply chain.

IN 2019 WE WILL:

- Conduct human rights impact assessments in the Middle East

Ethics and dilemmas

Based on our long history and legacy, Ramboll's values and principles guide our decisions about our project portfolio. A new Group Policy for Clients defines characteristics for the types of clients we will and will not work for. Furthermore, an Ethics Committee has been established to respond to needs for direction and guidance beyond our policies and procedures. The Committee handles dilemmas and provides advice on how to ensure that Ramboll acts as a responsible company. It interprets our business integrity standards when necessary and serves as the point of contact when Ramboll is faced with issues related to our ethical standards. For example, with respect to clients and services involved in projects characterised by aggressive, destructive or suppressive purposes towards nature or people. Anyone in Ramboll can make a request to the Ethics Committee, and the Committee must then reply. Any decision taken by the Ethics Committee is final and binding and the agreed position is communicated accordingly.

Managing project risks

All employees are responsible for carefully considering whether a client and/or a project complies with Ramboll's Legacy and Fundamentals.

To guide this important business process, a new Project Integration (PI) Tool was implemented in 2018. The tool is compulsory for all projects and helps project managers and employees to identify all risks, conflicts of interests and client dilemmas of project opportunities. The findings are integrated into decisions and actions related to the management of tendering, contracting, project implementation and closure. The PI tool is built around 14 different management themes, and in the initial phase, the assessment focuses on Health, Safety & Security, Ethics and Compliance, and Data Privacy, respectively.

Third part due diligence screenings of clients are conducted whenever clients or their projects are considered to represent potentially high ethical and compliance risks to Ramboll.

Managing our environmental impact

Our environmental management is based on recognised principles as stated in the Rio Declaration on the Environment and Development. As sustainable society consultants, Ramboll's positive impact to the environment is realised through our projects as expressed by the SDGs. We are also constantly striving to control and reduce our environmental footprint.

To reduce our negative impact from our business operations, we have an environmental management programme, including the Group Policy Environmental Management procedures, which is aligned with EN ISO 9001 on quality management, EN ISO 14001 on environmental management and EN ISO 45001 on occupational health and safety management. As part of this, we have set a specific target for our carbon footprint.

Potential environmental risks

As a responsible company, Ramboll identifies potential environmental hazards, evaluates environmental risks and implements a hierarchy of controls to manage and reduce these risks. We record and take steps to control potential environmental impacts of Ramboll's own operations, services and solutions.

Ramboll faces a reputational risk if we do not act and/or reduce the environmental impacts, and a financial risk if we do not include environmental assessments in our projects.

The main direct environmental impacts identified are heating/cooling, electricity consumption and travelling. The main indirect environmental impacts identified are consultancy services and projects. These impacts can be a potential risk if for example we provide clients with incorrect advice, deliver below-par designs or do not have a lifecycle approach.

Environmental targets

Targets 2020

We have a goal to reduce CO2 by 20% by 2020 (compared to 2016).

In 2018, we established and implemented a global action plan to manage and reduce our carbon footprint per employee, based on experience from our Nordic business units. We also implemented global initiatives related to waste management, CO2 reduction, certification of new Ramboll offices, the use of sustainable materials, reduction of water consumption and creating awareness of sustainable practices to reduce CO2.

The action plan is based on a new 2018-2025 strategy for environmental sustainability for our Ramboll office portfolio and related services.

Carbon footprint

In 2018, Ramboll's total CO2 emission was measured at 26,708 tonnes, equal to 2.12 tonnes per full-time employee equivalent (FTEE), a slight increase from 2017 (2.05).

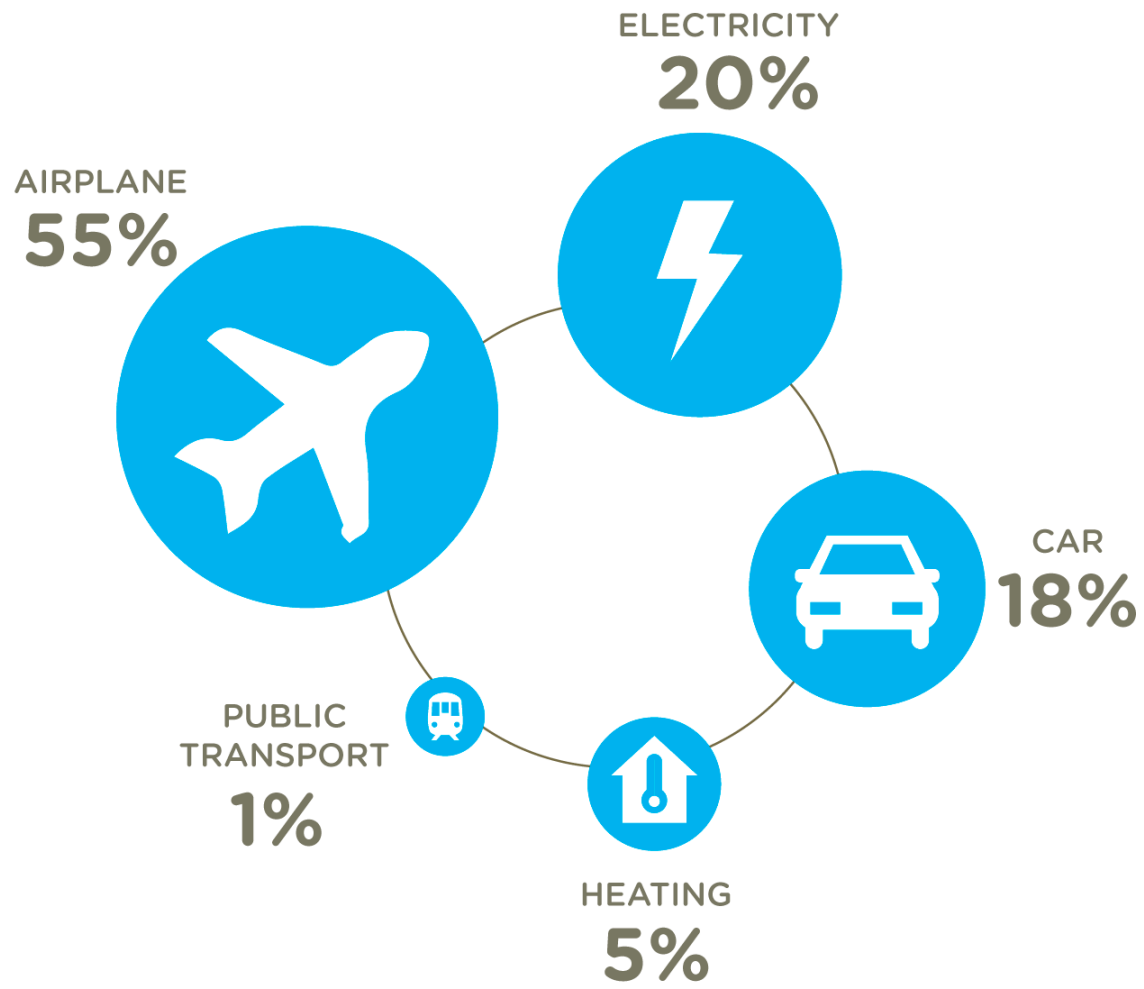
For the second consecutive year, Ramboll managed to reduce energy consumption significantly. CO2 emissions from electricity, cooling and heating were 6,725 tonnes, equal to 0.53 tonnes per full-time employee equivalent (FTEE), a significant decrease from 2017 (0.67 tonnes per FTEE). Total energy consumption was measured at 36,700 MWh (38,000 MWh in 2017).

CO2 emissions from business travel increased in 2018 to 19,983 tonnes, equal to 1.58 tonnes per FTEE from 1.38 tonnes per FTEE in 2017. This is mainly caused by an increase in air travel as the result of our increasing internationalisation.

IN 2019 WE WILL

- explore more effective actions to reduce CO2 from air travel.

CO2 from work-related transport



Co2 emissions from energy use and work-related transport

Total CO2 emissions (tons)

	2018
Scope 1	2,381
Scope 2	6,214
Scope 3	18,113
Total	26,708
Total per FTEE	2.12

Our Scope 1 emissions include energy use in different owned company facilities (e.g. emissions from combustion in owned or controlled boilers) and fuel use for company vehicles. Our Scope 2 emissions include emissions from purchased electricity, steam, heating & cooling and at last, our Scope 3 emissions include emissions caused by business travel. The scope applied for the compilation of the emissions is financial scope.

Due to the lack of data quality of the available data, Ramboll has chosen to exclude the remaining five GHG gasses in the GHG Protocol, and reports solely on CO2 emissions. Ramboll's disclosed greenhouse gas emissions include only CO2 emissions, where no biogas CO2 is emitted. Total CO2 emissions in the strategic baseline year 2016 were 26,248 tons. For the collection and information of the data and emissions factors applied, please refer to Annual Report (pdf) page 69. Our CO2 reporting is aligned with the GHG Protocol methodology and covers direct and indirect global CO2 emissions from activities caused by Ramboll.

ENERGY CONSUMPTION



(CO2 emissions per full-time employee equivalent)

BUSINESS TRAVEL



(CO2 emissions per full-time employee equivalent)

Energy consumption

Ramboll's total energy consumption was measured at 35,800 MWh (38,000 MWh in 2017). We have reduced the energy consumption in our offices through a number of initiatives; for example, we have increased the share of purchased renewable energy. We have also optimised the number of offices and office spaces per employee, increased awareness of measures to reduce energy consumption and pursue to select offices with lower energy consumption. We will continue to work with various initiatives to reduce energy consumption in our offices.

Water and waste management

To protect water resources, Ramboll set a target in 2018 to reduce water consumption by 15% per employee by 2025 (compared to 2018) and to reuse secondary water (e.g. rainwater) whenever feasible.

In 2018, we set a target to increase the amount of sorted waste to 90% and the amount of sorted hazardous waste to 100% by 2025. We also set a target to reduce the total waste produced per employee by 15% by 2025 (compared to 2018). We will continue to ensure that employees and guests have the correct knowledge of sorting waste.

IN 2019 WE WILL:

- Develop our data management system to better capture our water consumption and the amount of waste in our offices.
- Set regional targets and define actions to reduce water consumption and the amount of waste.

Supply chain

Ramboll is committed to acting responsibly, decently and transparently – also together with our business associates, such as sub-consultants, consortium partners, joint venture partners, outsourcing providers, sub-contractors, advisors, vendors and agents.

We ask our suppliers to commit to our Business Associate Code to secure that Ramboll's business associates demonstrate responsible business conduct in accordance with internationally recognised principles of human rights, protection of the environment and anti-corruption.

The purpose of Ramboll Business Associate Code is to inform our business associates of the requirements we have towards their ethical business conduct, and the level of documentation we expect them to deliver upon request from Ramboll.

Ramboll will accept a business associate cannot document compliance with the Code from Day 1 of the business relationship, as long as the business associate starts putting processes in place and documenting their performance.

If Ramboll is made aware during a business relationship that the business associate is non-compliant with our Code, Ramboll will (depending on the severity of the non-compliance) engage in dialogue with the business associate, including asking for documentation of the business

associate's level of compliance. If the business associate is not willing to cooperate or fails to demonstrate progress even after constructive dialogue and after a period of time in which the business associate should have been able to correct any misconduct, Ramboll will consider terminating the relationship.

Sustainable procurement

Procurement of goods and services for our own operations is a significant part of our purchases and thus affects our environmental and social 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.

The objective for the end of 2019 is that the total share of eco-labelled office supplies reaches 75%. In 2018, the global share of eco-labelled office supplies was approximately 23%.

Ramboll's Global Procurement Function oversees suppliers in Ramboll, categorising all supplier spend globally for Ramboll.

IN 2018 WE:

- Implemented a new, revised Code of Conduct for business associates 'Business Associate Code', which includes criteria related to human rights (including labour rights), protection of the environment, and anti-corruption
- Implemented guidelines and a toolbox for procurement staff
- Screened the most significant 1,000 supply partners (9%) by them signing the revised Business Associate Code, which involve them committing to different environmental and social criteria.

IN 2019, WE WILL:

- focus on buying eco-labelled office supplies as far as possible.

Ramboll has been voted member of the year 2018 in Ecolabelling Denmark (Miljømærkning Danmark). Our focus is on collaborating with companies who share Ramboll's passion for driving sustainability and working to get more eco-labeled products in the market.

Recent focus (2018) has been on furniture and the Swan labelling ('Svanemærkning') of work stations from Holmrís.B8, on ISS' cleaning certification/products and on a project with Lyreco on Green Office supplies.

Awards

The Kampung Admiralty building in Singapore won the prestigious 'World Building of the Year 2018' award at the World Architecture Festival in Amsterdam. Designed by Singapore-based

architecture firm WOHA with support from Ramboll, the building was praised by the judges for the ways in which the project dealt with the universal condition of longevity and health treatments, social housing provision and commercial space, which enabled substantial public realm benefits. This hybrid building also incorporates a huge amount of greenery (more than 100% of its footprint) in a series of layered levels which have generated welcome biodiversity.

In June, Ramboll received no fewer than four honours at the ACE's Constructing Excellence Awards and the Ground Engineering awards in the UK. The iconic Queensferry Crossing won the 'Project of the Decade' award, with other prizes being handed out for our sustainability work on Europe's largest wetlands as well as the prestigious 'Consultant of the Year'.

Also in the UK, Ramboll won the coveted 'Technology Champion of the Year' category at the ACE Consultancy and Engineering Awards 2018. This event celebrates the best that the industry has to offer, recognising remarkable companies, industry projects and initiatives, as well as exceptional individuals and the next generation of sector leaders.

For a new medical centre in India, Ramboll India's building team won the 'Best Building Award' at the SSMB Awards which recognise and celebrate individuals and firms that have displayed extraordinary work with steel and steel structures as well as consistently providing a high level of quality service.

And in the US, Ramboll was ranked among the top three preferred environmental service providers in the Verdantix Global Survey.

Digital development centre India

A major ambition in 2018 has been to strengthen our digital development and automation. With the opening of the Digital Development Centre in India in October 2018, Ramboll has a dedicated centre of expertise that will work closely with the Ramboll Engineering Centre and other business units to standardise our digital processes.

According to Markku Moilanen, Group Executive Director at Ramboll, "We have talent and skills that are needed to link digital development to our domain knowledge, and India is a place where we can attract and hire some of the best people in the world within digital development."

Enabling collaboration and transparency across our business

In line with our commitment to invest in digital solutions for our employees, a new digital workspace was launched across the organisation in 2018. Known as Rambla, it has provided employees with extensive, personalised and user-friendly features in a solution that can be accessed on all devices and is a good example of digitalisation as a tool to improve our work processes.

Rambla won Gold prize in the 2018 Intranet & Digital Workplace Awards. It was praised for delivering convincing integration with different systems, a consistent vision to drive continuous development as well as a comprehensive online Project Portal which helps Ramboll to operate globally.

SUSTAINABILITY

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



Read more about the five targets here:

<https://ramboll.com/annual-report-2018/commitment-progress/company#carbonfootprint>

<https://ramboll.com/annual-report-2018/commitment-progress/people#equality>

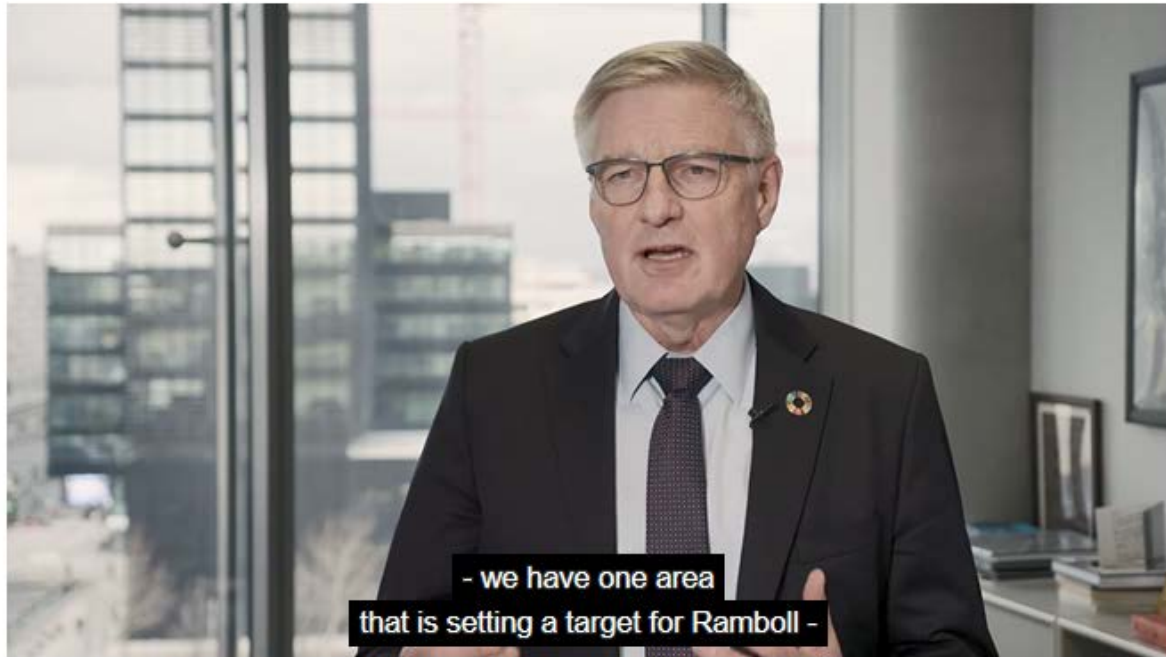
<https://ramboll.com/annual-report-2018/commitment-progress/people#healthsafety>

<https://ramboll.com/annual-report-2018/commitment-progress/company#businessintegrity>

<https://ramboll.com/annual-report-2018/commitment-progress/society>

Sustainability Strategy

Ramboll's clear ambition is to become a recognised and active leader in sustainability. We 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. We have set ourselves five ambitious targets for 2020.



Søren Holm Johansen, Group Executive Director, Markets and Global Practices, Sustainability & CR, explains how Ramboll views sustainability and the SDGs - and how the 17 goals define the strategic direction for Ramboll Group.

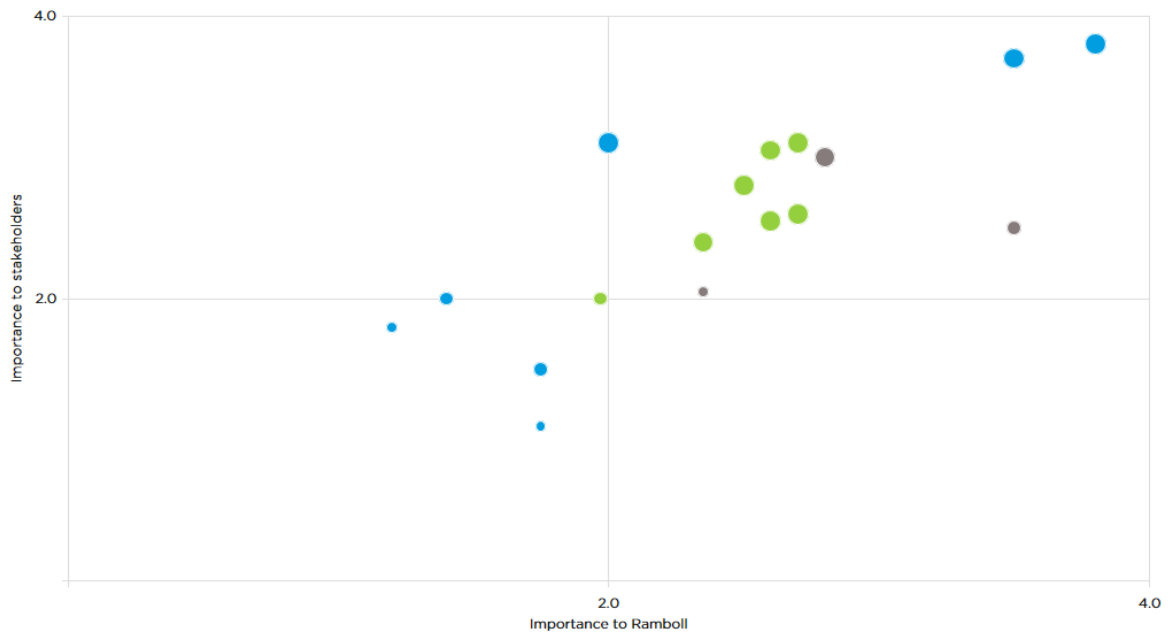
Sustainability Management

The Group Sustainability & CR function is responsible for developing and executing the sustainability strategy, ensuring integration with business units and other relevant corporate functions, and safeguarding line of sight to Ramboll's legacy, vision, mission, commitments and policies within the mandate of the Sustainability & CR Committee.

The Sustainability & CR function is governed by the Sustainability & CR Committee, which acts as a steering group and consists of management representatives from Ramboll's business units. The status and progress of sustainability & CR are reported to the Group Board of Directors, who convey the information to the Ramboll Foundation (the majority owner of Ramboll) annually.

Sustainability and CR are implemented through our operating model covering six markets. It is also realised in our cross-market function, Liveable Cities. It is further supported by the corporate functions of HR, Facility Management, Operational Excellence & Risk Management, Finance, Legal, Compliance, Markets, Sales & Clients, Digital & Innovation, and Communications and Branding.

Identified 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.

Materiality Assessment

Ramboll conducted its first materiality assessment in collaboration with KPMG in 2016. The assessment identified topics material to Ramboll and our key stakeholders.

The assessment first considered issues related to our internal operations and project solutions that could pose a risk either to Ramboll or to our stakeholders. In order to identify these potential risks, 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 that investigated client 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 and our internal environmental management.
- Employer of Choice and Business Integrity cover material topics that are business enablers, such as the health & safety and engagement of our employees, Our Fundamentals and internal and external control mechanisms.

We have both positive and negative impact on these issues, through our own operations, but also through the nature of our services and solutions.

We will be conducting an updated materiality assessment in 2019.

GRI index

This report has been prepared in reference to the GRI Standards: Core option. This means that our reporting covers all the material Standard Disclosures of the GRI Standards framework, as well as all sustainability and CR aspects identified as material in our business operations and services. Our GRI Index below lists our Standard Disclosures with reference to GRI Standards categories, aspects, and indicators, and also refers to the chapter names of sections where these issues are addressed in our annual reporting publications and/or other information channels.

[Read the full GRI index as PDF](#)

(Please note that some browsers have problems opening the links in the PDF. Alternatively just open the PDF in a regular PDF viewer, such as [Adobe's](#))