

DIVERSITY AND INCLUSION AT RAMBOLL

UK 2022 STRATEGY OVERVIEW

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RAMBOLL

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UK 2022 Strategy Overview

Ramboll is a Foundation owned purpose driven company with a deep-seated belief in high ethical standards and behaving responsibly towards each other, our clients, our collaborators, and society. Our Mission is to **create sustainable societies where people and nature flourish**. Diversity and inclusion (D&I) is therefore embedded into the very heart of our business.

“Our passion for a diverse and inclusive organisation remains resolute and I am encouraged by the year-on-year improvements we are making. We are pleased to share with you our refreshed D&I strategy. It will accelerate our progress in key areas and unites our focus on our people with our work on inclusive solutions serving society.”

– **Mathew Riley**, Managing Director, UK

Where people flourish

We want people to flourish. This speaks not only to those within Ramboll but also to the solutions we devise for clients. To achieve this, we are focused on three core areas:

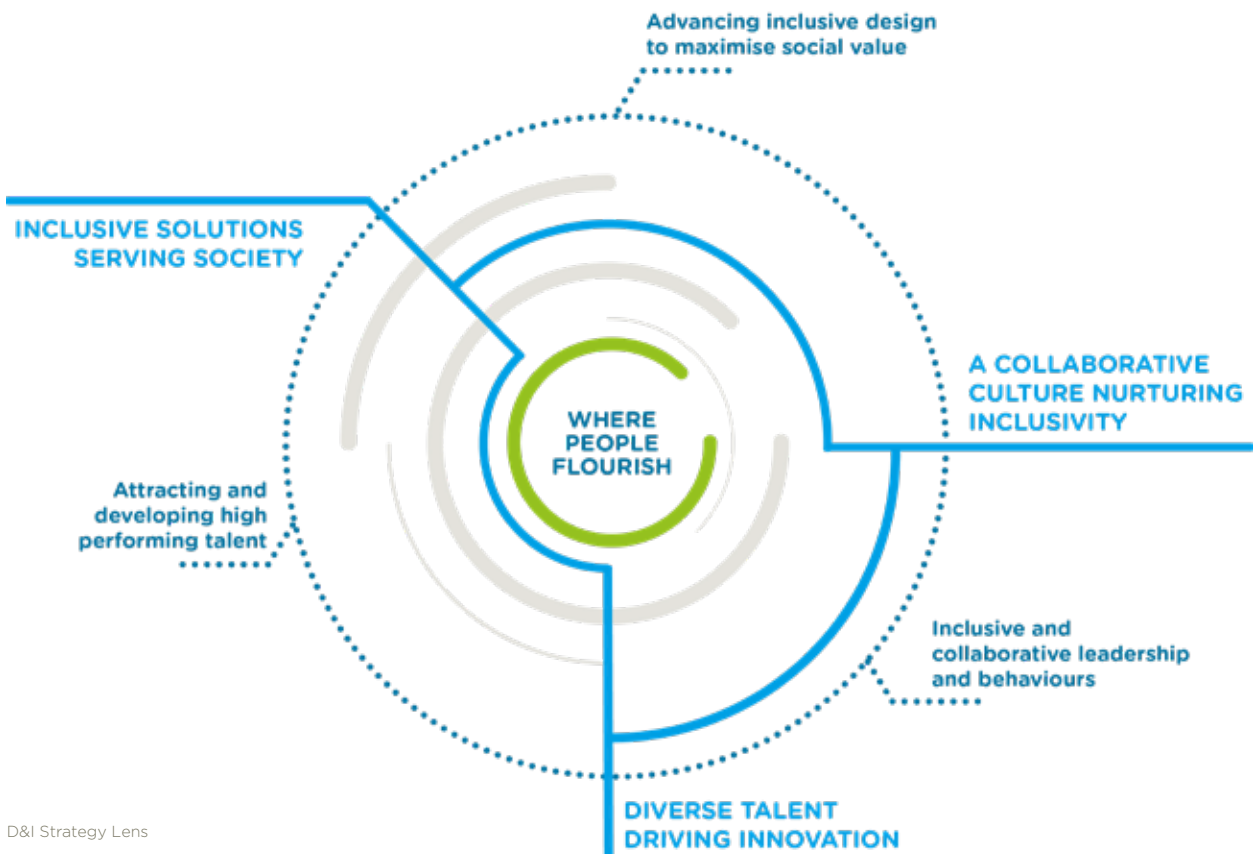
A collaborative culture nurturing inclusivity: An open and inclusive culture with behaviours that build trust and respect emanating from our leadership is critical in enabling our people to thrive and fulfil their potential.

Diverse talent driving innovation:

Attract, retain and develop diverse talent to create well-managed inclusive teams that improve engagement and drive more innovative solutions for our clients.

Inclusive solutions serving society:

A diverse and inclusive organisation with highly engaged talent will collaborate to produce inclusive solutions that maximise social value and help create sustainable societies.



Recent achievements

Our D&I steering committee and employee networks have delivered great results. Here are a few examples:

- We strengthened our external engagement by joining Stonewall, Building Equality and signing the Time to Change Pledge
- We supported the Head Above Water sculpture and campaign to raise awareness of mental health issues
- We delivered company-wide Managing Pressure training and have trained Mental Health First Aiders in every office
- We undertook employee interviews and enhanced core policies around parental leave and flexible working, implemented a more inclusive senior promotion process, and increased annual holiday entitlement
- We launched the 100-day Virgin Global Challenge, an employee health and wellness programme, where we realised significant improvements in physical exercise and mental wellbeing
- We engaged with over 1,000 students to inspire them about STEM subjects and career paths

Such activity has reduced our employee turnover by nearly 5% while our industry leading engagement levels have continued to improve. Employees scored us highly on D&I related questions with our score for 'treating people equally' remaining the second highest scoring question in our employee survey.

2022 focus

We have taken great strides in improving diversity and inclusion at Ramboll. As a company that wants to inspire positive change across our industry, we want to go further. We will introduce a number of initiatives across the next three years to drive this, including:

- An Inclusive and Collaborative Leadership Framework that is the 'silver thread' across all our development programmes and interventions
- Inclusive Leadership training for key leaders and managers
- People and culture training
- Redesigning our recruitment process to foster inclusivity and diversity
- Broadened recruitment channels, including a Returners Programme
- Reinvigorating our mentoring programme to appeal to more diverse participants and launch a reverse mentoring scheme
- Toolkits to support and drive inclusive designs that maximise social value

This will be supplemented by regular outreach from our employee networks which, in 2019, will include: a 'Pride over Prejudice' LGBT+ campaign and attendance at Pride marches around the UK, the Virgin Global Challenge to promote health and wellbeing, enhanced STEM outreach and work placements, and empowering positive female role models to inspire and mentor current and future generations.

17 

We have trained Mental Health First Aiders in all 17 offices

70% 

Following our 100-day Virgin Global Challenge, 70% more of the participants achieve 10,000 steps a day

5% 

Voluntary employee turnover has decreased by nearly 5% over the past two years

4.4 

Employees score Ramboll high at 4.4 out of 5 for treating people equally

"With so much enthusiasm and commitment to our D&I strategy and action plan, I have no doubt that our D&I performance will continue to improve."

– **Alex Lawrence**, Talent & Inclusion Director



Ramboll joined industry network #BuildingEquality at London Pride in 2018, participants included our Finance Director and Managing Director.

Committed from the top

Our D&I Steering Committee is chaired by our UK Managing Director, Mathew Riley, and led by our Talent Inclusion Director, Alex Lawrence and HR Director, Dan Forbes-Pepitone. We have embedded D&I throughout our organisation. Our D&I strategy is a stated priority in our UK Strategy and Business Plan. Senior Directors are accountable for the action plans under each of the three core areas within our strategy. We have four thriving D&I employee networks, each with allocated budget and board member as sponsor.

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