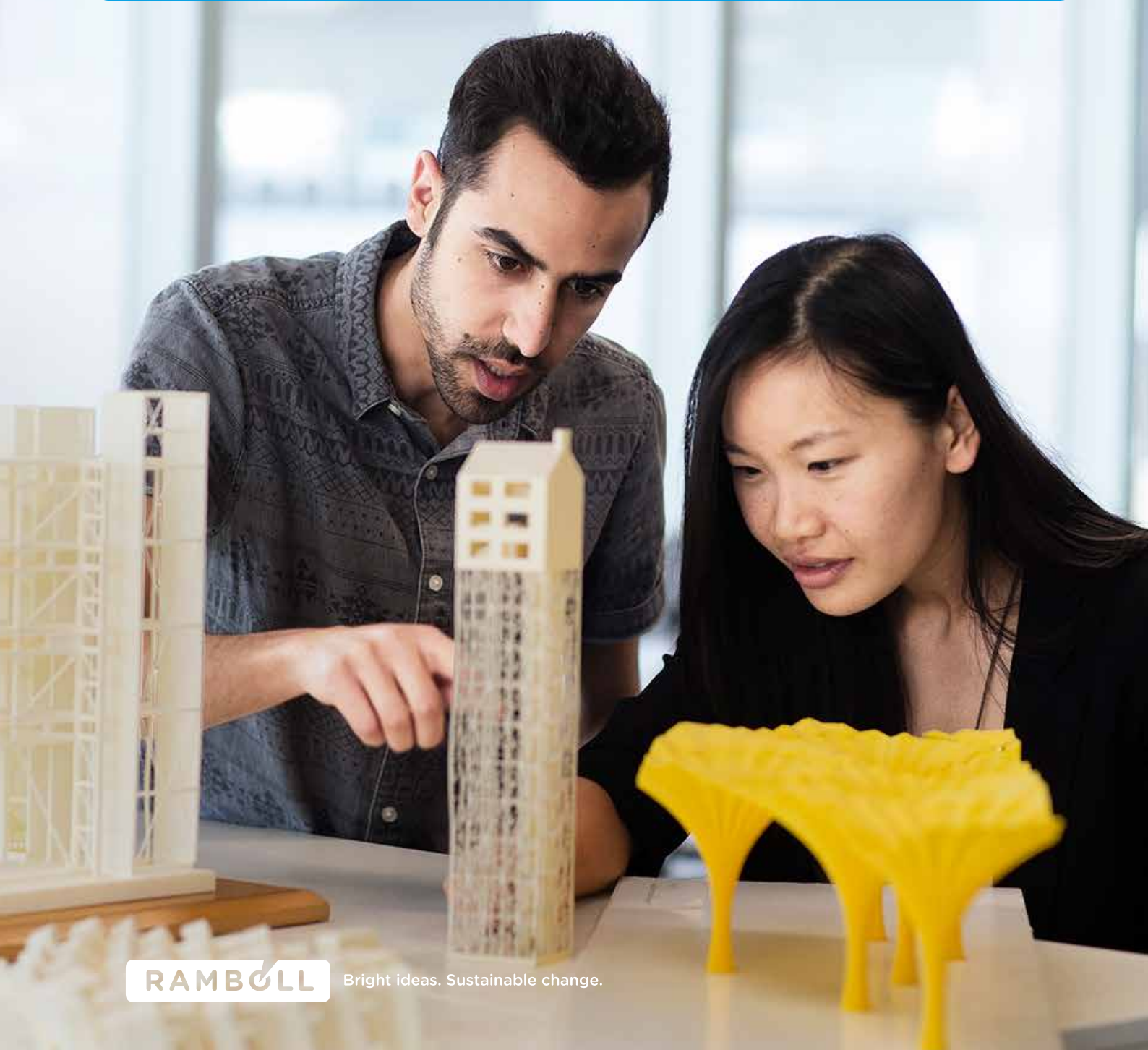


RAMBOLL'S UK GENDER PAY REPORT

SHOWING RESULTS FOR 2018

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RAMBOLL'S UK GENDER PAY GAP REPORT

Showing results for 2018

Ramboll is a Foundation owned business with a deep-seated belief in high ethical standards and behaving responsibly towards each other, our clients, our collaborators, and society. Diversity and inclusion is at the heart of our business.

DRIVING POSITIVE CHANGE

"I am pleased to see improvements against the majority of indicators. However, as an organisation committed to driving positive change, we need to do more within our own organisation to encourage a greater proportion of women into senior roles where pay is higher. We remain an active STEM ambassador to encourage more women into

our industry, we are improving and broadening our recruitment activities, and are committed to developing our current talent. It will take time but our passion for a diverse and inclusive organisation remains resolute and we have a refreshed diversity and inclusion strategy to drive this."

– **Mathew Riley**, UK Managing Director

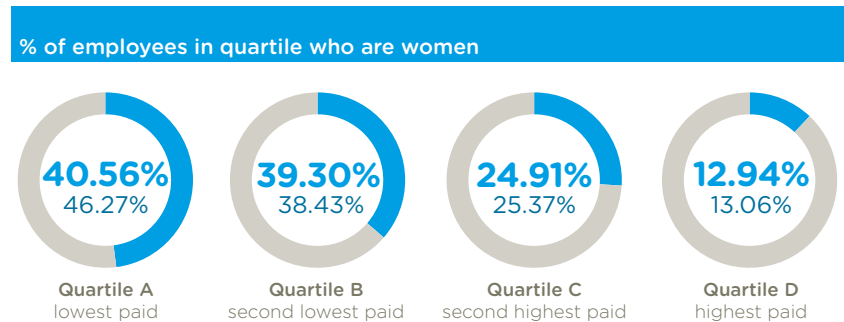
Improving performance

2017 figures highlighted in dark blue

F1. Mean and median pay and bonus

	Pay gap	Bonus gap
Mean	26.51% 27.8%	36.33% 62.97%
Median	25.14% 28.34%	26.05% 50.00%

F2. Pay quartile gender balance



F3. % men and women paid bonus

Gender	% paid bonus
Men	85.21% 25.74%
Women	91.67% 36.36%

F1. We are pleased our pay gap is closing, with the median pay gap dropping by over 3%, however, improvement in mean pay was marginal.

F2. Quartiles B, C and D have remained relatively stable, whilst we have a more balanced gender distribution at the lowest paid level in quartile A.

F3. Due to strong improvement in business performance, a discretionary bonus was paid to nearly all UK employees, with a higher percentage of women receiving a bonus.

Our successes

We continued to invest in critical enablers that foster a highly inclusive and diverse organisation.

Our diversity and inclusion (D&I) commitments are firmly embedded. D&I is an explicit priority in the Group and UK Business Plans. We refreshed our UK D&I strategy and action plan. The UK MD is Chair of the D&I Steering Committee and Gender Balance Network. Our Leadership Team are sponsors of our four D&I Networks into which we have invested £200,000+ on activities. We created a new Talent & Inclusion Director role and appointed a senior operations director to the position. We welcomed a new HR Director with very strong D&I credentials.

All policies were reviewed against our D&I strategy and enhanced several policies following employee feedback. Maternity pay was enhanced in the first 26-weeks of leave when people need the money most, and our flexible working policy was refreshed to make it more accessible and more widely understood. We also made significant investments in our offices and IT infrastructure to deliver environments where people flourish.

Our annual employee satisfaction and engagement survey (scored 1-5) demonstrates a good and improving landscape in D&I. The result for 'treating people equally' was again our second highest scoring question, remaining at 4.4. Our people score us highly on 'experiencing flexibility in their time and place of work', scoring 4.3, up from 4.2. The score for whether 'men and women are offered equal opportunities' also remained high, improving from 4.0 to 4.1.

Future focus

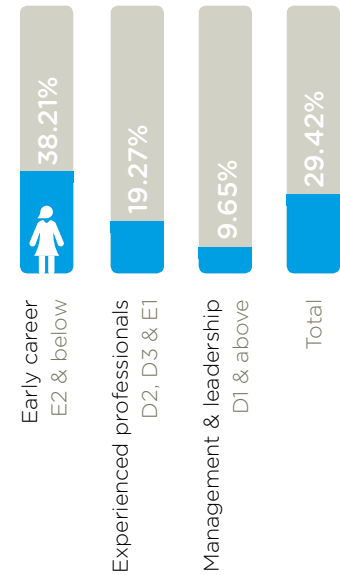
Our focus is to inspire and create change through the recruitment, retention and promotion of women.

The re-focussed D&I strategy reflects the excellent work to date, along with exciting additions including an Inclusive and Collaborative Framework. This identifies key areas of technical and behavioural leadership that are vital for the success of the business, and incorporates the 'silver thread' of Inclusive and Collaborative Leadership in all our development programmes and interventions.

We have created Delivering on Inclusive Leadership training, so our key managers and leaders understand and reflect on their own personal 'leadership shadow' and consider changes they may need to make to become more inclusive and collaborative leaders.

We are growing our mentoring programmes for senior women and promoting female role models across our business and industry. Once again we have several candidates shortlisted in the Women in Construction & Engineering Awards. Our STEM Network will deliver 100 Ambassador Days in 2019 to help inspire future generations. We will prepare to improve and broaden our recruitment outreach, ready for when markets recover from the current uncertainties.

Grade-level gender balance
% of employees who are women



30% BY 2020

SENIOR FEMALES

We are striving for 30% of D-grade employees to be female by the end of 2020. We currently stand at 16%, up from 13%, and are committed to attracting, retaining and developing female talent.

"I feel fortunate to work as part of a Leadership Team who are so genuinely committed to diversity and inclusion and find Ramboll to be the most flexible employer I have experienced."

- **Dan Forbes-Pepitone**, UK HR Director

"With so much enthusiasm and commitment across the business 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



From left to right; Mathew Riley, UK MD & D&I Committee Chair, Alex Lawrence, UK Talent & Inclusion Director and Dan Forbes-Pepitone, UK HR Director

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