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 CPO

A humanistic approach: equality, diversity, and inclusion at Ramboll

Ramboll is proud of its strong legacy, rooted in our mission:

“To create sustainable societies where people and nature flourish”. This guides the company and is reflected in everything we do.

Being part of Ramboll means upholding high ethical standards and treating everyone — colleagues, clients, partners, and communities — with fairness and respect.

Our commitment to equality, diversity, and inclusion stems directly from our mission, which helps shape our culture and is embedded in our Fundamentals, strategic direction, and Leadership Principles.

We believe everyone deserves the opportunity to thrive, and this extends beyond our organisation and across our operations:

- **For Clients:** We create value by solving complex challenges with sustainable, forward-thinking solutions
- **For People:** We offer a modern, inclusive workplace where individuals can grow, contribute, and thrive
- **For Society:** We promote livability, economic opportunity, and social cohesion through a resilient, sustainable environment
- **For Company:** We adhere to our values, and our behavior is guided by our Global Commitment and Code of Conduct.

1. Strategic business advantage

Our people bring diverse backgrounds and experiences to the company, enabling us to deliver innovative and forward-thinking solutions to our clients. It is our individual differences that strengthen the whole. When we invite and include diverse perspectives, we welcome new ideas, foster collaboration, and ultimately arrive at the needed solutions for our clients and stakeholders.

2. Our framework: understanding equality, diversity and inclusion

Equality: is ensuring everyone has an equal opportunity to make the most of their lives and talents. At its core, equality means fairness.

Diversity: is our workforce comprised of individuals reflecting a wide range of dimensions and human experiences. Diversity is everything that makes us unique, bringing our whole selves to work to facilitate the delivery of innovative and forward-thinking solutions to our clients.

Inclusion: is welcoming, acknowledging, and respecting what makes us diverse. It means ensuring everybody is valued, heard, and able to participate in our collective mission to deliver solutions for our clients and stakeholders.

Our systemic approach focuses on three core areas: our people, processes, and society. In all the work we do, we aim to be:

- Consistent
- Fair
- Transparent
- Supportive.

Guided by this framework, Ramboll takes a purposeful approach to equality, diversity, and inclusion. Our ambition is reflected in the following priorities:

2.1 Equality

- Create true meritocracy and steward rigorous systems for hiring, feedback, and promotion
- Ensure fair, consistent, and transparent People processes that support everyone
- Ensure consistency in the salary and promotion processes
- Recruitment and advancement are based solely on qualifications, performance, and potential.

2.2 Diversity

- Attract the best talent to Ramboll
- Source from the broadest pool available
- Enhance our ability to generate new ideas, thereby helping boost innovation, and smarter decision-making
- Strengthen client relationships.

2.3 Inclusion

- Co-create a work environment where everyone can leverage their full potential
- Gain a stronger understanding of our people and inspire their growth
- Elevate people engagement and foster employee satisfaction
- Create conditions where everyone experiences a high level of wellbeing at work.

2.4 Aligning and adhering with applicable laws and practices

Ramboll recognises that the focus on equality, diversity and inclusion impacts each one of us differently, depending on the societies in which we live and work. Thus, Ramboll empowers local leadership to drive meaningful and impactful change in a manner that aligns with the applicable laws and resulting practices in the various countries where we operate. We engage and collaborate with partners and stakeholders within our own industry and the societies where we are present, and we always adhere to local legislation.