

# Building a Culture of Inclusion

## Position

At Ramboll, our core strength is our people, and our history is rooted in a clear vision for how a responsible company should act and behave. We respect, embrace, and invite diversity in all its forms, while focusing on creating an inclusive culture where everyone can thrive. Ramboll is an international company, and our diverse backgrounds enhance our ability to innovate. Greater inclusion improves engagement and performance and it is therefore essential for our success. A company driven by purpose, Being Ramboll means living by high ethical standards and behaving responsibly towards each other, our shareholders, clients, collaborators, and society.

It is our mission to create sustainable societies where people and nature flourish, and we believe this can only be successfully achieved together with our clients and partners when we reflect the diversity of our societies, intentionally embed inclusive behaviours, while striving for equality for all.

As a responsible company, it is our aim to leverage our scale and position to increase the diversity of our own workforce and positively impact opportunities for underrepresented groups in our industry. We acknowledge that this requires a sustained effort and focus over time, and we are committed to taking actions that will deliver on this ambition.

## Approach

Ramboll's approach to building an inclusive culture is based on our aspirational targets. They provide the framework for the initiatives and actions we take, either focused on our people, on our processes or on the industry and society we are a part of.

### Our aspirational targets

- Build an organisation of inclusion and belonging and through that create a workplace

that reflects Ramboll's commitment to society

- Achieve a more balanced organisation with a strong focus on gender representation. Our goal for gender representation is 40% women and 60% men by 2025. For Senior Management it is the goal, that its gender balance represents Ramboll as a whole
- Embed a strong focus on diversity and equity in our people processes to ensure that we mitigate and challenge bias when making decisions

## Actions

Ramboll has set out several activities to ensure delivery of our global aspirations:

### Foster an inclusive workplace

We will provide on-going education for all employees on equality, diversity, and inclusion, further sustained by the Ramboll Leadership Principles – guiding the focus for leaders at all levels. Listening to the experiences of our people and engaging in the ongoing dialogue is at the core of building inclusion. Therefore, we will create more opportunities for conversations through our networks and our yearly employee engagement survey.

### Building a diverse pipeline

To better reflect our societies, we must attract a more diverse pool of candidates. We will have a strong focus on all aspects of the recruitment process. Changing the trajectory of the talent pool requires a sustained effort in how we identify and communicate with candidates through inclusive language, while mitigating for bias in the process.

### Equitable people processes

We will work to reduce bias and address inconsistencies in all our people processes, challenging our own assumptions when making people decisions. Looking holistically at the talent journey, we will work towards equitable processes

in recruitment, development, and retention.

Ramboll recognises that the focus on equality, diversity and inclusion impacts us in different ways, depending on the societies where we live and work. Thus, Ramboll empowers local leadership to drive meaningful and impactful change through their own initiatives.

In the United Kingdom, Ramboll has launched the Return-to-Work program, supporting people who have taken a career break of 12 months or longer in coming back to work. During the six-month program, participants will be part of a cohort of fellow returner and will benefit from additional training, one-to-one sessions with a specialist return to work coach, and guidance from an internal mentor.

In India, we are hosting a women's forum who meets on a regular basis to discuss various topics related to gender representation and sustainability in our business.

### **Advocacy**

We engage and collaborate with partners and stakeholders within our own industry and the societies, where we are present.

In the United States, Ramboll is a partner to the National Society of Black Engineers. Through our partnership, we aim to support opportunities for STEM education and the development of a more diverse pipeline of talent.

In Denmark, Ramboll is a member of The Diversity Council, which is a strategic corporate alliance and an international diversity accelerator. As part of the partnership, Ramboll works to remove barriers and accelerate the progress of more women to top business management and leadership positions in general.