




RAMBOLL



RAMBOLL'S UK GENDER PAY REPORT

SHOWING RESULTS FOR 2017

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Ramboll is a purpose-driven company with a mission to create sustainable societies where people and nature flourish. The engagement and satisfaction of our people has always been a top priority and we want all employees to flourish whilst working for Ramboll.

OUR LAST TWO APPOINTMENTS TO OUR GLOBAL EXECUTIVE BOARD WERE WOMEN

Equality, Diversity and Inclusion at Ramboll

Ramboll takes equality, diversity and inclusion (EDI) very seriously. Indeed, our last two appointments to our Global Executive Board were women, as CFO and CIO, both in 2018.

We have a sharp focus on EDI. In the UK the EDI Committee, led by our Managing Director, has developed and is executing our EDI strategy as we strive to demonstrate positive change across the industry.

Our gender pay statistics

1. Mean and median pay and bonus*1

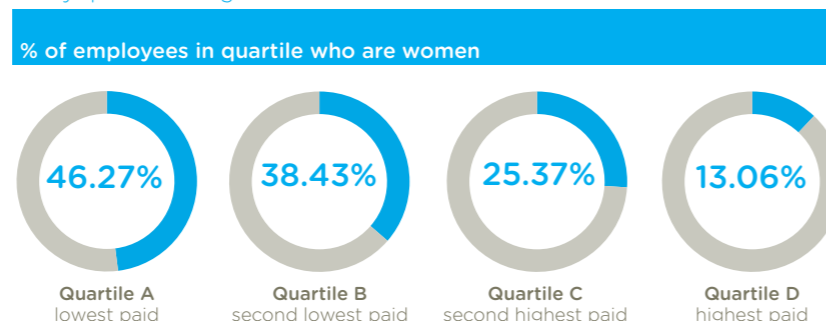
	Pay gap	Bonus gap
Mean	27.08%	62.97%
Median	28.34%	50.00%

Men and women at Ramboll are paid equally for doing the same job.

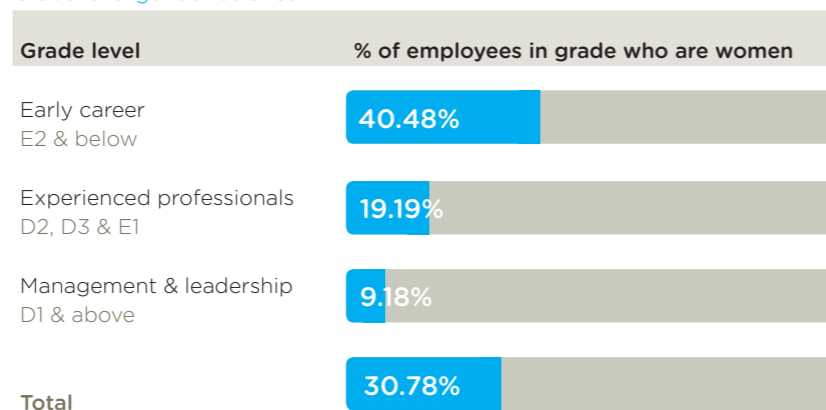
3. % men/women paid bonus

Gender	% paid bonus
Men	25.74%
Women	36.36%

2. Pay quartile level gender balance



Grade level gender balance



Our future focus

Men and women at Ramboll are paid equally for doing the same job. Our gender pay gap arises because we have more men than women in senior positions where pay is higher. This trend is mirrored across our industry and is an area where we wish to inspire positive change.

We enjoy good gender balance at entry level into our business, indeed our latest graduate intake was a 50/50 split. Our aim is to have gender balance at all levels across our business and our key target is for 30% of all Directors and Associates (D-Level) employees to be women by 2020, improving on our current level of 13%.

Our focus is to ensure we bring all talent right through our organisation by better retaining female employees within the business and better supporting their development into senior positions.

Our past year's progress

"Having a richly diverse organisation is good for business and good for society as a whole. I am absolutely committed to making Ramboll an even better place to work and one in which all employees thrive. Together with our EDI Committee we have made real strides in the past 12 months and we have our sights firmly set on driving even more improvement by the end of 2020." Mathew Riley, UK Managing Director

Ramboll's EDI actions are plentiful and far reaching reflecting our ambition for a more diverse workplace. Here is just a taster of the improvements we have delivered in the UK over the past 12 months:

- We are changing our promotion process for senior positions which includes ensuring the promotion panel is more diverse and reflective of our overall organisation
- We are launching a new talent development initiative for the benefit of all
- We became proud members of Stonewall
- We have been shortlisted for the Diversity Champion Award in the NCE100 index
- We achieved a 53% improvement on our past year's score against the WISE 10 steps
- Highways England StART assessors commended our clear drive to transform our EDI performance and we are also part of their Diversity Forum
- We have broadened our flexible working programme, and launched a Stress & Wellbeing initiative and Mentoring scheme
- Our Employee Satisfaction and Engagement Survey delivered an impressive score of 4.4 out of 5 in response to the question 'I believe my department treats people equally with respect to gender, race and nationality' - one of the top 5 scores in the UK
- We hosted a popular internal EDI event, opened by our UK MD and closed by our UK Chairman
- We took part in many STEM activities up and down the UK to encourage children into our industry

We will continue to commit our leadership, energy, enthusiasm and resources to building an even better Ramboll for today, and for the future.

30%
BY 2020 30% OF ALL D-LEVEL EMPLOYEES WILL BE WOMEN

53%
IMPROVEMENT ON 2016 WISE 10 STEPS SCORE

IN 2017 EMPLOYEES SCORED RAMBOLL AS **4.4** OUT OF 5 ON TREATING PEOPLE EQUALLY WITH RESPECT TO GENDER, RACE AND NATIONALITY.



Mathew Riley
UK Managing Director & EDI Committee Sponsor



Joyce Brady
Head of Gender Balance Network



Agnieszka Skrzynska
EDI Lead

*1 Figures represent all employees in Ramboll's entire UK Business, including both Ramboll UK Limited (over 250 employees and obliged to report) and Ramboll Environment & Health UK Limited (under 250 employees and not obliged to report). Trends in the figures across the two legal entities are consistent, with the exception of bonus pay where bonus forms a higher proportion of total compensation within the Environment & Health division.

2 Data sets 1, 2 and 3 are legislatively required data

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