SOCIAL INFORMATION

Cultivating equality, diversity, and inclusion

Sustainability area	Financial risk or opportunity	Positive/negative impact	Value chain location
The right to non-discrimination (based on preliminary Double Materiality Assessment)	Financial risk	Negative impact (non-severe)	Own operations

The impact we can have

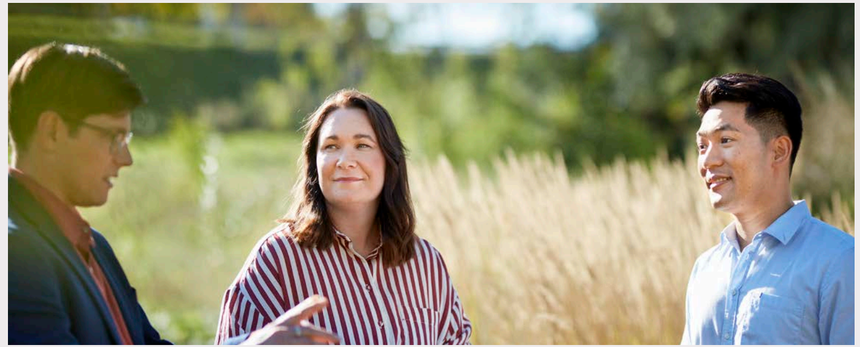
Employees are at the heart of our ambition to create sustainable change and make a lasting impact for our clients and society at large. Committed and skilled employees, who enjoy their work, are the fundamental source of our strength. That is why we constantly strive to improve our workplace to foster an inclusive culture where our employees thrive and develop.

A work environment where everyone feels valued, respected, and heard, helps set the foundation for an engaged and committed workforce that is better placed to deliver on sustainable change. Equality, diversity, and inclusion (EDI) is a fundamental part of our culture and daily work. We are dedicated to fostering a diverse and inclusive workplace. Our strategic ambitions on diversity come with a responsibility to prevent or mitigate any related impacts on discrimination. Many forms of discrimination can occur in the workplace, for example when hiring, in promotions, or when engaging in business relationships. Discrimination can also occur in communication and marketing practices. The impact is financially material as our people are our most important asset and a fundamental part of our continued success. We seek to create a non-discriminating and diverse workplace, as well as safeguarding against harassment and bullying as a high priority, rooted in our decades-long company legacy and values of empathy and integrity.

Harassment or bullying could occur in the workplace, for our own workforce, or in business relationships. This includes sexual harassment and other types of harassment that also relate to discrimination.

How we manage it

We believe in the power of information and respectful dialogue. We encourage employees to inspire each other. For example, the global LGBTQ+ reference group provides advice on how to improve the inclusion of LGBTQ+ colleagues in the workplace. Such input is also important for Ramboll's EDI council, which helps foster conversations about EDI with leaders. In cases of actual impacts on discrimination or harassment, a dialogue will always be facilitated with the inclusion of HR. We have local compliance managers and our Speak Up programme to report incidents of harassment. We also expect our leaders to role model good behaviour according to our defined Leadership Principles including fostering openness and inclusion. We ensure employees are informed of how we manage non-discrimination and non-harassment through multiple platforms, including our company intranet, Rambla, as well as in our Group Policies on non-harassment, non-violence, and non-discrimination.



▸ Ramboll's Turo Auvinen, Oona Virta, and Suresh Gurung, photographed in Finland in 2024.

To prevent or mitigate impacts on both non-discrimination and non-harassment, we shine a light on unconscious bias, and we work diligently on how to mitigate bias in our people processes, including recruitment, promotion, talent review, and development processes, with the aim of creating awareness, enabling dialogue, and supporting our leaders in making fair and holistic assessments of our talents. Alongside our focus on addressing bias in people processes, our Leadership Principles emphasise fostering an environment of equal opportunities, highlighting the critical role of leaders in promoting inclusion.

To support the ongoing dialogue with employees, we work with EDI moments (Everyday Inclusion). These are brief exercises for reflecting on and discussing equality, diversity, and inclusion in team and department meetings. The material covers topics such as allyship, dimensions of diversity, fostering inclusive culture, psychological safety, and avoiding unconscious bias.

Our hybrid workplace approach is aimed at enabling the recruitment of more diverse talent both locally and globally, including opportunities to accommodate different abilities and removing barriers to physical accessibility, such as commuting challenges. Ramboll's EDI team supports the Group Compliance function in preventative measures regarding discrimination and harassment. All new hires are offered the opportunity to be trained on EDI and our company values.

How we track our actions

Our quarterly global engagement survey called OurVoice is integral in ensuring that our people feel heard, understood, and supported. For Ramboll, this is also a mechanism to gather people insights, to understand, measure, and improve the employee experience, and to focus on follow-up actions at team level. The survey was implemented in 2024 to replace our existing yearly survey.

Through OurVoice, we diligently track employee sentiment on Engagement, Diversity and Inclusion, and Health and Wellbeing in Ramboll.

We also track the number of reported incidents of harassment or discrimination we receive through our Speak Up programme, which is our fully implemented whistleblower system. We continuously encourage all employees and partners to share any concerns via Speak Up and continuously work to build trust in this mechanism.

Finally, we measure the effectiveness of our EDI actions through indicators on gender representation across the company, including in top management. We have set a 2028 target on gender balance of 40% women across Ramboll. Although we choose to only report on share of women employees, we offer several gender identification options.