

RAMBOLL

PHILOSOPHY

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Preface

Every firm has the philosophy - the spirit, the set of values, beliefs and attitudes, the code of ethics - that the board regards as right. To a greater - or, perhaps, lesser - extent the corporate philosophy permeates the firm, depending on how clearly the management and senior staff advocate and sustain it. It must be assumed that firms which vigorously promote their philosophy will attract a high percentage of employees who subscribe to its basic tenets.

The present corporate philosophy does not smugly assert that the basic principles of the philosophy prevail throughout the firm. But there is justification for setting goals, even though the ball does not always find the net.

Employees spend a major part of their lives in the firm. In reality, work is in many respects like living in an extended family. It is thus not totally unrealistic to refer to the RAMBØLL family when defining the firm's corporate spirit.

Obviously, a firm - like a family - must earn money if it is to survive and flourish. Numerous publications and courses deal with the commercial aspects of business administration.

However, today's business administration precepts are beginning to focus on corporate attitudes, stressing the importance of factors such as social responsibility, the environment and ethics. These have rapidly become key factors in running a business enterprise - particularly in a consultancy firm which is involved in creating the physical environment in which people live, work, travel, shop and play.

Social responsibility, the environment and ethics all play an increasingly important role in the accelerating steps towards creating a sustainable world, a world worth living in.

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B.J. Rambøll

Imagine...

A firm in which all the employees - at all levels - are united, fully committed to a common goal, rooted in a humanitarian spirit and unshakable mutual trust.

A firm that lives and operates in harmony with the realities and needs of its environment - physical, cultural and social - as a vibrant, healthy member of the local community and of a broader fellowship. A company that protects its employees as a family does its members - easing the impact of any inevitable lean spell or staff reductions by choosing the least painful solution.

A firm in which the team spirit evident in the daily activities extends far beyond the firm's premises, so that all those who come into contact with the employees can share the prevailing sense of warmth. And so that the client will feel confident, not only that he is getting the highest level of professional advice, but that the firm is dedicated to the task of representing his interests, acting on the basis of a strict code of ethics and social obligations.

A firm with an unambivalent reputation and distinctive characteristics which generate new business - attracting new projects and new clients.

1. Satisfied employees

A goal for the RAMBØLL family...

What you work at every day constitutes an essential part of your life, and there is no denying that satisfaction - or, if you prefer, a feeling of joy or the pursuit of happiness - is one of the goals of every human being. And in this perspective all RAMBØLL's other goals must, in fact, be regarded as means to an end - required by necessity or circumstances. Means towards achieving that single main goal - satisfied employees.

The firm has, of course, done what it can to recruit and retain employees with the highest levels of professional skills - employees who are encouraged, when working on technical or administrative assignments, to think and act as independently as possible. The end result must be a tangible product - designs, specifications, solutions - of the highest quality. Reaching a level of excellence which can place us on a carefully tilled landscape, attracting a flow of satisfied clients. This level of excellence must constitute a goal for the firm, and a confirmation of each employee's successful handling of the single operation or piece of work, as a gleaming fragment in a mosaic of satisfaction.

Obviously, if the goal of satisfaction is to be achieved, the economic position of the firm and of every single employee must be satisfactory.

A sense of security in his or her job is a vital component in an employee's feeling of satisfaction. The security of tracing a pattern of development in the work and in his or her professional skills and knowledge. The security of realising that the firm exercises caution when facing any risks. The security derived from a conviction that the firm accords a high priority to retaining its staff, and from the attitudes and values held by the firm, as stated in this RAMBØLL corporate philosophy.

Employees who (by mutual agreement) are stationed abroad must be made to feel that they have the same backing and close ties with the firm as they had when they were at home.

All employees must work as independently as possible, have the freedom of expression that generates a wealth of ideas, and have all the competence they can reasonably exercise. At the same time they must support one another, professionally and at a personal, human level. The RAMBØLL family must be imbued with a spirit of trust and confidence among individual staff members, departments, sectors, districts and subsidiaries. The firm will always benefit - both internally and externally - if the artistic touch and an awareness of the human dimension are evident in its activities, its products and its services.

2. Corporate ethics

RAMBØLL does what it can to ensure that its employees are not only highly qualified in their respective fields, but that they also have high ethical standards, a sense of responsibility and an awareness of their obligations to society. The firm must thus pursue policies which ensure that the employee's work will not lead to any situation where he or she might be faced with a conflict of conscience.

RAMBØLL is not interested in clients, suppliers or business connections whose ethical standard, in the firm's opinion, is objectionable.

We are always particularly pleased - and proud - to undertake tasks that make a contribution to society in general, promote social welfare, stimulate cultural activities or scientific research from which humankind can benefit. We share the client's enthusiasm when it is a case of an initiative which can alleviate the distress of the underprivileged, oppressed countries, or steps to oppose any form of racial discrimination.

RAMBØLL endeavours to apply a just solution when handling issues of conflict.

The firm does not carry out assignments for the military forces. We realise that the issue of military security and defence can be viewed from several angles, but RAMBØLL has adopted a clear standpoint: It will not earn money on serving the arms industry - interpreting the term in its broadest sense.

The firm discourages its employees from any attempt to cover up for mistakes - major or minor. Human beings are fallible, and our employees are encouraged to draw attention to the error at the earliest possible stage and rectify it, secure in the knowledge that the firm will stand up for the employee and assume liability for the mishap.

3. Quality rather than quantity

Growth must not become a goal in itself, although it is part of our nature to rejoice when we are associated with growth and progress. A firm in which a sense of wellbeing and development prevails will generate growth at a natural pace.

Excessively rapid growth can pose a threat to quality and result in alienation. During periods dominated by a pattern of growth, extra precautions must be observed to ensure compliance with quality requirements - i.e. the quality of the staff recruited and the quality of the work done. And not just for the sake of the firm. It must never be forgotten that in our business an erroneous calculation can cause tragic accidents on a larger scale than in many other production firms, where mistakes usually involve only economic loss. Quality assurance should - especially in a firm that insists on delegating to every employee as much independence and competence as possible - be accorded a very high priority.

The firm's overall standards of quality must be ensured via rigorous procedures for recruiting staff, and they must constantly be safeguarded and raised, by urging staff at all levels to exploit the advantages of technological innovation.

4. Senior executives

All senior executives in the firm, including the top level of management, should have a thorough understanding of the firm's production. They must know what they must manage, and what they must sell. They must also have the requisite management skills, but their practice of these skills must match the requirements of the advisory function and of the RAMBØLL philosophy.

It must be emphasised that it is a cornerstone of the RAMBØLL philosophy that all directors irrespective of whether they are listed as executive directors in the official Companies Register and/or are members of the management board, work together on terms of equality, even though no one can be in doubt, as to who makes the final decision in each specific case. Trust, candour and respect for the other party's viewpoints should be present in any matter where RAMBØLL executives work together. This spirit should prevail at every level in the firm. Among project directors, among heads of department, among all those engaged in production or administration. It is essential that information can flow in all directions, so that the firm's policies and business procedures are fully grasped by all RAMBØLL employees, and so that all vital items of information in due time reach the executive responsible for the relevant activity.

The members of the management board must have a firm grasp of all essential factors pertaining to the firm's activities, and approve decisions which relate to clients and which involve staff at more junior levels, while co-ordinating allocation of tasks among the districts in consultation with the district managers. But each single district manager must have the competence to be capable of acting on his own as chief executive for his district, as though his RAMBØLL unit were an independent consultancy firm. These management board and members of the directors must assist one another by fully exploiting the advantages of belonging to the RAMBØLL family, with its comprehensive technical resources and experience, its capacities in various fields, its prestige and its economic stability.

The merits - and thus prestige or remuneration - of a senior executive must not be assessed on the basis of the number of employees working in his or her district, sector or department, but rather on the basis of his or her ability to handle each separate case so as to meet - or exceed - the client's and the firm's expectations, by observing the highest professional standards, working smoothly, confidently, efficiently, quickly and economically. What must be valued highly is the senior executive's real contribution towards the firm's aggregate expertise, its operations and administration, its corporate culture and wellbeing - i.e. his or her talent for pushing back the frontiers, a measure of vision, the ability to instill confidence, to attract clients.

5. RAMBØLL's surplus

RAMBØLL has since its formation been capable of financing activities and investments from its own resources, without having to raise capital from outside sources. The only dividend to be paid is that paid to The RH&H Foundation, which, in accordance with the Articles of Association, must apply the surplus to further the interests of the RAMBØLL companies, thus creating a favourable economic position for the firm.

As all employees are a sort of co-owners, each employee must benefit.

The boards of The RH&H Foundation and the limited liability company must constantly decide how best to pass on this benefit to the employees.

Direct payment of a dividend would yield only a small amount, as the dividend would be payable not to a restricted number of shareholders, but a four-digit number of employees.

Any amounts spent on raising the level of each employee's - and thus the firm's - qualifications will create job satisfaction for the employees while at the same time improving the firm's competitiveness.

Amounts spent improving the working environment, or e.g. on artistic activities, will boost the sense of wellbeing which should prevail in the firm.

A major share of the surplus must, however, be allocated towards the consolidation fund which is essential if a firm is to flourish even during lean spells.

6. The RAMBØLL Group

RAMBØLL will concentrate on its consultancy services - a product which, especially in recent years, appears to have become an essential requirement for society. In Denmark and abroad, consultancy has so many ramifications that the firm will have some trump cards to play even if single areas suffer a recession.

Subsidiaries can be acquired when RAMBØLL needs to add to its range of specialisation, and when acquisition of a specialised firm is a better solution than a training programme for our existing staff.

An acquired subsidiary with a good reputation will, of course, be eager to retain its name and its own distinctive characteristics when dealing with clients, but it must nevertheless recognise the advantage of belonging to the RAMBØLL family, where the RAMBØLL prestige and resources can be applied to boost and exploit the subsidiary's fund of expertise. The result will thus be an even stronger RAMBØLL Group, added prestige for the subsidiary firm - and a new range of services for the client.

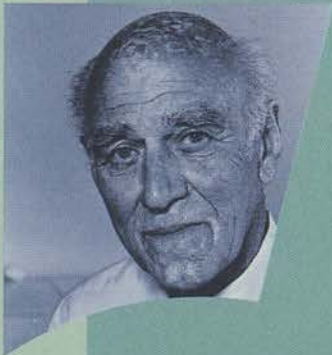
In associated companies, where RAMBØLL has less opportunity to promote its corporate philosophy, it will still exert a real influence and its essential features will be evident in the spirit of the associated company and its code of ethics.

The RH&H Foundation's Articles of Association state that it can participate in independent business activities. In this context the emphasis will be on activities outside the sphere of consultancy, which will produce a return on investment to boost the Group's economic position and/or its general strengths. It would be appropriate if these investments were made in enterprises which offer a potential benefit to society, especially the socially disadvantaged and other distressed human beings.

Summary of the RAMBØLL corporate philosophy

The RAMBØLL philosophy emphasises some fundamental priorities:

- Satisfied employees
- Full commitment to the task of providing consultancy services
- Quality rather than quantity
- Decentralised management
- Openness and trust in all co-operation
- Extensive delegation of competence
- Economic stability



THE RAMBØLL PHILOSOPHY WAS
PREPARED BY MR. B. J. RAMBØLL,
ONE OF THE FOUNDERS OF THE COMPANY.