

# Introducing the Ramboll Foundation

**RAMBØLL**  
FONDEN





# The Ramboll Foundation in brief

The Ramboll Foundation is an independent Danish enterprise foundation with a strong purpose that encompasses both corporate and philanthropic activities.

It was established in 1972 with a mandate to own Ramboll and ensure the company's continuance and development in perpetuity for the benefit of the employees and the societies where Ramboll operates.

To fulfil its purpose, the Ramboll Foundation pursues two missions:

- To be the best owner of Ramboll and
- To shape a sustainable future together.



# The Ramboll Group in brief

Independent architecture, engineering, and consultancy company

Creating sustainable solutions across energy, real estate, transport, water, waste, industry, finance, technology, healthcare and public sectors

Founded 1945 in Denmark

Owned by Rambøll Fonden – The Ramboll Foundation providing long term stability



35

Countries covered by  
global office network



>18,000

Experts



2.3 Bn

Global revenue, in 2024  
across all markets



# OUR CLAIM: Foundation ownership makes a difference for the employees.... and for other stakeholders

“

Differentiation in the job interview and sales pitch. Our ownership model is unique outside of the Nordics.



“

Long-term thinking and decision-making. Ramboll doesn't have to make short-term decisions to please external shareholders.



“

The Ramboll Foundation supports employees who want to do a PhD.



“

All profit stays in Ramboll or is distributed to the Ramboll Foundation and employee shareholders as dividend.



“

Job stability! Ramboll won't just be acquired by another company.



“

The Ramboll Foundation supports humanitarian aid projects with Ramboll employees involved.

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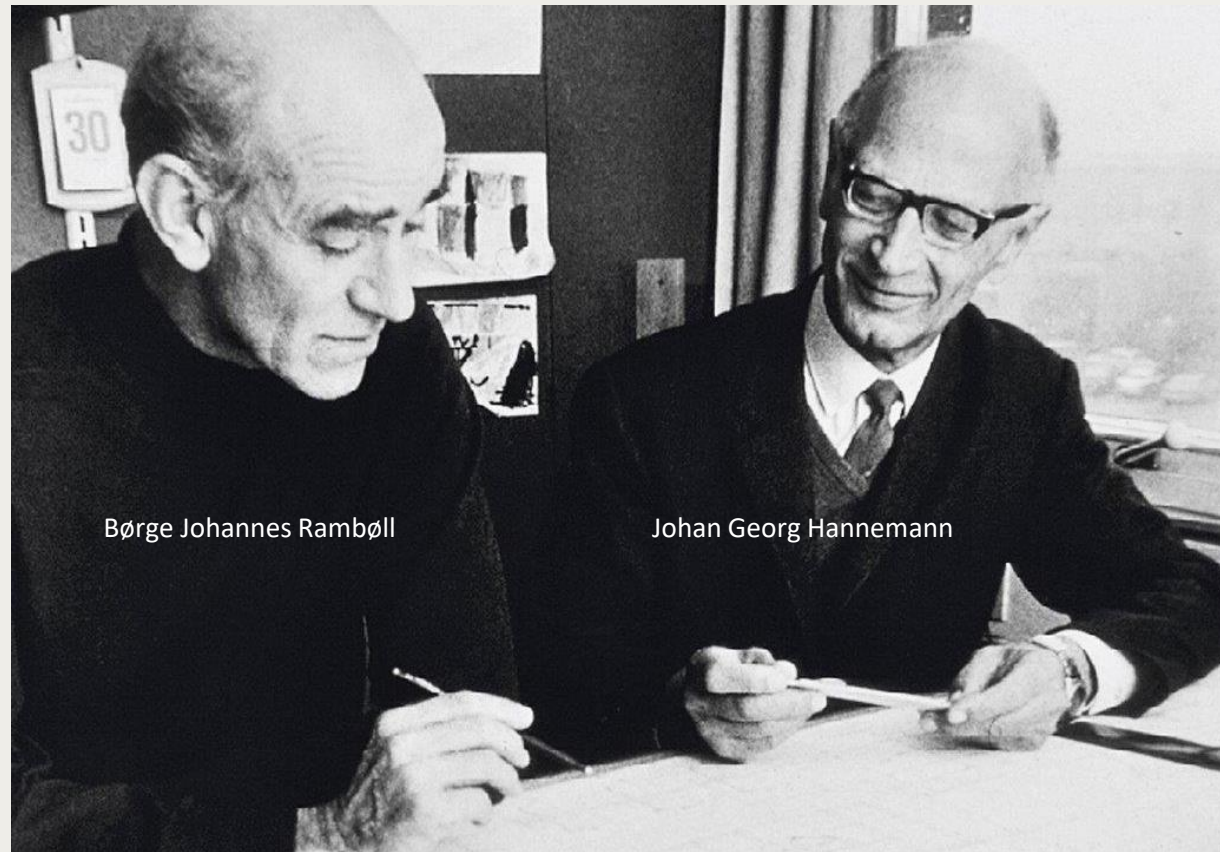
The Ramboll Foundation supports current and former employees and their families in difficult situations.





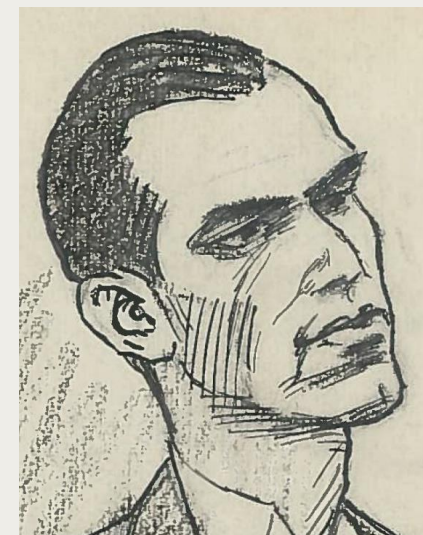
1945

# The beginning of Ramboll



Børge Johannes Rambøll

Johan Georg Hannemann



# The Ramboll founders' business idea

To create a company that in a wide sense would benefit its employees, clients and society at large.

To create a technically excellent company with an ethical corporate culture based on a humanitarian spirit, equality, mutual trust and creative collaboration.



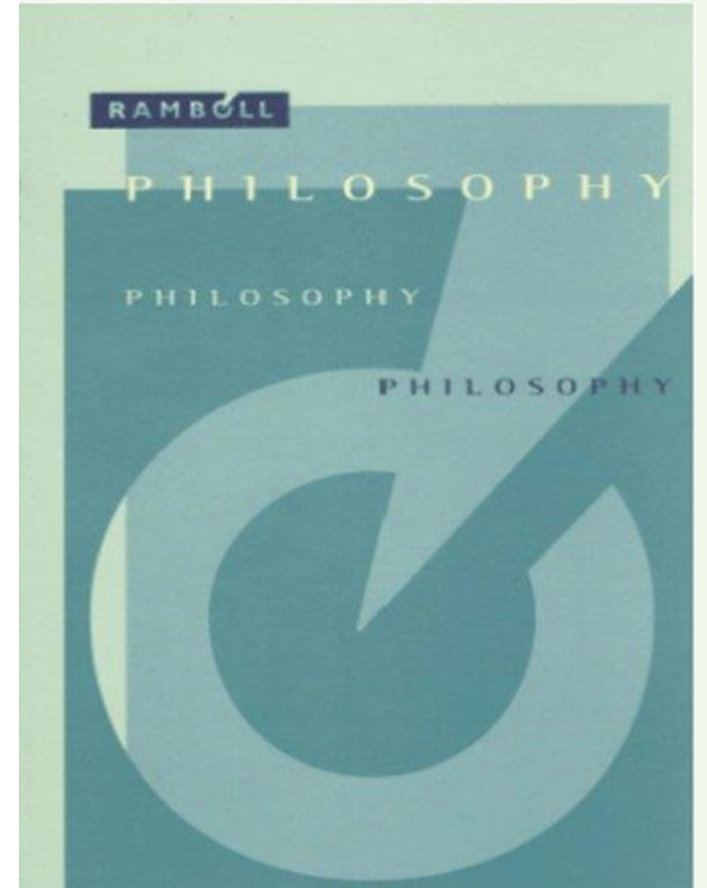
Our goal was satisfied employees, because when employees are satisfied, you can go far.

We couldn't force employees to be satisfied, so instead we strove towards a certain spirit.

Børge Rambøll (1992)

- We behave decently and responsibly
- Our employees are our strength
- We are an active member of society
- Excellence and insight are our hallmarks

'Our Legacy' (2016)



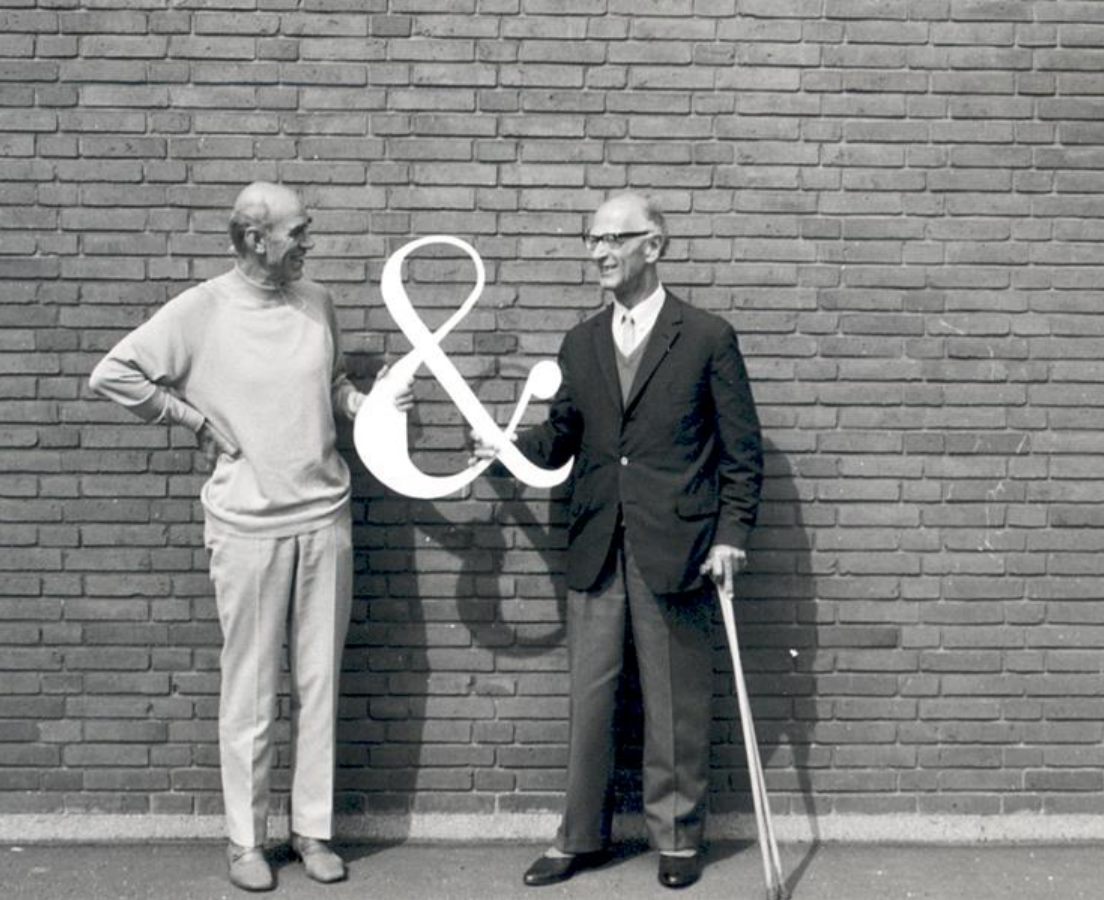
The Ramboll Philosophy publication includes the company's code of ethics and the spirit on which the company is founded.

Originally published 1986.



# 1972: Foundation ownership of Ramboll

Installing strong corporate values and long-term thinking



In 1972, the Ramboll Foundation was established as an enterprise foundation, and Ramboll was gifted to the Foundation by the founders.

The Board of Trustees must be primarily current and former Ramboll employees, making Ramboll a “self-owned” company.

## The five founders’ decision...

- Reflected the focus on employees as the most important asset.
- Paved the way for long-term thinking.
- Ensured that the foundation nurtures and defines the values the company does business by.

# ... to always be the BEST OWNER OF RAMBOLL



Be an active and engaged owner facilitating Ramboll's development with a defined owner's role.

Make Our Legacy a driving force for the management and operation of the Ramboll Group.

Engage and invest in the employees of Ramboll to support a common understanding of the value and opportunity in foundation ownership.



# Active owner demands well-defined governance principles and close communication



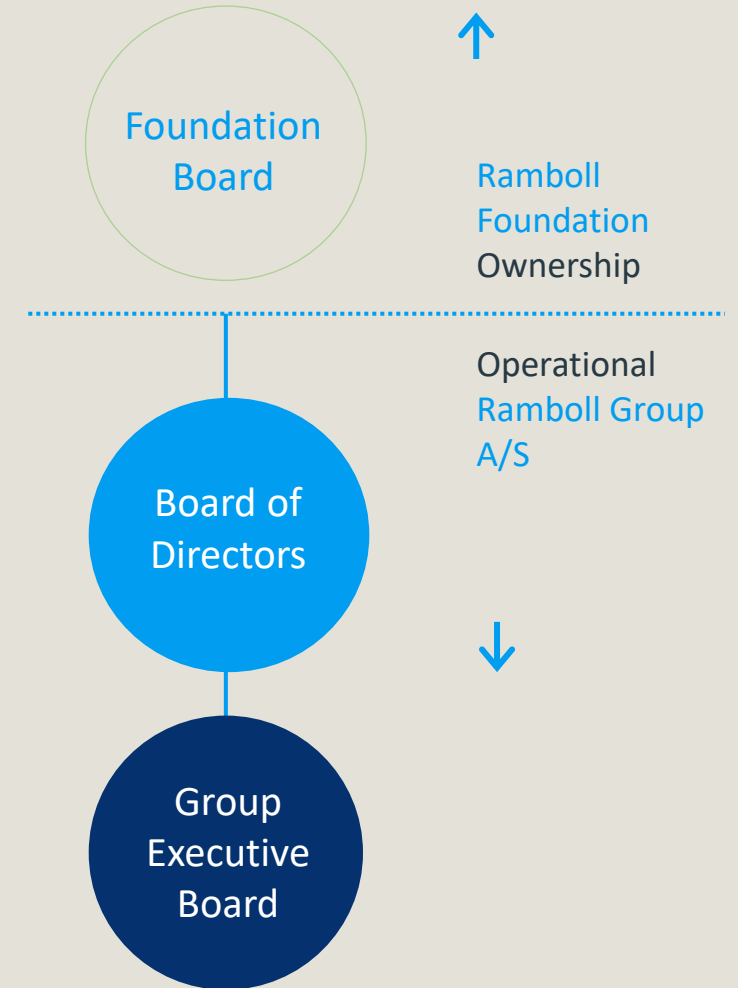
A clear division between the ownership (stewardship) and the leadership of the operation to create 'room for acting' in the operational company boards



Close communication and alignment between foundation and Group Board to facilitate a powerful operational Board of Directors



Well defined monitoring and reporting on long-term priorities and goals – expressed in the [Owners' Guidance](#) document



# Foundation engagement with operational management



## Ramboll Group Board

- Regular communication between Chairships
- Chair of Group Board presents at Foundation Board meetings
- Annual seminar between Boards

## Ramboll Group

- Executive onboarding
- Annual Town Hall (different geographies)
- Biannual cultural event for new leaders
- Owners Affairs including M&A engagement
- Foundation Advisory Forum consisting of non-executive employees
- Professional volunteering through the Flourish programme



# Employee engagement and ownership

## Employee Share Programme

Opens annually for all Ramboll employees to purchase shares in Ramboll or resell their shares to the Foundation.

## Foundation Advisory Forum

Established in 2021 with 25-50 appointed employees from all geographies and markets. Meets twice annually. Serves both as source of input and channel of communication for the Foundation.

## Elected employee members of the foundation board

A legal requirement for Danish enterprise foundations to have elected (Danish) employees on the board.

## Flourish programme

A global society impact programme with employee volunteering opportunities. Developed in partnership with Ramboll. The Foundation also supports many other philanthropic efforts where Ramboll employees and expertise are involved.



# Key documents overview

## Foundation Strategy

The Foundation Strategy is created to support the Board in making coherent long-term decisions.

The strategy defines the Foundation's purpose, stakeholders, and two core missions as well as key objectives.

The strategy describes the Foundation's long-term strategic aspirations and value-creation.

## Our Legacy

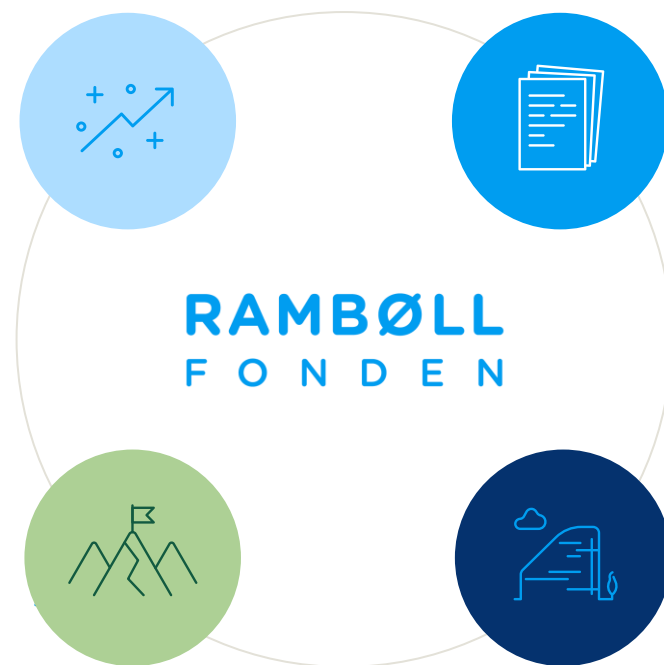
'Our Legacy' was launched in 2016 and is clearly linked to the 'Ramboll Philosophy'.

'Our Legacy' describes Ramboll's heritage, beliefs and ideals.

The core values of our legacy is:

- We behave decently and responsibly
- Our employees are our strength
- We are an active member of society
- Excellence and insight are our hallmarks

Interchangeable



The base

## Owner's Guidance

The Owner's Guidance serves as information to the Ramboll Group outlining the Foundation's priorities and aims and expresses the expectations for the overall management and long-term value creation in the Ramboll Group.

The Owner's Guidance builds on 'Our Legacy', which reflects the Foundation Charter and the thinking and values of our founders.

## Foundation Charter

In 1971, it was decided based on a proposal by Børge Rambøll that Rambøll & Hannemann was to become a limited liability company – owned by a foundation.

The Charter states the purpose of the Ramboll Foundation.

The Charter has undergone adjustments over the years. The current foundation charter was signed in March 2018.



# Get in contact

The Ramboll Foundation

Neel Strøbæk, Vicechair [nes@rambollfonden.com](mailto:nes@rambollfonden.com)

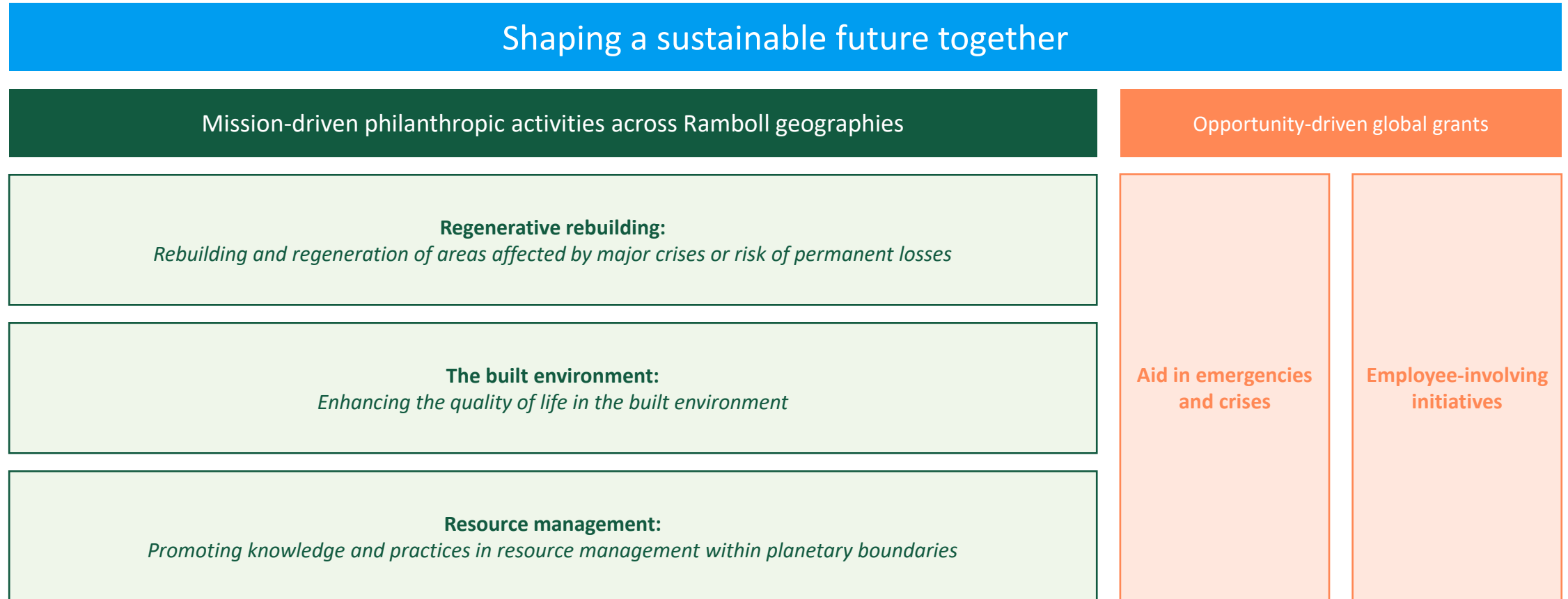
Søren Staugaard Nielsen, Managing Director [ssn@rambollfonden.com](mailto:ssn@rambollfonden.com)

Anna Storgaard, Communications Manager [anod@rambollfonden.com](mailto:anod@rambollfonden.com)

**RAMBØLL**  
F O N D E N

# 2025: Our new philanthropy strategy

Addressing significant societal issues through focused mission-driven philanthropy





# Our philanthropic donations in 2024



Research, education, and Ramboll PhD programmes

DKK 19.6m



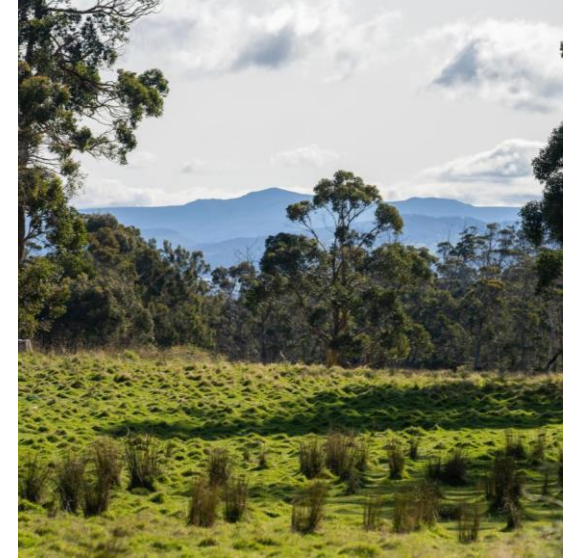
Humanitarian support

DKK 12.6m



Current and former employees in need

DKK 680,000



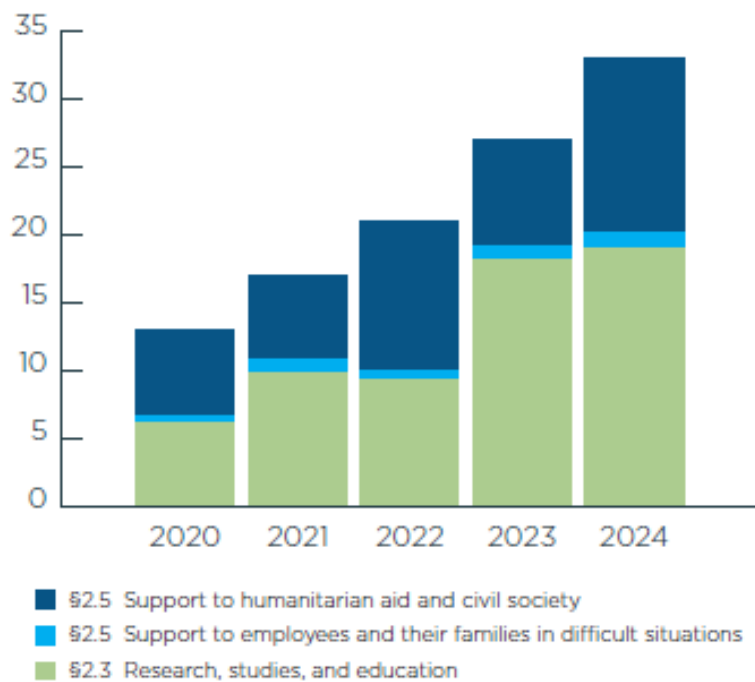
Ramboll Foundation Award

DKK 500,000

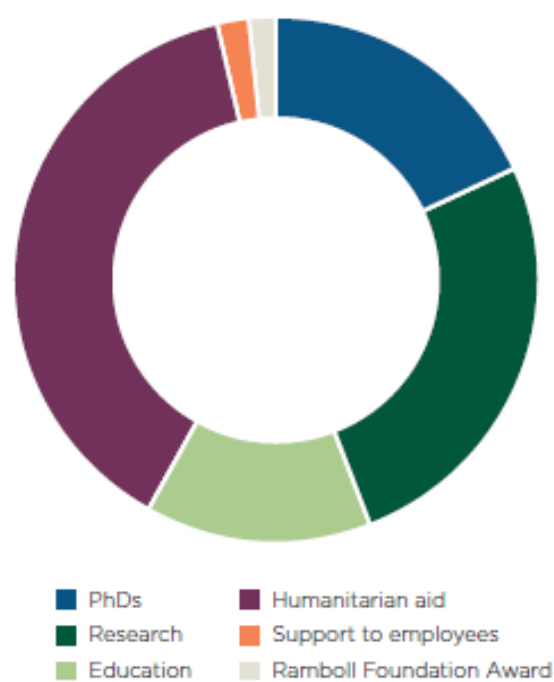
~33m DKK (~ 4.5m EUR/USD) was donated in 2024

# Donations 2020-2024

Donations 2020-2024, mDKK



Donations per area, 2024



2024 was the last year that the Foundation pursued its former donation strategy, which was launched in 2020.

In 2024, 77 projects and beneficiaries were supported all over the world with a total of DKK 33m, which is highest amount donated in a year in the history of the Ramboll Foundation.

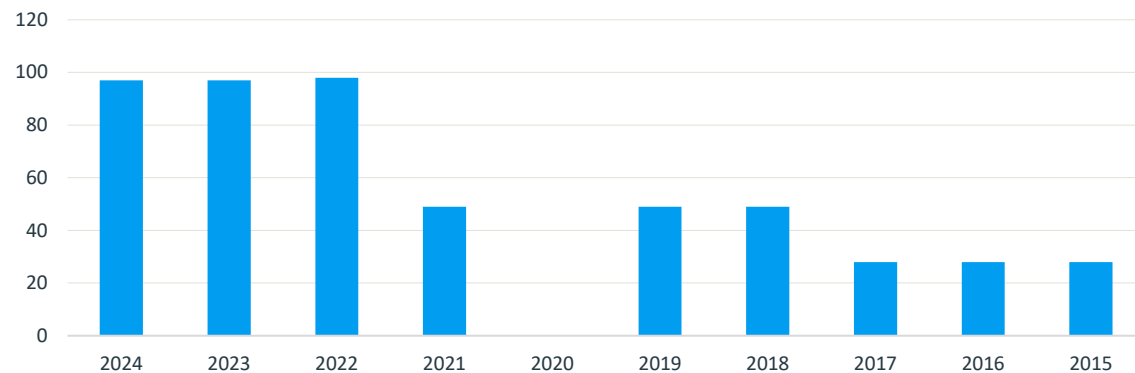
From 2025 and onwards, our new philanthropy strategy takes effect.

The Ramboll Foundation primarily provides grants and builds partnerships within three missions and within Ramboll's geographies. The Foundation's mission-driven approach helps ensure maximum impact, relevance, and visibility within areas of significant societal importance. The three missions are: Regenerative rebuilding, the built environment, and resource management.

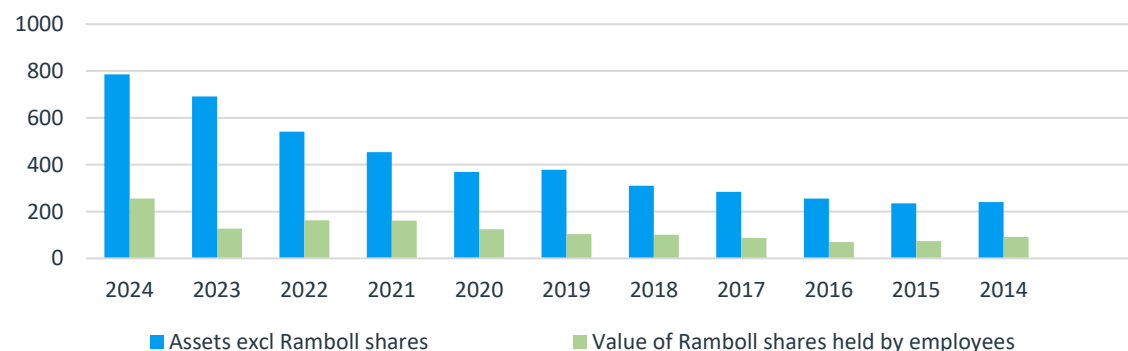


# Financial year 2024

Dividend received from Ramboll in DKKm (year received)

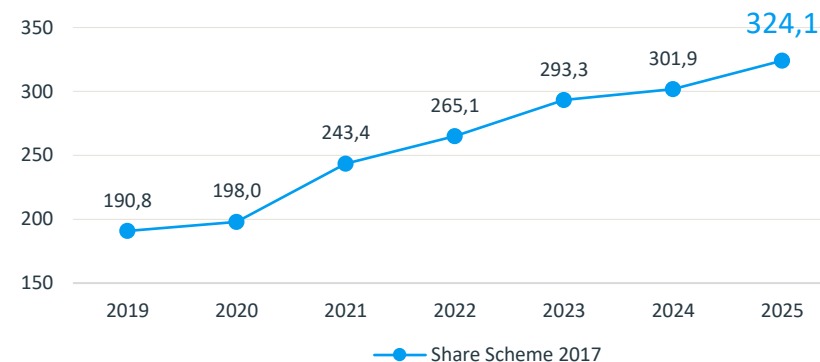


Assets excl. Ramboll shares and buy-back obligation on Ramboll shares in DKK



Key figures	2024	2023	2022	2021	2020	2019
<b>Income statement, DKK million</b>						
Income from subsidiaries	290	377	377	308	126	167
Profit from non-business-related activity	(11)	(9)	(10)	(7)	(6)	(5)
Profit before financial income and expenses	280	369	367	300	120	163
Net financials	82	54	(63)	31	(11)	38
Net profit for the year	350	423	304	326	109	198
<b>Balance sheet, DKK million</b>						
Total assets	4,445	3,959	3,648	3,304	2,767	2,858
Equity	4,295	3,755	3,474	3,191	2,683	2,799
<b>Financial ratios in %</b>						
Return on investment	6.3	9.3	10.0	9.1	4.3	5.7
Equity ratio	96.6	94.9	95.2	96.6	97.0	97.9
Return on equity	8.6	11.7	9.1	11.1	4.0	7.4

Share price, one share of 1 DKK



**704**  
Employee  
shareholders