

# Mission, Vision and Key Words ---

Knowledge taking people further

## Mission - Vision

### **Mission, Vision and Key Words of the Rambøll Group**

In connection with the preparation of the new strategy for the Rambøll Group based on the merger between Rambøll and Scandiaconsult, we have prepared common Mission, Vision and corporate Key Words for the Rambøll Group.

In order to give more information regarding our understanding of the Key Words, detailed definitions of the said Key Words are presented in this folder.

Virum, January 2004

Flemming Bligaard Pedersen  
Group CEO

## Corporate Values

### **Mission**

We work within the fields of engineering, environment, management and IT in an international context. Based on experience, high expertise, innovation, consistent working methods and teamwork, we are committed to provide applied knowledge services of quality and value to our customers. Our solutions aim at contributing to better living and working conditions for people and a sustainable development for society.

### **Short version - Mission**

The Rambøll Group provides applied knowledge services, taking people further.

### **Vision**

The Rambøll Group will be a leading international provider of applied knowledge services through proximity to our customers wherever they are.

This implies that:

- Our customers regard us as their preferred business partner internationally and in each local market, when knowledge and experience is to be translated into good solutions.
- Our employees are satisfied by thriving in an open and multicultural environment characterised by commitment, innovation, trust, team spirit and personal responsibility.
- Our society regards us as an ethical and responsible provider of applied knowledge services with a high international level of competencies anchored in an attractive workplace.
- The financial results provide stability, a basis for further development of the Rambøll Group and value for our owners.

### **Short version - Vision**

The Rambøll Group will be a leading international provider of applied knowledge services through proximity to our customers.

## Key Words

### Key Words

The Key Words in the Rambøll Group are:

**Trust** Honesty and integrity, openness and cooperation

**Quality** Quality and value for the customer

**Innovation** Develop, improve, exploit and share knowledge

**Commitment** Responsibility, focus, initiative and high motivation

**Empowerment** Decentralisation and delegation of authority

These Key Words characterise common attitudes and understandings, which the employees must bear in mind and focus on in relation to the management, operation and development of the Rambøll Group.

The Key Words shall support the common business approach within the Rambøll Group and create a strong platform for stable financial results providing the basis for further investments and development of our activities and create value to our owners.

The defined Key Words do not prevent any of the Business Units from using other supplementary values provided however, that these are consistent with the corporate values of the Group.

## Trust

### Trust

Trust is obtained through honesty and integrity and through openness and cooperation.

In relation to our customers, this means that as local partner with global knowledge we provide applied knowledge services in accordance with the agreed terms and conditions. We offer advice on an independent basis, we understand and accept the needs and requirements of the customer, we focus on a close and open dialogue with our customers and we act as a professional consultant in any aspect related to the customer.

In relation to us as employees, this means that we act in accordance with our internal policies and guidelines, that we provide valid and adequate information to the manager (e.g. that we do not hide mistakes or errors with respect to technical matters), that we participate in an open dialogue with colleagues, and that we focus on what will benefit the Rambøll Group as a whole rather than local interests.

In relation to the society this means that we will act as an ethical and responsible provider of knowledge services by focusing on solutions that do not have a negative impact on the society or the environment. We are not prepared to participate in projects which are destructive or aggressive towards mankind - but we do undertake assignments for organisations, which are serving peace-keeping, humanitarian or conflict-preventive purposes.

## Quality - Innovation

### Quality

Quality means to provide the right solution or service to the customer at the right price - without compromising our professional standards.

In relation to our customers, the quality of our services shall be regarded as the right solutions or services, taking the customers' requirements and situation into account - and when implemented - creating value for the customer.

In relation to us as employees, the quality of our services means that each of us provides the right technical and financial solution for the customer, based on acknowledged standards combined with up-to-date skills, experience and knowledge.

In relation to society, the quality of our services shall be reflected in our constant pursuit of sustainable and ethical solutions.

### Innovation

Innovation means to strive to develop knowledge and experience and use new technology, methods or concepts when providing our applied knowledge services.

In relation to our customers, innovation means that we shall be prepared to improve and exploit knowledge and solutions, which are new or alternative in the actual context. However, it is required that the decision to use such knowledge is understood and accepted by the customer and that the use of the knowledge from a professional point of view fulfil our criteria for quality (see above).

In relation to us as employees, innovation means that we shall be open-minded and prepared to investigate new knowledge or solutions. Further, we will be prepared to develop our skills and stimulate the behaviour of knowledge-sharing with colleagues and customers.

In relation to society, innovation means that we are open for new and/or alternative solutions as long as we recognise such solutions as ethical and sustainable.

## Commitment - Empowerment

### Commitment

Commitment means that our employees are responsible, engaged and motivated, when our applied knowledge services are provided and implemented.

In relation to our customers, commitment means that we shall in all aspects focus on the interest of the customer combined with initiative and responsibility when solutions are carried out to meet our customers requirements.

In relation to us as employees, commitment means that we are motivated by our participation in each project, bearing in mind that each of us has an individual responsibility to provide to the customer the right solution and assistance.

In relation to society, commitment means that we shall be loyal to our Key Words, when we are operating in our daily work.

### Empowerment

Empowerment means decentralisation combined with delegation of authority.

In relation to customers, empowerment means that the customer has close contact to a local employee in our group, who has the skills and authority necessary for the project in question.

In relation to us as employees, empowerment means that each individual employee shall be empowered according to skills, experience and position. Decisions and initiatives shall to a reasonable extent be anchored locally, and the responsibility for the results with respect to society, customers and financial outcome, shall be acknowledged and accepted by each employee.

In relation to society, empowerment means that authorisation to provide applied knowledge services is decentralised and anchored in every office and business unit of the Rambøll Group.



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