

The logo for Ramboll, featuring the word "RAMBOLL" in a bold, white, sans-serif font. The letter "O" is stylized with a white checkmark inside it. The logo is set against a white rectangular background.

Bright ideas.
Sustainable change.

28 February NOCA Online Event

Reward Models

Emphasis on implementing rewards structures and processes anchored in job designs and Ramboll's management processes.

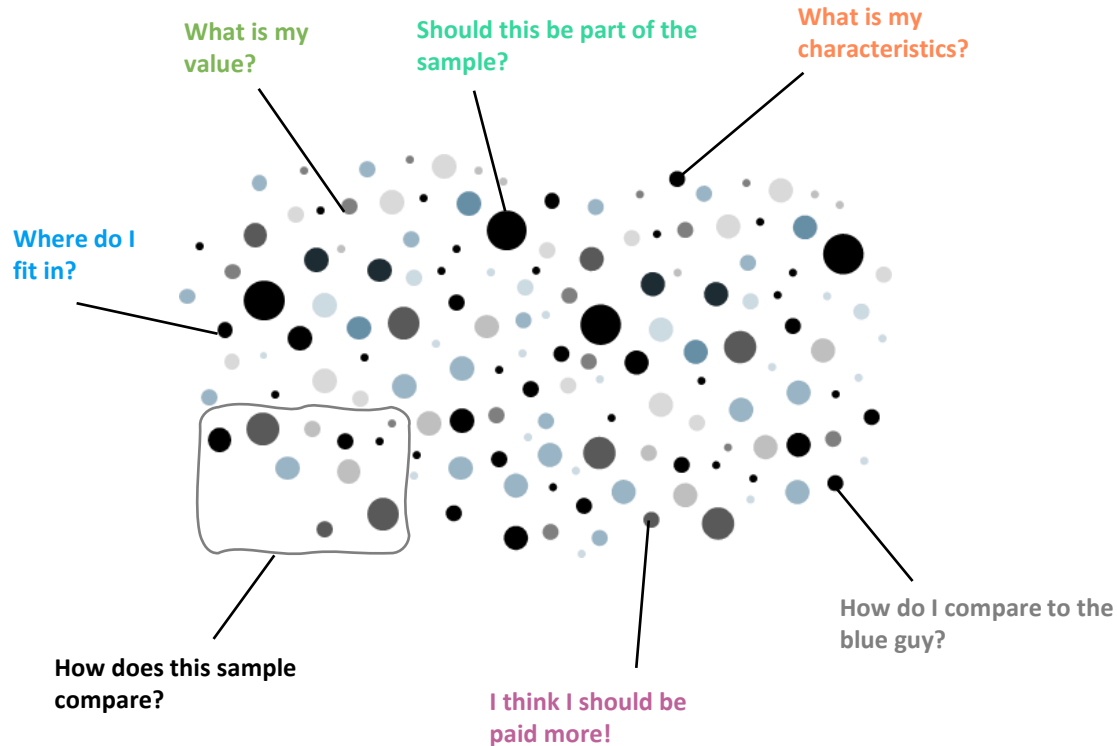


"All models are wrong, but
some are useful"

- George E.P. Box -

Models in general

Reality can be pretty complex and chaotic place



A Model can serve several good purposes:

Simplification:

A model is a simplified representation of a complex system, phenomenon, or process. By breaking down a system into its essential parts, a model can provide insights into how it works and how different factors interact.

Visualisation:

Through visualization and other techniques, models can make complex information more accessible and understandable to non-experts.

Communication:

A model can help create a common and simplified language that can be used to communicate a complex systems to a broader audience and ensure that the same language is being used to describe the phenomenon.

Drive decision making:

A model can be used to communicate processes and recommendations to stakeholders in a clear and accessible manner, helping to drive informed decision-making and change

Drive Improvements:

Models can help identify areas where additional data or research is needed to improve understanding and refine the model.

The New Reality

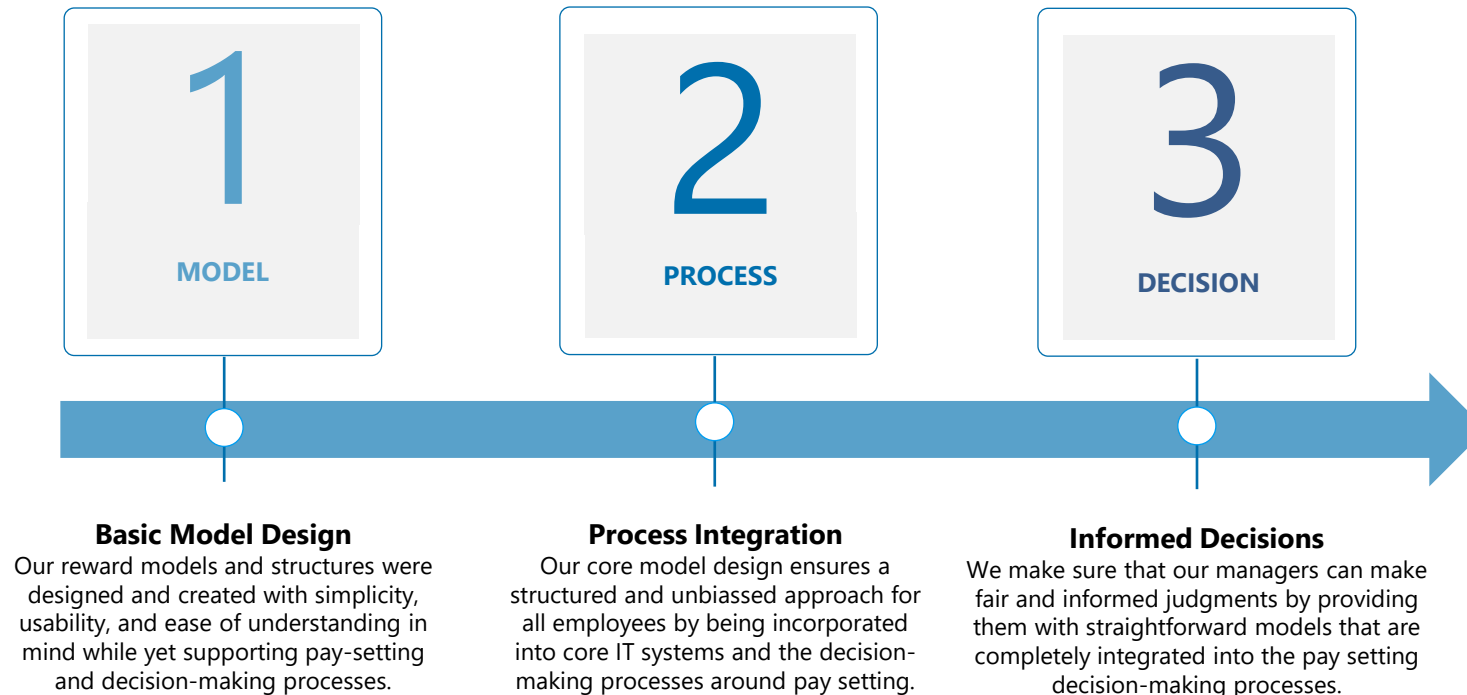
The external context for rewards is
changing

How to ensure that the right reward models and
structures are in place to guarantee a solid process
around pay decisions that is both fair and
transparent

What are the fundamentals that an organisation
need to have in place

Reward Models in Ramboll

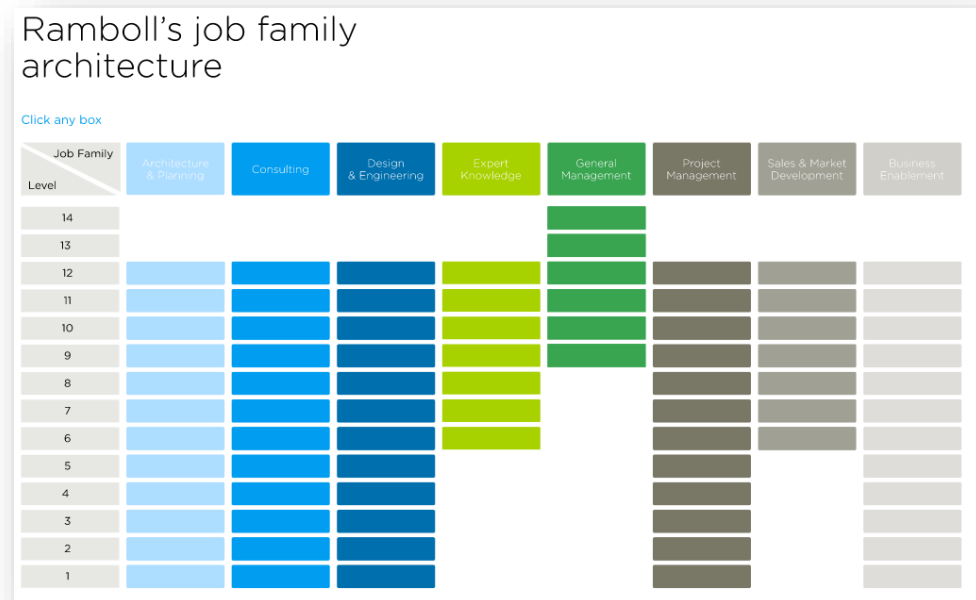
Our Approach:



Reward Models in Ramboll

Our Models & Structures:

Job Family Architecture



Job Families established based on what we do in Ramboll

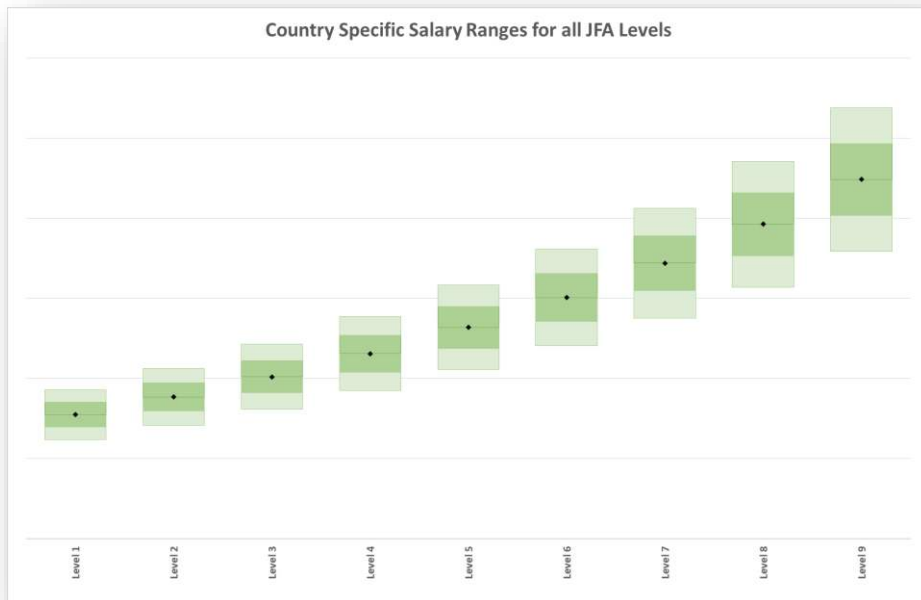
Levels established based on the impact of the job

- The Job Family Architecture is a simple model with 8 job families and 14 levels and is easily communicated and visualised
- The model provide a common language and understanding in relation to what we do and how impact is defined
- All employees must be mapped to a specific Job Family and Level based on their job (manager accountability) based on clear definitions
- All employees are assigned to a specific Job Family and Level, which provides a key framework and link to decisions related to compensation and pay setting.
- The job family and level becomes they key factor to determine the internal value of the job and how it should be paid.

Reward Models in Ramboll

Our Models & Structures:

Salary Ranges

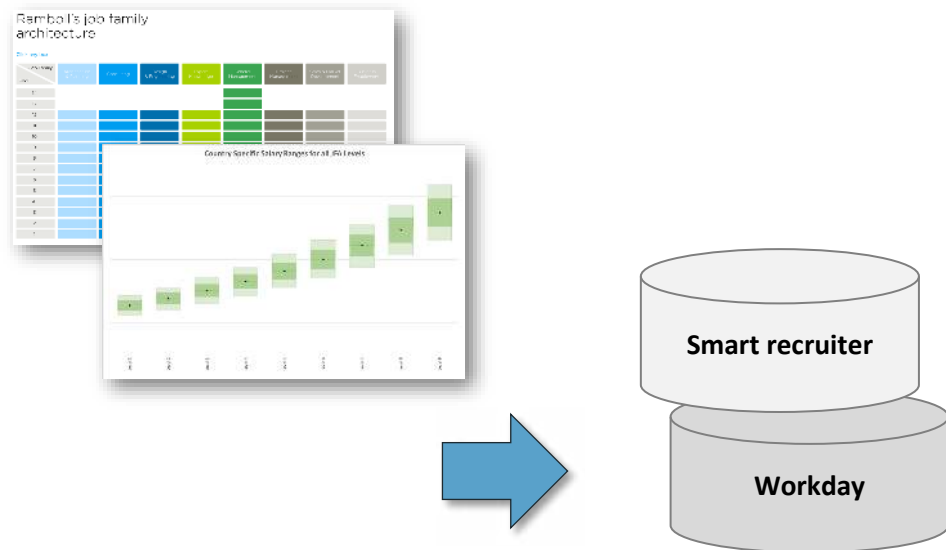


- Salary Ranges are established for each Job Level in each of our Geographies (Ramboll is present in 31 geographies)
- The Salary Range is based on external market data to ensure it represent a competitive level in the geography market
- The Salary Range represent the internal value and what a position at this level should be paid
- This Salary Range also provide a structure that can determine a common denominator (compa-ratio) across all jobs.
- The Compa-ratio provide an indication on how a job is paid:
 - Relative within the salary range
 - Relative to other jobs
 - Relative to external market

Reward Models in Ramboll

Our Models & Structures

Models are fully Integrated into HR IT systems:



This system integration ensures that global structures and processes can be setup

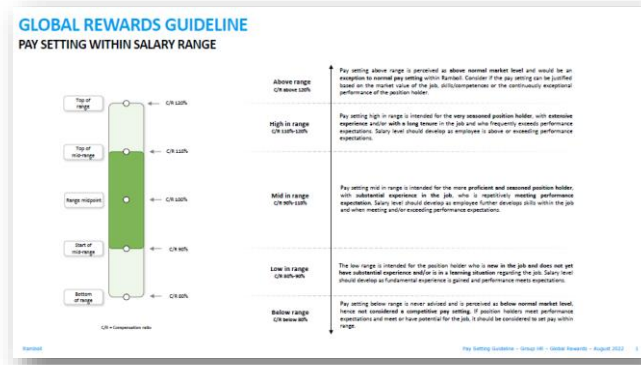
- The Job Family Architecture are fully integrated into both the recruitment system and the main HR system
- Salary Ranges are fully integrated into both the recruitment system and the main HR system
- The structures and data will always be aligned and the same in both systems

A job/position will always be mapped to a Job Family and a Level and connected to a Salary Range, no matter if the job/position is created in the recruitment system or exist in the main HR system.

Reward Models in Ramboll

Our Models & Structures:

Tools and Support



Global Pay Setting Guidelines

We have also created additional guidelines and tools to complement the reward structures to enable a consistent approach for informed pay setting decisions.

Global pay setting guidelines:

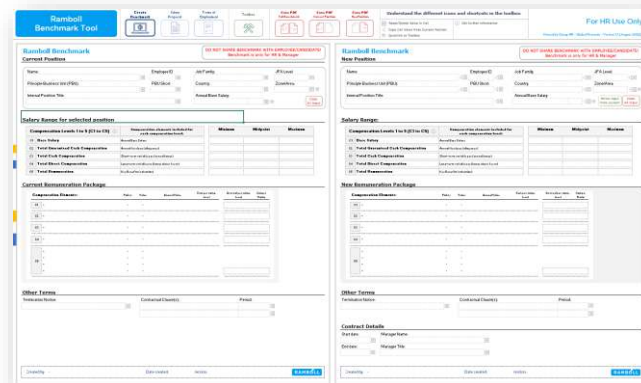
The guideline suggest a recommended compensation setting within the salary range, based on specific parameters like:

- Experience and proficiency in job, performance, tenure, skills

Benchmark Tool:

The Benchmark tool provides a more detailed overview for more complex pay setting decisions in relation to new hires, promotions or internal salary changes.

- Benchmark is mandatory for Executives and Directors level compensation changes
- A structured, consistent and aligned approach for both benchmark and salary proposals

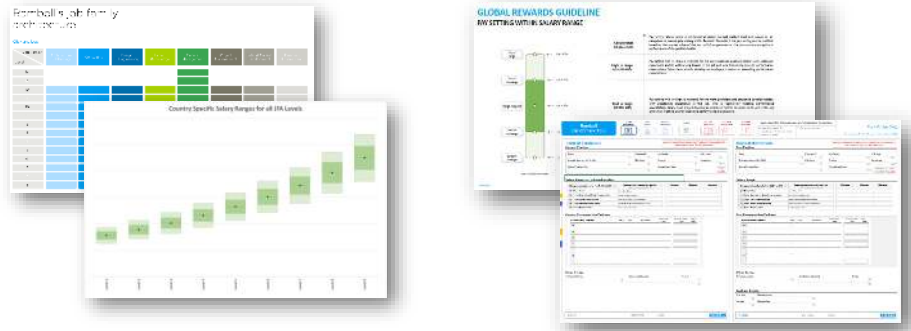


Global Benchmark Tool

Reward Models in Ramboll

Our Reward Processes:

Model Integrated with pay setting processes:



Recruitment

Salary Ranges, Benchmark and pay setting guidelines are available support informed pay setting decision

Promotion

Salary Ranges, Benchmark and pay setting guidelines are available to managers to support informed pay setting decision

Salary Review

Salary Ranges, Benchmark and pay setting guidelines are available to managers to support informed pay setting decision

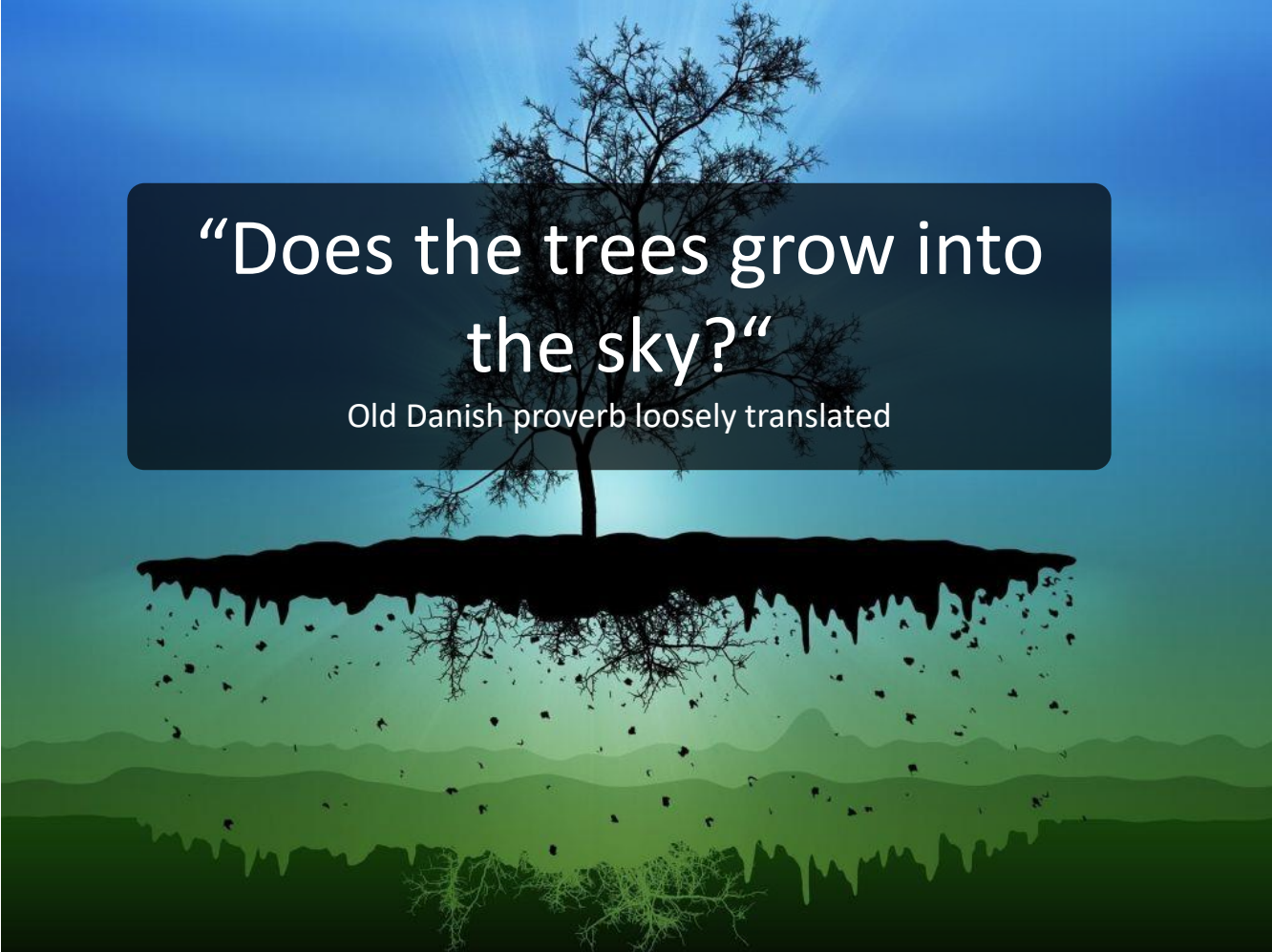
We have ensured that processes where pay setting decisions are made is linked to the Reward Model, such as the Job Family Architecture and Salary Ranges.

This ensure that pay setting can be a manager decision as we ensure a controlled framework and a clear 'mandate to operate'

Managers will consistently work within the same framework, have the same data, resources, and tools available in connection to recruitment, promotion and salary review.

This guarantees that pay setting decisions are all governed by structure and processes that will remove bias and ensure a fair and consistent pay setting within this defined framework.

Reward Models in Ramboll



“Does the trees grow into
the sky?”

Old Danish proverb loosely translated

The structures and processes are setup to ensure equal pay and fairness?

Perceived fairness and feelings

How do we ensure training and good leadership principles for pay setting decisions?

Manager accountability

How do we document the pay setting has been fair beyond and within the established structures?

Equal pay principles