



EU-GCC ROUND TABLE
4TH NOVEMBER 2015
TOMMY LAURSEN- MD RAMBOLL
OIL & GAS MIDDLE EAST

- Ramboll History
- Ramboll in Middle East
- Operating in GCC



RAMBOLL HISTORY

- Ramboll was founded in 1945 in Copenhagen, Denmark, and named after its founders “Rambøll & Hannemann”
- The two founders had strong personal beliefs regarding:
 - High ethical standards
 - Responsibility towards society
 - Content employees



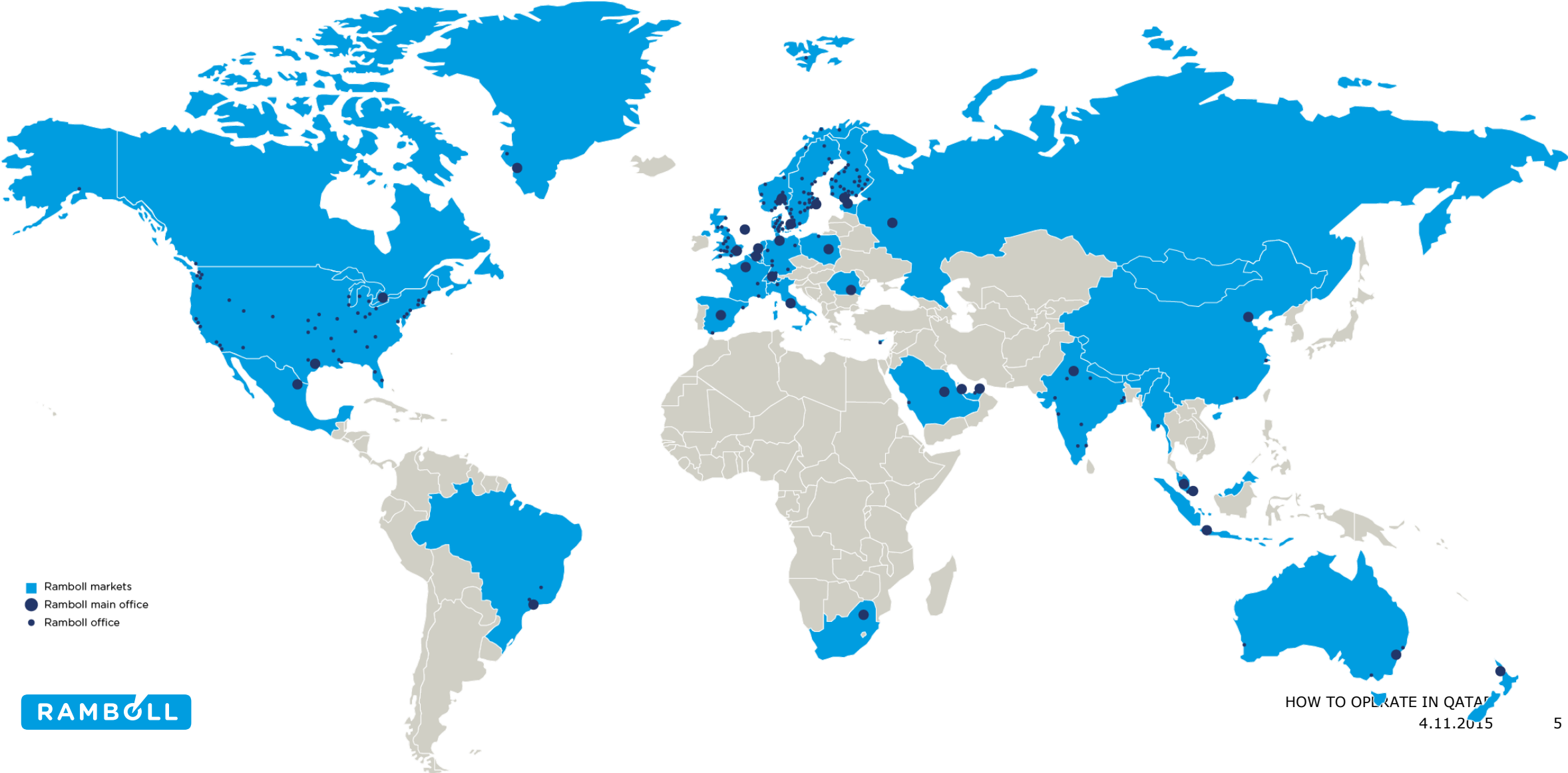
RAMBOLL IN BRIEF

A man and a woman are leaning over a table in an office, looking at architectural plans. The man is wearing a blue sweater and the woman is wearing a grey and black striped sweater. They are both looking intently at the documents on the table. The background shows a window with blinds and some office equipment.

- Independent engineering and design consultancy and provider of management consultancy
- Founded 1945 in Denmark
- 12,300 experts
- Over 300 offices in 35 countries
- Significant presence in the Nordics, North America, the UK, Continental Europe, Middle East, Asia, Australia, South America and Sub-Saharan Africa
- EUR 1.1 billion revenue
- Owned by Ramboll Foundation

- Services across the markets:
 - Buildings
 - Transport
 - Planning & Urban Design
 - Environment & Health
 - Water
 - Energy
 - Oil & Gas
 - Management Consulting

RAMBOLL GEOGRAPHICAL FOOTPRINT



- Ramboll markets
- Ramboll main office
- Ramboll office





RAMBOLL MIDDLE EAST



HOW TO OPERATE IN QATAR
4.11.2015

MIDDLE EAST RESOURCES

Manpower in Abu Dhabi office

- Total : 105

Manpower in Dubai office

- Total : 236

Manpower in Qatar office

- Total : 240

Manpower in KSA office

- Total : 45

Manpower in Kuwait office

- Total : 5



OPERATING IN GCC (QATAR)- WHAT TO EXPECT?

- Bureaucracy
 - Need to modernize business practises
 - Lack of transparency
 - Immigration
 - Engineering Registrations
 - Company Registrations, etc
- Kafala System/NOC's
 - Restrictions to switch jobs
 - Exit permits, etc
- Cultural Differences
 - Business and Contractual obligations
- Local presence and face to face interaction is essential.
- Difficulty in attracting foreign specialists
 - Trust based set up to initiate the project (chicken –egg case)
 - Foreign Investor Concerns- Local Ownership rules
 - Liability on termination of agency/local agreements
 - Enforcements of contracts – late payment actions
- Lack of unified Laws/regulations in GCC

CONTD.....

- Communication systems
 - Barrier to inter- country communications
 - Restriction of various social/communication media in certain countries within GCC
- Absence of Labour unions/protection
- Logistic Congestions
- Lifestyle
 - Cost of living
 - Schooling
 - Bargain Culture

A sunset over a beach with footprints in the sand. The sun is low on the horizon, casting a warm glow over the scene. The sand is golden-brown, and several footprints are visible, leading towards the water. The text is overlaid on the sand.

THE NEXT STEPS

Moving Forward

To a new Business culture

THANK YOU