POST-MERGER INTEGRATION

STRATEGIES FOR EHS LEADERS

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**WHY RAMBOLL?**

Mergers, acquisitions and divestitures can significantly alter company culture, business priorities and resources. Following a significant transaction, environment, health and safety (EHS) leaders often find that what worked well in the past has become ineffective or insufficient. When the situation is further complicated by staff reductions, either forced or voluntary, EHS leaders often struggle to maintain their current programs while meeting additional demands.

Ramboll’s post-merger integration (PMI) support helps clients navigate these challenges.
NAVIGATING CHANGE

Achieving a successful EHS PMI, blending two dissimilar programs into one effective organization, can be difficult. Few companies accomplish this goal without careful planning and sufficient resources to deliver their integration objectives.

CHALLENGES

Known compliance, risk and liability issues, in addition to variations in:

- EHS priorities
- Company cultures
- Manager/employee engagement
- Resources
- Risk perception
- Compliance rigor

- Management systems
- Standards, policies and procedures
- Goals and metrics
- Product stewardship
- IT system

DESIRED OUTCOMES

- Unified EHS organization with shared priorities, expectations and approach
- Streamlined programs, policies and procedures aligned with changing business needs
- Reduced material risks and liabilities
- Governance approaches that assure compliance, drive efficiency and mitigate risk

- Practical tools and information solutions that track, store and manage EHS data
- Compliance assurance programs deployed at company and facility levels
- Compliance with applicable regulatory requirements and company standards
FROM START TO FINISH

EHS leaders should begin PMI planning well before deal closing. Ramboll offers expert support throughout all stages of the process.

PLANNING
- Readiness assessment
- Roadmap
- Cost estimate
- Rollout plans

INTEGRATION
- 100-day action plan
- Permit transfers
- Baseline assessments
- Compliance upgrades
- EHS strategy and program design
- Data migration

OPTIMIZATION
- Management systems
- Policies and procedures
- Audits and assurance
- EHS culture
- Product stewardship
- Training
- Facility closure
- IT systems
OUR SERVICES

Readiness assessment
Ramboll offers a PMI readiness assessment for EHS leaders who have acquisitions or divestitures on the horizon. This assessment is designed to quickly determine a company’s ability to undertake PMI activities based on each transaction’s size and complexity. Results and recommendations can be used to strengthen internal capabilities and prepare for future transactions.

Roadmap
If a transaction has already been announced, then the insight gained from the readiness assessment or structured interviews can be used to develop a transaction-specific PMI roadmap that:

- Identifies integration and divestiture focus areas
- Develops a tactical action plan and implementation schedule
- Evaluates critical dependencies
- Estimates resources and funding required to complete critical activities

Our PMI roadmap goes beyond the standard 100-day action plan (which primarily focuses on early-phase activities) to include the high-priority tasks needed to both integrate and optimize the EHS performance of acquired assets.
OUR SERVICES

Evaluation
For companies that are well versed in EHS PMI, our program evaluation provides a holistic review of the company’s due diligence and PMI procedures, tools and approach. This evaluation can identify opportunities to improve process efficiency and reliability, helping the parties involved achieve a smooth hand-off between due diligence and PMI or asset separation. The results of this process can also be used to produce guidance for future transactions.

Coverage and assistance
We work seamlessly with our clients’ EHS, legal, operations, integration and business development teams to evaluate, assimilate and improve corporate and facility-level EHS programs. We help clients complete tasks on existing projects so that EHS staff can focus on integration, and we provide temporary staff to fill gaps in the company’s EHS capabilities in critical locations.
OUR TEAM

Ramboll provides the technical approach, customizable tools and PMI assistance that enable our clients to achieve smoother, more successful EHS integrations and divestitures.

• Integration and divestiture specialists develop and implement customized plans and provide insight on best management practices utilized by other leading companies.

• Management consultants update and streamline EHS strategies, organizations, management systems and corporate policies and procedures.

• Technical experts provide direct assistance to facilities and program managers with EHS compliance, product stewardship and registration, EHS culture, contaminated site management, risk assessment, health sciences, sustainability and information management.

• Program managers coordinate the tasks and logistics required to maintain integration and divestiture schedules and verify completion of assigned actions.

• Temporary staff fills the gaps in EHS capabilities or geographic coverage until permanent solutions can be implemented.
ENVIRONMENT & HEALTH GLOBAL SERVICES

- Air Quality Management
- Compliance, Strategy & Transaction Services
  - Corporate Advisory Services
  - Environmental Due Diligence
  - Expert Services
  - Sustainability
- Ecological Services
- Health Sciences
  - Applied Epidemiology
  - Health Impact Assessment
  - Occupational Health & Safety
  - Product Safety & Stewardship
  - Toxicological Sciences
- Impact Assessment
- Resource & Waste Management
- Site Solutions
  - Decommissioning, Demolition & Redevelopment
  - Sediment Management
  - Site Investigation, Remediation & Restoration
RAMBOLL AT A GLANCE

Ramboll is a leading engineering, design and consultancy company employing 13,000 experts. Our presence is global with especially strong representation in the Nordics, UK, North America, Continental Europe, Middle East and Asia Pacific.

We constantly strive to achieve inspiring and exacting solutions that make a genuine difference to our clients, end-users and society at large.

Environment & Health
A globally recognized environmental and health practice, our 2,100 experts have earned a reputation for technical and scientific excellence, innovation and client service. Advances in science and technology and evolving regulatory, legal and social pressures create increasingly complex challenges for our clients. We evolve to keep pace with these changes - by adding new services, contributing to scientific advances or expanding geographically.

13,000 EXPERTS
300 OFFICES
35 COUNTRIES
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