



**United Nations**  
Global Compact

**ARUP**  
Communication on Progress  
2019





United Nations  
Global Compact

## The Ten Principles of the United Nations Global Compact



### Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights
2. Make sure that they are not complicit in human rights abuses



### Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
4. The elimination of all forms of forced and compulsory labour
5. The effective abolition of child labour
6. Business should uphold the elimination of discrimination in respect of employment and occupation



### Environment

7. Businesses should support a precautionary approach to environmental challenges
8. Business should undertake initiatives to promote greater environmental responsibility
9. Business should encourage the development and diffusion of environmentally friendly technologies



### Anti-corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery

## Arup Mission Statement

### “To shape a better world”

- To enhance prosperity and quality of life
- To deliver real value
- To have the freedom to be creative and learn

A better world is one that provides improved living conditions for its inhabitants while addressing fundamental environmental, social and economic concerns. Through our projects, we seek to create places where people are safer, healthier, enjoy greater amenity, are inspired by their environments and find new opportunity and prosperity. By creating sustainable and equitable environments, each and every one of us can positively influence the future of the communities where we live and work.

We are taking action on a global basis to advance the UNGC principles on human rights, labour, the environment and anti-corruption.

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# United Nations Global Compact: Communication on Progress 2018

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## CEO STATEMENT

Arup remains a proud signatory of the UN Global Compact and will continue to support and advance our shared ambition of driving change across all aspects of corporate social responsibility. We view our annual Communication on Progress as a welcome opportunity to highlight our commitment to responsible and sustainable business practices.



Arup was founded on the belief that the built environment can change people's lives for the better. Every day, everywhere, we strive to meet this aim – helping clients solve their biggest challenges by harnessing our diverse skills and constantly expanding what's technically possible.

Our founder Ove Arup, provided us with an enduring set of values

and aims which include: being a humane organisation; straight and honourable dealings; social usefulness, and maintaining good reputation and influence. These have become integral to our culture, our thinking and behaviours. As a result we attract people to join us who share these values.

While these values have a strong resonance with the Principles set out in the UN Global Compact, our purpose is also “to shape a better world” through the work that we do.

Often this is through our projects where we apply sustainable design principles and encourage corporate social responsibility, but it also includes how we work and who we work with, for example:

- Our technical advice on projects in the Americas, Europe and UKIMEA (United Kingdom, India, Middle East and Africa) Regions has been recognised by the industry's leading authorities on infrastructure acquisition and project finance. Arup was named European and African Technical Advisor of

the Year (2018) and recognised in two other award categories by IJGlobal, a platform that provides information on the global infrastructure market. We were also named as the winner for the equivalent IJGlobal award in North America. These awards build on IJGlobal's recognition last year of our firm being named the top technical advisor for project finance for the past 20 years.



Arup has been named the European and African Technical Advisor of the Year at the IJGlobal Awards 2018 in London

- A green infrastructure project in Belfast, a theatre refurbishment at The Royal Academy of Music in London, and a renovated primary school have all been recognised at this year's British Construction Industry Awards. The awards, which took place on 10 October 2018 in London, are backed by the British Prime Minister and are one of the most prestigious in the built environment. We were shortlisted 14 times at the awards across a range of projects.

- We have more female leaders than ever before - 24.6% in April 2019 compared to 20.69% in April 2018. We are aiming to improve our gender balance by reaching our target of 40 - 60% of each gender in our membership as soon as we responsibly can.
- Globally we have a vast array of people working at Arup and as of July 2019, we have 154 nationalities - including 41 variations of dual nationalities.
- Looking at our graduate intake for September 2018, we welcomed around 224 new graduates and 56 apprentices into Arup UKIMEA region.
- Our continued efforts to align ourselves with the UN Sustainable Development Goals (SDGs) was recognised at an awards ceremony in New York, USA. The annual Impact.Engineered event, hosted by the American Society of Mechanical Engineering and Engineering for Change, awarded our firm in the category, 'Companies Advancing the Sustainable Development Goals', with a special mention to our Community Engagement projects around the world.

We remain passionate about promoting the aims of the Global Compact, and to advancing corporate responsibility more widely within our global sphere of influence. We look forward to supporting the UN Global Compact in 2018 and beyond.

I hope you will read it with interest.

Geoff Hunt  
Chief Operating Officer  
Arup UKIMEA



# INTRODUCTION

We view our challenge as ‘Shaping a Better World’, and at the heart of this is a deep understanding of the issues driving the world’s growing urban environments – from the effects of climate change to meeting the needs of a growing population.

Arup is an independent firm of designers, planners, engineers, consultants and technical specialists, working across every aspect of today’s built environment. We help our clients solve their most complex challenges – turning exciting ideas into tangible reality as we strive to find a better way and shape a better world.

Arup is a global company and the creative force at the heart of many of the world’s most prominent projects in the built environment. We have:

- around 16,000 people worldwide
- in 88 offices
- across 33 countries
- over 70 years experience
- trust ownership

Arup is owned in trust for the benefit of our employees, giving us all a genuine share in our success. An employee’s share allocation is based on their grade and length of service, with profit share paid twice a year in addition to salary.

Our independent ownership structure allows the needs of our clients, our commercial imperatives, and our conviction to influence all our decision-making, resulting in thoughtful contributions to society.

Many of Arup’s projects leave a legacy to subsequent generations: a legacy that outlasts any one individual. With over 13,000 projects at any one time, Arup is doing the best possible job for current and future generations. The power to influence the future of the built environment carries with it a weighty responsibility.

Putting sustainability at the heart of our work is one of the ways in which we exert a positive influence on the wider world. Put simply, Arup people are driven to find a better way.

## Our accomplishments 2018-2019

Dr. Marie Whaley recognised for “outstanding contribution”



Dr. Marie Whaley, an Associate working in our Water team, has become a Fellow of the International Water Association (IWA). The programme recognises an individual’s outstanding contribution to the water profession. She will be presented with her Fellowship certificate at the IWA World Water Congress & Exhibition, which will take place in Tokyo, Japan, on 16 September.

Marie has worked in the water industry for nearly 30 years and is a Board Member and Treasurer of IWA. Joining us last year, Marie has spent her time supporting the water companies Thames Water and Affinity Water in the preparation of their business plans, advising on strategy and total expenditure planning.

Our firm’s commitment to a sustainable future



Jo da Silva presenting at the launch of our firm-wide plan for sustainable development, called ‘A better way’

Our plan for sustainable development, ‘A better way’, was recently launched across the firm. The plan talks about the radical change that is required over the next decade as the world struggles to cope with a variety of global challenges such as a growing population, increasing urbanisation, record-breaking levels of consumption, and the limitations of our planet.

*“It requires us to think differently. Instead of thinking about the outputs we produce... roads, railways, bridges, we need not to think about what things are, but what they do. The difference we can make collectively through our projects and through our clients is where we are going to make the biggest difference,”* says Jo da Silva, Global Sustainable Development Leader.

In an event hosted in London, Global Sustainable Development Leader, Jo da Silva highlighted the importance of our commitment to meaningfully contributing to sustainable development. She talked about the enormous opportunity we have to collectively use our design and advisory skills, expertise and independence to create better outcomes for our clients, society and our planet.

## Success at the British Construction Industry Awards (BCIA)



We are thrilled to secure three wins at the BCIA 2018, the only construction industry awards scheme to have the backing of the Prime Minister.

We received the following accolades:

- Community Engagement Initiative of the Year - Connswater Community Greenway & Flood Alleviation Scheme
- Cultural and Leisure Project of the Year - The Royal Academy of Music
- Social Infrastructure Project of the Year – New Marlborough Primary School

The judging process for these awards is rigorous and involves site visits, so our success is a real mark of distinction. Arup projects had a total of 14 shortlistings on the night.

## Building Equality Highly Commended at ICA18

Building Equality was set up in 2014, in a bid to reach out and encourage other construction companies to help establish a network for Lesbian, Gay, Bisexual and Trans people. It was founded four years ago by Arup, Balfour Beatty and Lendlease after being connected through the LGBT charity Stonewall and has grown in membership and influence in recent years.

Receiving a commendation recognises the collective success of member firms, like Arup, and their progress towards encouraging an inclusive environment, which is proven to reduce stress and anxiety amongst the LGBT+ community, allowing people's talents to flourish.

As an alliance, Building Equality aims to challenge and change the construction industry to become more LGBT+ inclusive, through collaboration and uniting firms around common goals. The group was initially shortlisted alongside leading large organisations such as Sky, Mott McDonald and the NHS.



The Arup team in attendance at the Inclusive Companies Awards 2018, The Midland Hotel, Manchester

## Arup sponsors 2018 Gay Times STEM award

Arup was invited by Gay Times magazine to sponsor the Science Technology Engineering Mathematics (STEM) award. The Annual Ceremony that was held at the Walker Art Gallery in Liverpool, recognises individuals and organisations that have impacted the lives of LGBTQ people. A total of thirteen honourees were awarded on the night, with each award winner immortalised in a unique portrait, which is now on display at the Walker Art Gallery Liverpool.

As well as announcing the winner of last year's STEM award, Paul Grover, Arup Associate Director, was also invited to announce the winners of the Gay Times Honour for Entrepreneurship and the Gay Times Honour for Government and Policy. The STEM community are collectively working towards making the planet a better place for ourselves and future generations to live in. Arup is becoming more visible for celebrating differences and having an inclusive diverse working environment. The outcome of collaborating in a more inclusive way should help us become innovative in the way we shape a better world.



Arup were invited to sponsor the 2018 Gay Times STEM award

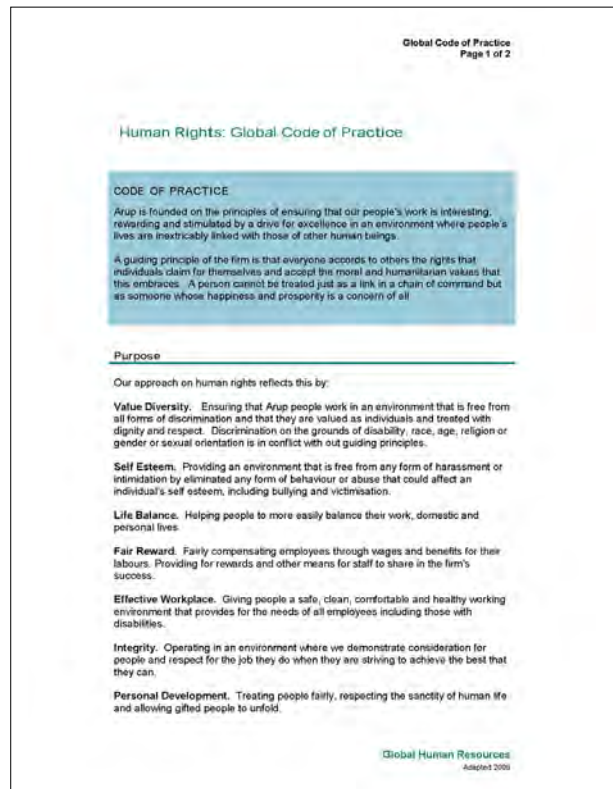




Arup supports and respects the protection of internationally proclaimed human rights, such as United Nations Universal Declaration of Human Rights, and ensures that it is not complicit in human rights abuses.

### Our Commitment

Our founder, Sir Ove Arup, believed that our work should be both sensitive to the environment and also have a social purpose. His early commitment to the principles of sustainability continues to influence us today, not only in the way we conduct our business, but in how we treat our people and the way in which we interact with our communities and society at large.



Front page of our Human Rights Global Code of Practice

We have a written Global Human Rights Code of Practice, which states that:

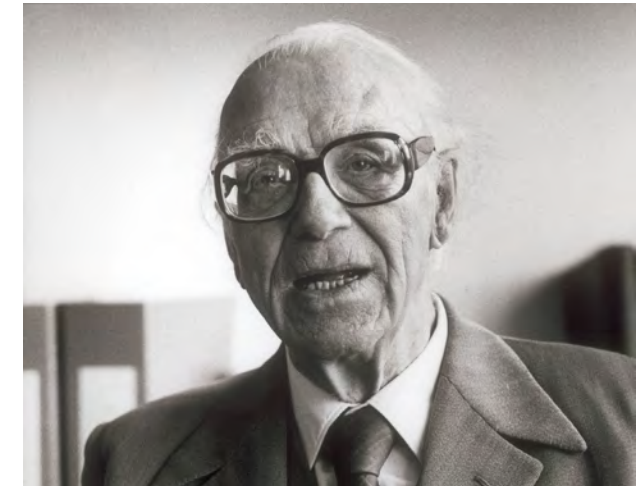
- ‘Arup is founded on the principles of ensuring that our people’s work is interesting, rewarding and stimulated by a drive for excellence in an environment where people’s lives are inextricably linked with those of other human beings.’
- ‘A guiding principle of the firm is that everyone accord to others the rights that individuals claim for themselves and accepts the moral and humanitarian values that this embraces. A person cannot be treated just as a link in a chain of command but as someone whose happiness and prosperity is a concern of all.’

Our approach to human rights covers the following areas:

- Diversity
- Self esteem
- Life balance
- Fair reward
- Effective workplace
- Integrity
- Personal development
- Acting honourably
- Social responsibility
- Respect

### Our Approach

Key Speech



Sir Ove Arup

A speech written and delivered by Sir Ove Arup in 1970 defines who we are, and sets out our core values and guiding principles. The Key Speech is the high-level framework that guides appropriate behaviour within the firm. The speech sets out the firm’s humanitarian attitude which “leads to the creation of an organisation which is human and friendly in spite of being large and efficient...this attitude also dictates that we should act honourably in our dealings with our own and other people. Humanitarianism also implies a social conscience, a wish to do socially useful work, and to join hands with others fighting for the same values.”

All employees receive a copy of the Key Speech as part of their induction. You can view the Key Speech here: <https://www.arup.com/perspectives/publications/speeches-and-lectures/section/ove-arup-key-speech?query=key%20speech>

### Global Human Rights Code of Practice

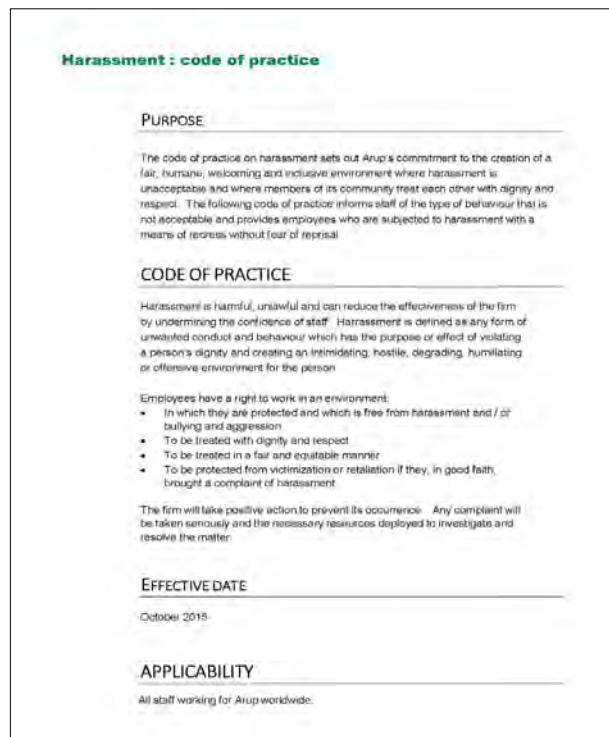
Arup's written Global Human Rights Code of Practice sets out the firm's expectation and approach on human rights. It is available to all staff via the company intranet. Please see attachment 1.

### Global Harassment Code of Practice

Arup believes that all employees have a right to be treated with dignity and respect while at work and when representing the company outside work. The Global Harassment Code of Practice describes types of behaviour that are not acceptable and provides employees who are subjected to harassment with a means of redress without fear of reprisal. We also have a local Harassment and Bullying UK Policy which describes unacceptable conduct and provides additional guidance on resolving any incidents. Please see attachment 2.

### Global Health & Safety Policy

Arup promotes health and safety at work of all employees including temporary and contract staff, and other persons affected by our actions. The firm has set objectives to provide health and safety training, specialist advice, information, instruction and supervision, when necessary to all levels of personnel. The firm operates within a management system that is certified as meeting the requirements of OHSAS 18001 or equivalent. You can view a copy of our Health and Safety policy in attachment 3.



Page taken from our Global Harassment Code of Practice

### Disciplinary Procedure

Our disciplinary procedure is designed to be supportive and to encourage improvements in individual conduct and performance. Disciplinary action follows for individuals who abuse Arup's policies and procedures, including the Global Human Rights Code of Practice, and for any *"actions which undermine working relationships with colleagues and/or other organisations, or which may compromise our integrity as a firm and our honourable dealings with people."*

### Sustainable Procurement

Arup's commitment to Human Rights in its procurement is managed through our Sustainable Procurement Vision Statement which feeds into Arup's sustainability strategies. The statement is centred around six themes:

1. Environmental management
2. Supplier equality and diversity
3. Support of fair practices in our supply base
4. Ethical trading
5. Promoting fair employment practices
6. Community benefits

Each supplier's sustainability ethos is a key feature within Arup's tendering process to select responsible suppliers, and we work to engage our suppliers to collaborate to deliver improved sustainability performance.

We embed all aspects of our Sustainable Procurement Vision Statement into our request for proposal (RfP) processes. A copy of this statement can be viewed in attachment 4.



## Activities and Implementation

### Communication of Policies and Procedures

All employees are made aware of our strategies, policies and procedures with respect to human rights, equality, diversity and inclusion, sustainability, performance, and harassment. These are also made available to all staff via our intranet and our human resources team.

Arup has global Equality, Diversity and Inclusion (EDI), Human Rights and Harassment Codes of Practice. These codes sit alongside Equality and Diversity and Dignity at Work Policies in our Regions and provide positive drivers for change.

Our focused two-year EDI Strategy for the UKIMEA Region is titled Total Inclusion, and forms part of our Arup Improvement Plan which drives our business to cultivate an inclusive working environment. A copy of our Total Inclusion EDI Strategy can be seen in attachment 5.

As a humane organisation we aim for zero incidents of harassment, bullying and grievance. In the event of a breach of our policies, or a reason for grievance, we provide guidance for informal and formal resolution in our Dignity at Work UK Policy. This also identifies the roles and responsibilities of our managers, our human resources team, and our staff. Please see attachment 6.

Guidance for staff on how to resolve human rights issues is provided within our Arup Management System (AMS) policies and procedures, and from our human resources team. The AMS is compliant with ISO 9001:2008, OHSAS 18001:2007 and ISO 14001: 2004.

### Training and Support

We provide training in health and safety, sustainability, diversity and unconscious bias awareness for leaders and recruiters. We developed our Inclusive Leadership Programme with the aim of equipping our leaders with the skills and knowledge to recognise that everyone has unconscious bias, and to understand how to manage that bias.

Our Sustainable Procurement Vision Statement targets improvements to the equality, inclusion and diversity of our supply base.

In our Sustainable Procurement Vision Statement, creating diversity is one of the key objectives. We are embedding this vision and its principles throughout our procurement processes and are communicating this vision to new suppliers at tendering stage.

EDI is central to Arup's sustainable procurement objectives. To achieve this, we have revised our sourcing practices, supplier questionnaires, tender scoring criteria and supplier contracts, to ensure that EDI is properly considered and evaluated throughout our procurement processes.

We have conducted a number of Supplier Conferences that have enabled our SME and BME suppliers to understand Arup's sustainability vision and objectives, and engage in workshops to share experiences and best practice.

Our employee support also includes networks, forums, mentoring and committees/events for female and LGBT staff, as well as staff from minority groups, all religions and cultures.

## Outcomes and Progress

### Success for Arup at the NCE100 Awards evening

The annual NCE100 Awards organised by New Civil Engineer celebrate firms operating in civil engineering who are the most innovative, impactful and inspirational through their projects and initiatives.

We brought home the award for Impact in Urban Living and placed second in the NCE100 ranking.

Arup received the award in the Impact in Urban Living category, recognising Connswater Community Greenway. The project is one of the UK's most ambitious and successful green infrastructure projects which has combined flood protection with new, high-quality public and green spaces, linked by a network of pedestrian-cycle paths in East Belfast.

In addition to the 15 category awards, NCE celebrate the top 100 companies within civil engineering and a countdown of the top 10 took place at the awards evening. Arup was placed second in the ranking making us the only firm to appear in the top three for all four years that it has been running. Our previous rankings include second in 2018, first in 2017 and third in 2016.



Connswater Community Greenway combines flood protection with high quality public and green spaces

## Meeting humanitarian needs: Global Challenge 2018

Launched in 2017, Global Challenge is a £5m, five-year initiative that was created to increase the impact of our Community Engagement programme and contribute to the UN Sustainable Development Goals (UN SDGs).

By 2022, Global Challenge aims to have formed strategic partnerships that enable Arup to use our skills and expertise to improve the quality of life of the world's poorest and most marginalised people, and in doing so, co-create innovative scalable solutions that make a meaningful contribution to the UN SDGs.

Our long-standing belief in 'total design' – bringing together different perspectives and disciplines to co-create solutions – enables us to address the complex and interconnected issues that prevent the poorest and most marginalised in society from meeting their most basic needs. We do this collaboratively, working with communities and partner organisations to understand their problems and desired outcomes.

## School for Syrian refugees shortlisted for Aga Khan Award

The Jarahieh School project for Syrian refugees has been selected as one of 20 shortlisted nominees for this year's Aga Khan Architecture Award.

The award recognises building concepts that exhibit architectural excellence and improve the overall quality of life for local communities.

We provided pro-bono technical advisory skills for the school, which was designed in collaboration with NGOs and members of the community, including children. It was constructed by re-purposing materials from the Save the Children pavilion at the Expo 2015 exhibition in Milan, as well as innovative use of local materials like sheep's wool for insulation.

Located in Lebanon, the school not only provides a safe space for children from 300 Syrian refugee families to learn, it is also a hub for community activities and the settlement's only secure shelter in the event of a snowstorm or earthquake.

The winning projects will be awarded a share of \$1 million prize money. Past winners have ranged from slum upgrading initiatives, to high-rise sustainable buildings and the restoration of historic areas.



Jarahieh School, Lebanon

## Testing handwashing units with the British Army

As part of our Community Engagement Global Challenge, we are collaborating with the British Red Cross, the London School of Hygiene and Tropical Medicine, and Butyl products to design a new handwashing unit for humanitarian crisis events.

Through our partnership, we hope to create an opensource design that could be used in disaster situations around the world.

We first visited refugee camps in Uganda and spoke with aid workers and refugees to get a full understanding of the problem, which helped to inform the design of the handwashing prototype. The next stage in the development of the units is to gather feedback from people who have not been involved in the process so far.

We recently partnered with the British Army, who tested the units during a reservists training weekend in Dartmoor, England, and shared their thoughts on how intuitive and enjoyable they were to use. Their comments will be considered for incorporation into the design for the next prototype.

Tom Norton, a consultant from our London office, said: *"The support from the army and the level of enthusiasm and engagement from the troops was absolutely brilliant. I'm confident that 131 Commando Squadron's insights will benefit the people we are trying to help."*

Several units are also currently on display for testing on the first floor of our 13 Fitzroy Street office in London and additional trials in the field are being planned for the coming months.



The British Army's 131 Commando Squadron tests out our handwashing units



### Global response to support relief efforts with Missing Maps

Over 300 Arupians from 30 offices have given their time to map areas in Mozambique affected by Cyclones Idai and Kenneth.

Each of our Regions took part in the campaign, making over 222,000 edits to OpenStreetMap (OSM) during the six-week campaign, identifying over 11,000 buildings and 18,000 ways. Many other offices have since shown an interest in holding sessions in the future.

First responders and aid organisations in Mozambique have been using OSM as a base map to help provide relief in the region, where two million people remain in need.

Angela Wilson, who coordinates our Missing Maps initiative, said: “To see offices from around the globe come together for a greater cause has been truly amazing. This cumulative effort brought a diverse range of Arupians, regardless of discipline, grade or location, to - literally - shape a better world. Thank you to all participants for helping to make the campaign such a success!”

While this campaign has come to an end, it is important that we continue to help humanitarian organisations to meet the needs of vulnerable people through Missing Maps. Training is offered at the start of every session, so anyone from any discipline can take part.



Arupians around the world take part in our Missing Maps Mozambique campaign: (clockwise from left) Singapore, Madrid, Sydney, Manila, Boston and Leeds



Arup staff working in one of many collaborative spaces in our London headquarters







We work to ensure that everyone's contribution is valued and successes are celebrated throughout the firm. We endeavour to ensure that our processes, including training and development, encourages knowledge sharing, intellectual growth and stimulation.

## Our Commitment

We are committed to the International Labour Organisation's (ILO) fundamental principles and rights at work, including:

- freedom of association and the effective recognition of the right to collective bargaining
- the elimination of all forms of forced or compulsory labour
- the effective abolition of child labour
- the elimination of discrimination in respect of employment and occupation

Subject to the relevant laws in the countries where we operate, we fully respect the right of our people to freedom of association and representation.

We aim to ensure that our people have satisfactory wages and working conditions, and that there is no exploitation of labour.

We do not employ individuals that are younger than the legal school leaving age.

We ensure that Arup people work in an environment that is free from all forms of discrimination - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation - and that they are valued as individuals and treated with dignity and respect.

Addressing gender imbalance in Arup is our priority in a wider diversity drive. We believe improving gender balance will help us to nurture creativity and innovation, tap hidden capacity for growth, improve competitiveness, and positively impact financial performance. The proportion of women employees at all grades, and the number of women in management

positions has continued to rise annually since we commenced measurements in 2008.

## Our Approach

### Key Speech

One of the six core principles is a “humane organisation” which should result in satisfied members. All employees receive a copy of the Key Speech as part of their induction: <https://www.arup.com/perspectives/publications/speeches-and-lectures/section/ove-arup-key-speech?query=key%20speech>

Sir Ove Arup also said *“If we can reach a stage where each man or woman is respected for the job they do, and is doing his or her best because the atmosphere is right, because they are proud of what we are and do and share in the general enthusiasm, then we are home.”*

### Freedom of Association and Representation

Arup's terms and conditions are not governed by a collective agreement.

Arup is a 16,000 strong employee owned organisation. In 1977, our founder, Sir Ove Arup, gifted the firm to itself, creating a visionary arrangement based on trusts, which are responsible for the long-term custodianship of the firm for the benefit of past, present and future employees. Membership of the trusts includes past and present employees. As a self-owning organisation, we have no external shareholders, which is fundamental to the way we are organised and how we operate.

We have developed peer communications channels and we have effective formal ('Airtime') and informal channels between management and staff.

## UKIMEA Regional Diversity & Inclusion Strategy

Diversity and inclusion is championed at Group Board level by UKIMEA Region Chair Dervilla Mitchell, and globally by Greg Hodkinson, Arup Group Chair. They are supported by our Director of Equality, Diversity and Inclusion, Andrea Callender. Our vision is “to create a work environment based on fairness, respect and merit which embraces difference and enables talented people to flourish.” Our UKIMEA region EDI Strategy 2019/21 'Total Inclusion' has been formulated to deliver this vision, and is based on six key principles:

1. Change: We recognise that we need to act and think differently in order to become more diverse and inclusive.
2. Leadership: Leadership and behaviours are critical - leaders have an important role to play in achieving our EDI goals.
3. Transparency: We will be more transparent, e.g. around pay and promotions.
4. Women+ : We will expand our focus to include other aspects of diversity like ethnicity and disability.
5. Women leaders: We will shift our focus to women at mid-career and leadership grades, rather than concentrating on trends in early careers.
6. Consistency: We will apply our HR policies consistently across different teams.

The Diversity and Inclusion Strategy is communicated internally through a variety of communication channels such as film, staff intranet, internal publications and Airtime (our staff forum for communications and consultation). Staff can also send emails to [diversity@arup.com](mailto:diversity@arup.com) which are published anonymously, to

encourage further communication. There are three diversity groups: ConnectWomen, ConnectOut and ConnectCultures. These groups arrange a variety of events internally to engage colleagues and share information about diversity.

We have won and continue to enter awards which demonstrate our commitment to diversity. When we win awards we share this news internally and externally.

Our leadership and staff are trained and encouraged to think about diversity in all aspects of their roles. This will enable them to support, deliver and sustain the fundamental aspects of our Diversity and Inclusion Strategy.

At Arup, we believe in Inclusive Design, and are encouraging our clients to think about diversity and inclusion on their projects. This encompasses our whole business, from accessibility or religious considerations in buildings, through to how a team is project managed, to the impact of strategic planning on a community.

#### Equal Opportunities Procedure

Global and regional equal opportunities procedures exist to ensure that employment practices are applied fairly and equally. These procedures cover: recruitment, training, career development and promotion, pay, selection for redundancy, grievance and monitoring. Every member of Arup has a responsibility to uphold our equal opportunities codes of practice to ensure that everyone with whom we work is treated equally and honourably.

#### Conduct and Performance at Work

Our global guidance on conduct and performance at work is contained within our Ethics Code of Practice and provides the standards expected from all of our members. The firm takes

its commitment to equal opportunities very seriously. Any acts of discrimination by its members will result in disciplinary action, including termination of employment if appropriate, in accordance with the firm's disciplinary procedures. Please see attachment 7 for our Global Ethics Code of Practice.

#### Harassment Code of Practice

Global and local harassment procedures are in place. Any complaint of harassment is taken seriously and the necessary resources deployed to investigate, resolve the matter and take appropriate action.

#### Grievance Code of Practice

Arup believes that all its members should have the opportunity to discuss any matter of concern with the person to whom they report. In most cases employment related matters are likely to be resolved informally in this way. If, however, the outcome of informal discussions is unsatisfactory then the issue can be addressed through the local grievance procedure. For a copy of our UK Grievance Procedure please see attachment 8.

#### Total Inclusion: UKIMEA EDI Strategy 2019/21

In January 2019 we published our EDI strategy "Total Inclusion" and We're now working towards our inclusion goals.

Arup's Global Diversity and Inclusion Code of Practice sets out our aim to "recognise and respect each others' differences and strive to build a working environment where our different values and perspectives are actively harnessed to create the best solutions for our equally diverse client base". Our Diversity Strategy is built into our operating budget, and discussed at every Board meeting. Arup's principles of diversity and inclusion extend to our clients, our suppliers and all those with whom we choose to work. Please see attachment 5 for our Total Inclusion: UKIMEA EDI Strategy 2019/21.

#### Young and Early Career Staff

There are special UK laws to protect the employment rights of young workers (aged 16 to 18) which Arup adheres to. These concern health and safety, what jobs they can do, when they can work, and how many hours they work. Arup does not employ young people under the age of 16, in line with legislation.

The Early Career Group was formed in 2012 by the UKIMEA Board. It offers a forum to discuss issues and share best practice internally, and promote collaboration both in Arup and externally for early career staff. It captures and acknowledges the ideas, opinions and concerns of those at the early stage of their careers for betterment of the firm, to make a difference from the bottom-up.

#### Graduate and Apprentice welcome events 2018

During the summer 2018, we welcomed 224 new graduates and 54 apprentices into our UKIMEA region, which represented the largest and most diverse intake to our Early Careers programmes and a significant investment in the future of our organisation.

Our Apprentices enjoyed three days of talks, group activities and technical workshops. After the initial induction, apprentices joined their new teams and began working on live projects straight away.

We have a dedicated apprentice area on our intranet, which includes guidance, presentations and tips from previous entrants. We have also set up an apprentice forum: an internal network where apprentices can discuss issues, and exchange ideas and news.



## Flexible Benefits

To retain the best staff we offer a strong remuneration and benefits package with competitive salaries, profit share payments and a flexible benefits fund to spend on benefits that suit individuals' requirements. Some of the benefits include: 25 days holiday plus public holidays, interest free travel season ticket or bicycle loans, free eye-tests, private medical insurance and life / accident insurance. The flexible benefits fund can be used to buy benefits that suit each employee, or can be taken as cash on top of their salary. Our occupational health service is an important part of our integrated health programme and helps us to minimise health risks at work and ensure fast, effective help with any health problems that affect staff wellbeing. These services are designed to provide a more comprehensive, responsive and integrated proposition which will help us to deliver on our new occupational healthcare vision.

## Flexible Working

Arup offers enhanced maternity and flexible working benefits above the statutory requirements.

We are currently running a flexible working pilot in our Liverpool office to inform how we may work in the future to enable greater flexibility for all.

We have flexible working guidance (available to all employees) that encourages anyone wishing to work flexibly to make a request to their line manager and find a solution that works for them. In 2015, we introduced a new shared parental leave policy, recognising the importance of supporting working parents in balancing their home and working life. An enhanced shared parental leave pay, in addition to the statutory pay provisions, allows staff to plan and manage the care of children in a way that suits their family circumstances.

## Activities and Implementation

### Global Sustainability Strategy

We report our global performance publicly in our Annual Report, and Global Sustainability Report.

Whilst our biggest contribution to a sustainable future comes through our client work, we recognise that it's as important for us to monitor our own performance and actions. This focus on 'walking the talk' is critical if we expect our clients to believe in our ability to build sustainable principles into their projects.

To achieve this ambition, we have established a framework of key performance indicators that measure our annual progress against pre-set targets. Our global data covers performance from October 2017 to October 2018.

### Energy consumption (kWh/m<sup>2</sup>/year)

- 208

### Energy consumption (kWh/year) (total)

- 8,964,930

### Paper consumption (kg/employee/year)

- 18.8 (a near 50% reduction compared to 2011/12)

### Greenhouse gas emissions - Scope 1, 2 + Scope 3 Business Travel (CO<sub>2</sub>e/employee/year)

- 3.0

## Management systems

- 100% offices certified to ISO 14001 Environmental Management System
- 30% of projects over £150k report specific sustainability objectives

## Sustainability training

- 1.2 hours of training received per employee

### Total Inclusion EDI Strategy 2019/21

Our EDI strategy, Total Inclusion 2019/21, is based on the concept that people should be valued as individuals for reasons related to their business interests, as well as for moral and social reasons.

It is based on six key principles, with associated measures, agreed by the UKIMEA Board. These shape our activities and lead to actions undertaken across the region. You can read more about exactly what each area is and how progress will be measured in the full document, which includes detail around the business case for diversity and inclusivity, as well as our approach. These can be found in attachment 5.

### Communication of Policies and Procedures

All employees are made aware of our strategies, policies and procedures with respect to equal opportunities, diversity and inclusion, sustainability, performance, and harassment. These are also made available to all staff via our intranet and our human resources team.

In the event of a breach of our policies or a reason for complaint or grievance, we provide guidance for informal and formal

resolution in our local Harassment and Bullying UK Policy. This also identifies the roles and responsibilities of our managers, our human resources team, and our staff.

### Airtime

We have in place 'Airtime' a UK forum for staff communication and consultation. Airtime encourages us to influence our internal world, and enables us to work together to provide an environment which addresses our personal and professional aspirations.

Airtime meetings are held up to three times per annum as a forum for elected staff representatives to discuss internal changes. A record of each meeting is issued to all staff in the form of an Airtime Broadcast. The broadcasts are intended to engage staff and show them which issues are being considered. Staff can raise any concerns or issues they have with their elected regional representative. A regular (every other month) Airtime broadcast to UK staff helps to keep staff engaged with the Airtime team and feedback loop.

Airtime has a number of key principles:

- Enable leadership and elected staff representatives to exchange information and consult on possible changes and draft policies of significance.
- Enable ideas to be harvested from the body of the firm through the staff representatives for the leadership to consider in making decisions on issues that significantly affect our professional lives.
- Improve the flow of information between all members of staff.

### Training and Support

We provide in-house training via a full and varied programme of courses, with information available to all staff on our employee

intranet. Specific individual training needs are identified as part of employees' annual appraisals, and then included in their development plans. In addition, our graduates and apprentices participate in formal training programmes to achieve professional qualifications. Courses include: technical skills, diversity awareness training such as 'Inclusive Leaders and Leadership' and Gender Bias Awareness Training for recruiters. Mentoring and guidance is available for all staff.

Globally, 33.2% of management staff (grades 7 to 9) have completed diversity training. Our EDI leader, Andrea Callendar, is currently working with the Global team on developing additional EDI training for all Arup employees.

### Female Leaders

Within the UK region, Arup has 37.67% female employees as of April 2019, of which 24.6% of management positions (grades 7-to-9) are occupied by females. This is an increase from last year's figure of 20.94%, and we are working towards further increasing these numbers over the coming years.

### Women on the UKIMEA Board of Directors

Out of 11 UKIMEA board members, we currently have five who are female, and we continue to strive for greater equality and diversity throughout our business.

### Number of women employed at all grades

The percentage of female staff as of April 2019 is 37.67% which is marginally higher than 33.10% as reported in 2017.

### Connect Women



Connect Women is our internal network, set up in 2009, for improving the opportunities for women in Arup, to enable them to maximise their valued contribution to the firm, our clients and our industry. The

Connect Women Network is open to all Arup employees (regardless of profession, position or sex) who support our aim of improving opportunities for women within our industry.

To mark International Women in Engineering Day on 23 June 2018, Connect Women London organised a panel led discussion on 'Celebrating Technical Excellence' in collaboration with the Women's Engineering Society (WES). Speakers included Faith Wainwright, Pavlina Akritas, Yasmin Ali, and renowned academic, Professor Dame Julia Higgins. The discussion explored the role that technical excellence plays for each of our speakers, with a lively discussion on career development for women in different industries.

Questions looked at whether women still need role models, how to get involved in outreach and media presence, issues affecting women's career progression such as having a family, the lack of opportunities for flexible working, or other barriers – and how they might be overcome.

### Connect Out



Connect Out is the firm's lesbian, gay, bisexual and transgender (LGBT+) network and forum, set up in 2011, and is open to all employees (regardless of profession, position or sex). Connect Out advocates a work environment that respects, welcomes and supports LGBT+ professionals, and empowers them to perform to their fullest potential and contribute to the greater goals of the firm.

Arup joined nine other companies from Building Equality to create the biggest engineering and construction industry presence ever at National Student Pride, aiming to attract LGBT+ students to apply to work in the industry. This was an excellent opportunity to speak with LGBT+ students and communicate Arup's commitment to diversity and inclusion.



## Connect Cultures



Set up in 2013, this network aims to celebrate and promote the benefits of cultural, ethnic and religious diversity in our workplace and

foster an inclusive and equal opportunity work environment that respects our individual differences and the value they can bring to the firm.



In June 2019, Connect Cultures dedicated a week of events to mark Refugee Week. The London office hosted a lunchtime panel discussion to explore the challenges that refugees and asylum seekers face when integrating into life in the UK - specifically when finding employment. In addition to this, we also held a session with Music for Wellness Social Enterprise, and curated a special refugee-focused edition of the Book Club which featured books written by and about refugees. Other offices around the globe took part - the Amsterdam office organised a Night of the Refugee, where they hosted a night walk with thousands of participants to raise money for emergency aid to refugees worldwide.

Throughout the last year, the HS2 Euston project has been working with Transitions, a social enterprise focusing on recruitment of highly skilled refugees, to trial Arup's 'Return to work placement scheme for Refugees'. Arup is now positioned as an adviser to other organisations looking to implement this scheme as a means of tapping into the wealth of talent that is often overlooked within the refugee community.

## Young Engineers, Apprentices and Graduates

This summer, we welcomed 240 graduates and 51 apprentices into Arup UKIMEA region, and still have a number of vacancies yet to be filled, so this figure is likely change in the near future.

In terms of gender split for our graduate and apprentice intake 2019, we are pleased to report a 50% split amongst our male and female graduates, whilst our apprentices are 68% male and 32% female.

## Outcomes and Progress

### Arup recognised for excellence across our industry



Institutions across the UK have been acknowledging the huge contribution and expertise of Arupians around the world with the awarding of Fellowships. Dave Pitman, Saeed Mojabi, Chris Barker and Kieron Hyams have all been named as Fellows by various institutions, recognising their work in their chosen profession.

## Celebrating influential women in town planning



Two Arupians have been named in a poll of the most influential women in the town planning industry by the UK's Royal Town Planning Institute (RTPI).

Associate Director and UKIMEA Residential Business Leader, Vicky Evans, and Town Planner, Kim Cooper (both pictured above), were named as finalists in an article for The Planner, the official magazine of the RTPI.





To celebrate International Women's Day 2019 Arup hosted a panel-led discussion titled How Women Shape Better Cities





We are taking steps to minimise carbon emissions associated with our projects and operations, and endeavour to prevent pollution within the scope of our activities.

## Our Commitment

Sustainability is fundamental to our thinking at Arup, helping us to deliver on our mission to ‘shape a better world.’ As a firm of consultants, the biggest impact we can have on the environment is through our work for our clients. We try to embed sustainability in everything that we do - in the way we run our business, our projects, and our physical impacts on the external environment. We help our clients to face the challenges of sustainability by investing in our passion for turning ideas into tangible tools and methodologies.

We extend our influence at every level, from individual buildings and large portfolio owners to cities and governments. Through our many partnerships and committee memberships we disseminate best practice sustainable design. We strive to deliver better solutions for our clients and create a lasting and positive legacy for future generations.

Our offices are the second biggest contributor to Arup’s carbon footprint, after travel. We are committed to taking a resource efficient, sustainable approach to the way we run our offices.

Responsibility for sustainability at UKIMEA Regional Board level, is held by Ian Rogers (Director). Our Foresight and Innovation team is dedicated to managing the firm’s global innovation programme, gathering and evaluating emerging technologies, including green technologies, and sharing these experiences with Arup offices and our clients around the world. Every year we invest a percentage of our profits to fund this research.

## Our Approach

### Key Speech

Sir Ove Arup established the firm over 60 years ago with the principles of ‘total design’ - the integration of the design process and the interdependence of all the professions. He also

championed the social value of innovation and the humanitarian purpose of good design. Today we understand this as a commitment to sustainability. You can view the Key Speech here: [https://www.arup.com/perspectives/publications/speeches-and-lectures/section/ove-arup-key-speech?query=key speech](https://www.arup.com/perspectives/publications/speeches-and-lectures/section/ove-arup-key-speech?query=key%20speech)

### Global Sustainability Policy

Our Sustainability Policy, which is owned by the Group Board, represents Arup’s commitment to sustainability at all levels within our organisation, across all of our boundaries.

The Sustainability Policy calls for a systematic approach to driving improved performance in sustainability across all areas of our unique organisation. It highlights our objectives and defines the outcomes we aim to achieve in four key areas:

- Our Business
- Our Facilities
- Our People
- Our External Relationships

The Sustainability Policy is reviewed every three years and was last reviewed in January 2019. You can view the Sustainability Policy in attachment 9.

### Arup Management System (AMS)

The Arup Management System embraces Health and Safety, Quality and Environmental Management. This provides the procedures, processes, and documentation to complete our projects. The AMS has achieved a “single certificate” to ISO 9001, ISO 14001 and OHSAS 18001 covering all UK offices. The AMS captures project sustainability objectives and is used to monitor and record achievements and outstanding actions.

### Environmental Management System (EMS)

A strategic approach has been taken to the implementation of our EMS within Arup. Implementation occurs at the group level, with our offices seeking certification locally to the requirements of ISO 14001:2004. While all of the environmental impacts of our activities require management, the assessment of each activity and consequent impact is used as a guide to prioritise actions, via risk assessments through the EMS. These assessments result in significant ratings, calculated by considering the likelihood, severity and legal implications of environmental impacts.

### Audits and Reviews of Sustainability Performance

We carry out annual internal system audits, regular project audits and an annual management review to ensure compliance with our internal processes and management of our environmental aspects. Our environmental audit process contributes to ongoing monitoring and improvement of environmentally sustainable performance.

### SusNet

SusNet is Arup’s intranet site for sustainability skills, guidelines, tools and technologies. The site is a gateway for all sustainability skills in Arup. It provides access to information across a range of other sites to cover all aspects of sustainability at a business and project level. There is also a forum where people can ask sustainability/environmental questions and rapidly receive responses from experts within Arup.

### OvaGreen

OvaGreen is a growing global network of environmental volunteers in Arup’s offices. They coordinate environmental initiatives within our offices, including: campaigns, climate week events, recycling waste, reducing energy, reviewing our purchase of products and improving our use of transport.

## Activities and Implementation

The United Nation Sustainable Development Goals (SDGs)



The Arup Group Board has committed to aligning all our work and our business with the 17 UN Sustainable Development Goals (SDGs) and explore how to align our business with all global agendas such as COP21 and the Paris Pledge.

The objectives of Sustainable Development within Arup are to:

- Identify and empower thought leaders
- Include sustainability KPIs in decision making
- Create cross-regional Sustainability collateral
- Communicate the benefits of sustainability

The Europe Region Steering Committee will work with the Global Steering Committee, our Businesses and Services, the Groups (teams), Skills Networks and Arup University (AU) to successfully deliver all objectives by April 2020.

To support this, Arup has set up a site on the staff intranet called Sustainable Development Hub, which acts as a resource to help us learn, explore and share ideas around the SDGs.

Our vision is by 2030 to have meaningfully and demonstrably contributed to sustainable development as defined by the SDGs, and secured our firm's future by being recognised as the leading consultant and critical partner in the quest for a safe, inclusive, sustainable and resilient future for all

### Arup and the WELL Building Standard

Arup has a number of employees worldwide who are Provisional WELL Accredited Professionals.

The WELL Building Standard is a green rating system that explores relationships between health, wellbeing and the built environment. The Standard is managed and administered by the WELL Building Institute and has synergies with both LEED and the Living Building Challenge.

### C40 Cities Climate Leadership Group

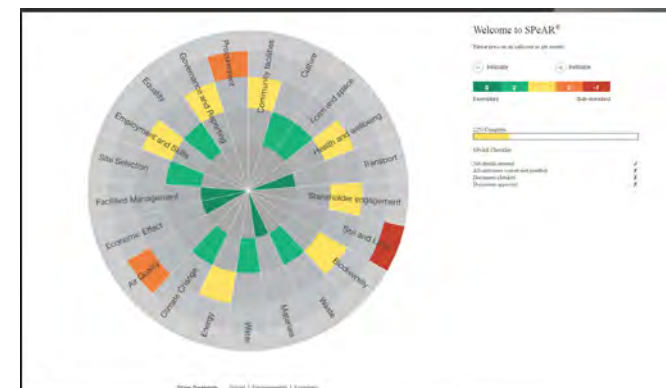
We have renewed our partnership with the C40 Cities Climate Leadership Group (C40) to affect meaningful, measurable and sustainable action on climate change.

The move will strengthen our collaboration with city mayors around the world on programmes to improve building energy efficiency, reduce waste and encourage a move towards a more circular economy.

The three-year deal sees us treble our consulting support for C40, building on projects such as Deadline 2020, which is a new approach to climate action planning for C40 member cities.

We have worked with C40 on more than 25 projects affecting hundreds of climate actions in C40 network cities. Projects have ranged from research on science-based climate targets for cities, data analysis and reporting on climate actions, to technical support to cities in the areas of low carbon energy, building energy efficiency and sustainable transportation.

### SPeAR® Sustainable Project Appraisal Routine



SPeAR diagram demonstrating the potential rating across all indicators

SPeAR® (Sustainable Project Appraisal Routine) is a flexible and robust sustainability appraisal tool designed as a decision-making framework to support project development and communicate outcomes, developed in-house by our sustainability experts and software developers.

Following a major update and re-design, 2017 saw the global re-launch of SPeAR®. With over 60 years' experience as planners, designers and engineers, Arup is keen to see its sustainability appraisal tool deployed more widely to help achieve sustainability goals in a greater number of projects across the world.

### ASPIRE (A Sustainability Poverty and Infrastructure Routine for Evaluation)

We created this software based tool was created to provide organisations with an analytical framework that comprehensively addresses three 'pillars' of sustainability (environment, society, economics) and uniquely recognises institutions as a fourth critical dimension in developing country contexts. It uses over 90 detailed indicators to ensure that users ask the right questions and consider all critical issues. It is built on the SPeAR® platform, and has been developed by Arup International Development in collaboration with Engineers Against Poverty.



## CEEQUAL the Sustainability Assessment, Rating and Award Scheme for Civil Engineering

Arup is a CEEQUAL Project Partner and Technical Advisory Group member. We have contributed to each design development of CEEQUAL and since 2003, we have assessed projects totalling over £16 billion in value. We routinely achieve 'Excellent' awards where we lead the assessment, and these awards include Bristol Water's proposed 9,400 mega-litre Cheddar Reservoir Two project, and the primary foul drainage for the London 2012 Olympic Park.

### Communication of Policies and Procedures

All employees are made aware of our strategies, policies and procedures with respect to sustainability. These are also made available to all staff via our intranet and our environmental and sustainability teams.

### Sustainability Training

Sustainability training in the UKIMEA region is provided through Arup University. A range of training options are available including SPeAR® Training and Designing Sustainable Buildings e-learning modules, as well as classroom based courses such as the Sustainability Workshop for Project Leaders and Sustainable Cities. More in-depth and specialist masters courses are also offered including Smart Cities and Energy Futures and Transitions. To complement formal sustainability training, informal and ad-hoc lunch-time talks and events are organised at office level to share best practice and sustainability learning from projects.

The total number of hours of sustainability training of global staff as of October 2018 equates to 1.2 hours of sustainability training per employee per year.

## Forums

In addition to training, we encourage regular sharing of sustainability best practice across offices and projects. We have a number of intranet based staff communication forums for the sharing of ideas and knowledge including: Ecology, Environmental, Food and Agriculture, Landscaping and Green Infrastructure, Living Roofs, and OvaGreen.

### Sustainable Office Environments

We have been monitoring and reporting our carbon footprint since 2007. Our greatest source of carbon emissions is business travel, followed closely by emissions from indirect electricity generation to power our facilities.

Arup promotes multiple sustainability initiatives within the office environment focusing on reuse, recycling, energy consumption and behavioural change. We encourage our staff to consider their environmental impact and how we can work together sustainably and set global and regional targets to improve our facilities' sustainability performance.

We work closely with first-tier suppliers and encourage them to adopt sustainable behaviours. We require them to have their own environmental policies and targets, thereby influencing overall supply chain performance. Examples include: minimising deliveries of stationary and other materials, and purchasing uniforms made from recycled materials. Examples of sustainable initiatives have been provided below.

### New tool created to help Arup staff optimise their travel

In an effort to optimise the location of face-to-face meetings and minimise flying time and carbon missions for international attendees, Arup's Elliott More and Tom Clayton created a simple and effective tool to facilitate this.

Available for use by all Arup employees, all you need to know is the number of attendees and their location. The tool calculates which is the lowest-carbon Arup office for a meeting by

analysing the number of attendees and their respective locations. All Arup offices are included, so it can be used by all Regions.

The tool works by analysing the formulas that calculate the travel distance of each attendee for every Arup office location, and then finds the best location based on distance travelled, carbon emissions and travel time.

Version 2.0 of the tool has just been released and calculates travel options by both train and plane, and is smart enough to know when train travel isn't possible. The tool is being promoted via our Yammer forums and is being used by employees in the Europe Region and beyond.

### Video and Conferencing

Since 2001, we have invested in, and made extensive use of video conferencing and telephone conferencing. This enables effective communication while reducing the need for excessive travel. Our global use of desktop video conference calls (via Skype for Business) continues to increase and we predict that desktop VC will be the main driver for face-to-face meetings in the future, alongside our use of meeting room VC.

### Office Energy Use and Supply

As part of our ongoing efforts to reduce carbon emissions per employee, an Energy Management System (EnMS) has been introduced to help manage energy usage in ten of our offices in the UK. Data is managed through an online automatic monitoring and targeting (AM&T) software platform. The system enables us to proactively capture, monitor, trend and report resource consumption and the energy performance of our buildings.

Energy use data for our UK offices can be accessed using the Credit 360 software to generate an office specific report on all our sustainability metrics.

## Follow You Printing

We continue to utilise our existing print management software which reduces wasted prints by automatically deleting queued print jobs that are not collected within 24 hours. All print jobs are set-up by default to print double-sided and monochrome as an additional measure to prevent waste and unnecessary use of print resources.

## Night Watchman

This power management solution controls power and shuts down connected desktop computers at a scheduled time, preventing any computers left on after hours from consuming power overnight.

## Bicycle Facilities

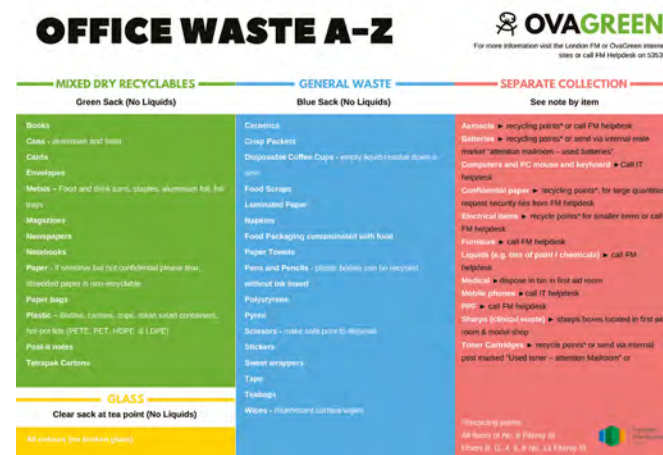
There is an active employee community of cyclists called BUG (Bicycle User Group). Since 2008, Arup has offered a cycle-to-work scheme in the UK, via our partners Cyclescheme, to encourage employees to enter a tax efficient bicycle rental agreement for cycling to work.

Up to July 2018, we've had 1,336 employees enroll on the scheme at a spend of £1,032,506 (figures provided by our scheme provider).

The number of additional employees enrolled from August 2018 to July 2019 are 123, at an amount of £94,759.20.

Since 2008, there have been 1,459 participants enrolled on the Cyclescheme, and a total of £1,127,265.2 spent on bikes obtained through the scheme. Cyclescheme promotes the Arup scheme as an example of a successful long-running initiative with continually high engagement.

## Office Waste and Recycling



Signage displayed throughout our London offices instructing staff how to recycle correctly using colour coded bins.

Our offices follow the principles of waste prevention, reduction, re-use, recycling/composting and energy recovery. We apply waste segregation within all offices in the UKIMEA region using either colour-coded or clearly labelled containers for recyclable waste.

## Other

Further environmentally responsible initiatives include using all FSC sourced materials for furniture and paper, and procuring fair trade or fairer trade food items in our offices. We work with all our suppliers, particularly in catering, to reduce packaging. An example is our fruit suppliers who now deliver in re-used plastic crates rather than cardboard boxes and paper wrapping. We also employ rainwater harvesting in our London offices.

## Outcome and Progress

### Sustainable Offices

Globally, 99.3% of Arup staff are working in offices with an EMS certified to ISO14001. Our annual UVDB Verify Management System Evaluation, by Achilles Information Ltd, scored 100% for Health & Safety, 100% for Environment, 100% for Quality and 100% for Corporate Social Responsibility in December 2018.

Our global paper consumption for 2017/18 was 18.8kg per employee. Continued prevalence of relying on digital media has led to a reduction in the amount of paper each employee uses this reporting year. For the financial year 2016/17, paper use globally was 22.8kg per employee, thus demonstrating that our commitment to lowering our overall paper consumption is working.

The paper provided for our printers and copiers is manufactured from 100% recycled paper pulp.

For the financial year 2017/18, emissions associated with both facilities and travel were 3.0 CO<sub>2</sub>e per employee. For the previous year, global emissions were higher at 3.1 CO<sub>2</sub>e per employee.

### Grand Award for sustainability-led US embassy in London



US Embassy in London - external view



The new United States embassy in London, UK, has received the 'Grand Award in Design' by the American Council of Engineering Companies (ACEC).

Located within the London Borough of Wandsworth, the building's sustainability-led design includes a reclaimed water system, combined heat and power plant, ground source heat pumps, solar panels, optimisation of daylighting and occupant control of systems, habitat and the creation of public amenities.

The embassy was officially opened in January 2018 following nearly eight years of negotiation, design and construction. We provided mechanical, electrical and plumbing (MEP), fire protection, façades, civil, daylighting, geotechnical, geothermal, IT and sustainability services, led from our New York and Washington, D.C. offices.

Offices around the world compete in global clean-up



Volunteers including 16 Arupians based at our Ho Chi Minh City office took part in the Arup Global Clean-Up on 6 October

From Seattle to Singapore, Ho Chi Minh City to Cardiff, Arupians around the world have been taking part in an OvaGreen initiative to help clear litter from our streets.

The Arup Global Clean-Up volunteering initiative was launched in September and has so far seen involvement from eight offices and around 80 Arupians, who have collectively gathered approximately 1,200kg of rubbish. The litter collected by each office is weighed and recorded to add a competitive edge to the initiative.

Supporting investment in renewable energy



The view from the 'Blender II' wind farm in Germany, part of the Equitix portfolio

Renewable energy is fast becoming more cost-effective and widespread, paving the way for a more sustainable future. Not only does this reduce the impact fossil fuels have on our environment, but it also lessens the effects of carbon emissions on our health. In 2017 alone, global renewable energy capacity grew by 8.3%, with wind and solar power representing 85% of new capacity.

As a trusted advisor in the field of renewable energy, our firm's transaction advice team recently worked on behalf of the investment firm, Equitix, to successfully acquire a diverse renewable energy and social infrastructure portfolio from the NIBC European Infrastructure Fund. The full portfolio encompasses sites across Europe, including 14 wind farms, 11 solar facilities and an energy from waste plant, as well as three hospitals and three schools.

Our Business Investor Advisory team worked collaboratively with teams across the UK, South Africa and Europe to represent the client as technical advisor across the entire portfolio, providing business plan inputs and undertaking technical due diligence and numerous site visits.

Protecting our planet's most precious resource



We have a committed water research programme looking into a broad range of factors affecting water supply and usage around the world. Topics include decentralised water, recycling and use, resilient infrastructure, and water resources and ecosystem services.

Our new Research Review highlights how our investment in a significant number of applied water research projects around the world in the last three years has helped us to respond to the changing needs of our clients and the communities we serve.

These projects include our Global Research Challenge (through which we fund the most promising and inspiring new research ideas), alongside flood hazard assessment and adaptation toolkits, digital water master-planning tools, and combined fluvial and groundwater risk management.





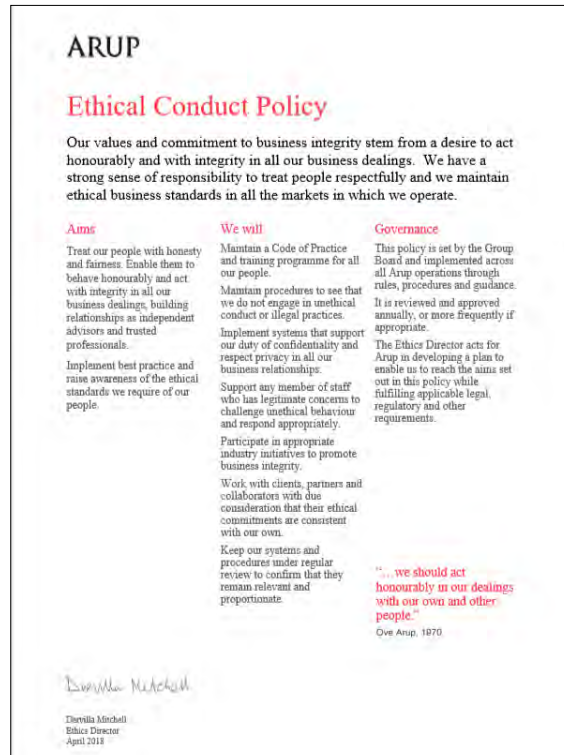
Arup staff take part in a beach clean-up at Sai Kung, Hong Kong as part of the Arup Global Clean-Up





We are committed to maintaining our record of zero incidents of bribery and corruption.

## Our Commitment



Our Ethical Conduct Policy defines our core objectives:

- commit to treating our people with honesty and fairness by acting honourably and with integrity in all our business dealings
- implement best practice and raise awareness of the ethical standards we require of our people
- provide training, guidance, information as may be necessary to personnel at all levels
- maintain procedures so that we do not engage in unethical conduct or illegal practices

- implement systems that support our duty of confidentiality and respect privacy in all our business relationships
- support any member of staff who has legitimate concerns to challenge unethical behaviour and respond appropriately
- participate in appropriate industry initiatives to promote business integrity
- work with clients, partners and collaborators with due consideration that their ethical commitments are consistent with our own
- keep our systems and procedures under regular review to confirm that they remain relevant and proportionate

This policy is set by the Group Board and implemented across all Arup operations through rules, procedures and guidance. It is reviewed and approved annually, or more frequently if appropriate.

Our Ethics Director, Dervilla Mitchell, is responsible for developing a plan to enable us to reach the aims set out in this policy while fulfilling applicable legal, regulatory and other requirements.



Dervilla Mitchell  
Group Board Ethics  
Champion

## Our Approach

### Key Speech

This speech was written and delivered by our founder Sir Ove Arup in 1970, and sets our core values and guiding principles. The Key Speech is the high-level framework that guides behaviour within the firm. One of the six core principles is “... we should act honourably in our dealings with our own and other people.”

Our global Ethics Code of Practice aligns with the Bribery Act 2010, and appropriate policy level statements are supported by local procedures. All employees receive a copy of the Key Speech as part of their induction.

You can view the Key Speech here: <https://www.arup.com/en/publications/Speeches-and-Lectures/Section/Ove-Arups-Key-Speech>

As our firm continues to grow and expand into new opportunities, so does the need for us to uphold and demonstrate our business integrity. “Fair and honourable dealings is an important part of being an Arupian”, says Group Board Ethics Director, Dervilla Mitchell (pictured).

“We have a very good brand and a strong reputation in the industry, and that has been hard won in many ways through our wonderful work,” Dervilla shares in a recent in a podcast interview. “It would be very easy for us, through a failure in compliance or a breach of integrity, to lose our reputation.”

“In part, because of our independent structure and ethical stance, we are increasingly required to display an even greater degree of transparency. In a rapidly changing world, it is not enough to behave well and be compliant, but we must also be able to demonstrate this.”

“By far the largest number of dilemmas are around conflicts of interest. We should surface these matters and discuss them in our teams and leadership, and get to an agreed solution which is best for our organisation.”

### Ovocode

Ovocode sets out our conditions of employment for all staff. This reinforces our Global Conduct and Performance Codes of Practice and Ethical Standards Policy.

## Member of Anti-Corruption Organisations

Arup is a member of the World Economic Forum – Partnering Against Corruption Initiative (PACI) and the UK Anti-Corruption Forum.

## Working Globally

As an international consultancy, the anti-bribery laws of many jurisdictions apply to our business. On this basis we have developed extensive policies, codes of practice and procedures to ensure compliance globally throughout Arup.

## Ethical Conduct Policy

This sets out our ethical values and is intended to provide guidance on acceptable business practice to ensure that these values, principles and standards are being met across a range of areas including: financial inducements, third parties, gifts and entertainment, competition, confidentiality, conduct and performance at work, client activity, conflict of interest, political contributions and asking questions and raising concerns. We believe that our Ethical Conduct Policy are in line with the Bribery Act 2010, the FCAP, the US Foreign Corrupt Practices Act 1977 (FCAP) and other relevant legislation. Please see attachment 7.

## Political Donations and Financial Inducements

Arup does not make political donations. Arup will not, in any circumstances make or offer to make a payment or transfer anything of value for the purposes of improperly obtaining or retaining business or any other improper business advantage.

Arup does not permit ‘facilitation’ payments made to expedite or guarantee government services that we are legally entitled to (e.g. connection of water, customs clearances) as these are prohibited in most countries.

## Conduct and Performance - Ethics Code of Practice

Conduct and Performance is a part of our Ethics Code of Practice and states that:

*“You are expected to apply due skill, care and diligence in the services that you provide for clients. You should, at all times, work to the best of your ability.*

*It is your personal responsibility to acquaint yourself with the legal standards and restrictions that are applicable to the location in which you are working and to comply with these in all respects.”* Please see attachment 7.

## Anti-corruption Links

Our UK intranet, Digital Workspace, provides guidance on the Bribery Act 2010, from the UK Anti-corruption Forum.

## Anti-Bribery and Due Diligence Check List

Our intranet provides guidance on issues to consider when working on a project including anti-corruption provisions in our contract terms, and the appointment of partners or sub-consultants.

## Communication of our Policy, Code and Procedure

The Arup Ethical Standards Policy and Ethics Code of Practice is communicated to all members of staff, is freely available via our employee intranet and is referred to in the Ethical Standards training that all staff are required to complete.

## Ethics Guidance on Making Ethical Decisions

This gives a five step process to assist staff with making ethical decisions. Please see attachment 10.

## Partners and Sub-consultants

Arup is committed to undertaking appropriate due diligence on all agents and joint venture partners, and where appropriate, sub-consultants that we work with. The Arup standard for sub-consultancy agreements requires our sub-consultants to comply with all applicable laws and regulations relating to anti-bribery and anti-corruption. They must have and maintain in place, throughout the term of their appointment, their own policies and procedures to ensure compliance. This includes requirements for them to have anti-corruption programmes, client, project and partner ownership and funding arrangements. The complete document forms the basis of risk assessments and covers the country, client, project, partners, and agents associated with any proposed project.

## Disciplinary Procedure

Arup Disciplinary Procedures are region specific, and designed to be supportive and encourage improvements in individual conduct and performance. Disciplinary action follows for individuals who abuse Arup’s policies and procedures. Please see attachment 11 for a copy of the UK procedures.

## Activities and Implementation

### Global Ethics Code of Practice and Procedure

As described above, this procedure provides practical guidance on acceptable behaviour across a range of areas.

### Conflicts of Interest

Arup’s philosophy is based on acting honourably in our dealings with our own and other people. Our Ethics Policy and Code of Practice addresses the responsibility of each of our employees with regard to the fiduciary duties they owe.

## Communication of Policies and Procedures

All employees are made aware of our strategies, policies and procedures with respect to ethics and anti-corruption. These are also made available to all staff via our intranet and our Human Resources team.

In the event of a breach of our policies, or a reason for complaint, we provide guidance for resolution in our Arup Ethics Global Code of Practice and Procedure.

## Communications Channels for Reporting Concerns

Arup has a dedicated intranet area for ethics, which is kept up to date with the latest relevant policies and procedures.

Our Ethics Global Code of Practice and Procedure includes guidance for staff on how to raise queries and concerns. Arup commits to investigate all potential breaches of this policy, that are reported in good faith, responsibly. This includes the following: *“If you have a concern or suspect that a breach of this policy has occurred or may occur, you have a duty to report these concerns.”* Reporting can be undertaken anonymously, although staff are encouraged to identify themselves to enable a full investigation. All questions or reported suspected breaches can also be directed through the staff member’s Group Leader in the first instance, but where this is not possible or appropriate, employees may choose to contact Dervilla Mitchell, the nominated member of the Arup Group Board.

This also identifies the roles and responsibilities of our managers, our human resources team, and our staff.

## Global Board Representative and Champion

Dervilla Mitchell, Group Board Director, is the firm’s global champion responsible for ethical business practices. She is supported by regional champions and works with them and others to create and approve policies and procedures and to continue to promote communications and education in this area.

## Training and Development

All staff are required to complete an Ethical Standards e-learning module which addresses the requirements of the Bribery Act 2010.

## Privacy Policy Statement

A global policy and supporting measures, setting out our objectives to meet data privacy laws, was launched in July 2016.

These objectives include being fair and reasonable in the collection and use of personal information, respecting the legal rights of individuals and ensuring all personal information is held securely. The policy covers all instances of personal data, whether staff data, client data or personal data used for project work.

Data privacy laws are becoming more stringent in many jurisdictions. Mishandled data can have serious repercussions for organisations, including financial penalties, damaged reputation and loss of trust. It is therefore important that we all understand what personal data is and what we have to do to handle it correctly.

To support this, our Privacy Policy is complemented by a number of documents and training modules that provide a framework for us all to process personal data in the right way. A copy of our Privacy Policy can be viewed in attachment 12.

## Outcomes and Progress

We can confirm that in the last three years we have not been the subject of a formal investigation by the Equality and Human Rights Commission or an equivalent body, on the grounds of unlawful discrimination.

Arup has not been involved in any legal cases, rulings, or other events related to bribery or corruption. There are zero offences for corruption or bribery in the firm.

Our company financial accounts are subjected to external audit every year. These audits are to confirm that the financial reporting framework that has been applied in their preparation is applicable by law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). This audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material miss-statement, whether caused by fraud or error.



Sir Ove Arup at Sydney Opera House







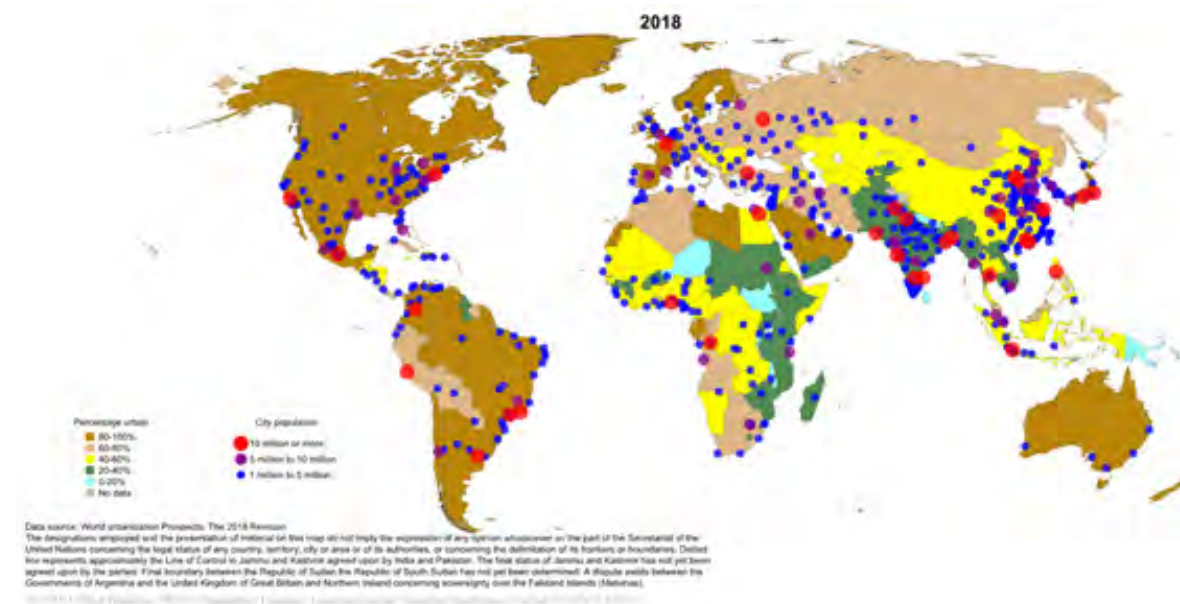
We actively seek opportunities to deliver positive social value by partnering with like-minded organisations to deliver sustainable development outcomes.

## Our Commitment

Maintaining a ‘humanitarian attitude’ in our work is a core principle within all sectors of Arup and was a focus of the Key Speech, delivered by our founder, Sir Ove Arup, to the company in 1970. His commitment was to create a human and friendly organisation that maintains a ‘social conscience’ and carries with it ‘a wish to do socially useful work and join hands with others fighting for the same values.’ In fact, one of the six core values in the Key Speech is ‘social usefulness.’

Arup’s mission is to shape a better world, and we are committed to delivering quality and socially useful services to tackle some of the most critical challenges the world is facing, such as population growth and unplanned urbanisation, the effects of climate change and resource scarcity, social inequality, environmental degradation, and loss of cultural heritage. The International Development (ID) group is a specialist team within Arup working in partnership with development and humanitarian organisations and social enterprises to contribute to safer, more resilient, sustainable and inclusive communities and cities in emerging economies and fragile contexts, throughout Africa, Asia, Latin America, the Caribbean and Small Island and Developing States (SIDS).

We have delivered over 100 projects in more than 50 countries, in partnership with the British Red Cross, Oxfam, the World Bank, the Asian Development Bank, the Rockefeller Foundation, the Lloyds Register Foundation, UNDP and UNOPS, amongst others. Together we have contributed to improving the quality, resilience and sustainability of infrastructure projects; increasing the wellbeing and resilience of human settlements; responding effectively to humanitarian crises and natural disasters; and building climate change resilience for vulnerable communities.



Data Source: Based on UN Dept of Economic and Social Affairs, Population Division (2018). World Urbanization Prospects

*“An enormous volume of capital is expected to flow into urban development in the coming decades, particularly in South Asia and sub-Saharan Africa. Some 60 per cent of the area expected to be urbanized by 2030 remains to be built. Much of the growth will occur in countries with weak capacities to ensure risk-sensitive urban development.”*

(UN Global Risk Assessment Report on DRR, 2015)

## Our Approach

Our multi-disciplinary team collaborates with other groups and networks of individuals across Arup to ensure the best skills are available to deliver our projects. We combine technical skills in the built environment with a people-centred approach, to address challenges from the national to community level.

Arup advocates for, and supports, the achievement of international agreements relevant to the built environment, such as the United Nations' Sustainable Development Goals (UN SDGs), the Paris Declaration on Climate Change (2015), the Sendai Framework for Disaster Risk Reduction (2015), and the New Urban Agenda (2016).

Applying an SDG lens to our work we have identified the following goals as having priority relevance, while we will continue to consider interrelations between all UN SDGs.

Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 6 – Ensure availability and sustainable management of water and sanitation for all.

Goal 9 – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10 – Reduce inequality within and among countries

Goal 11 – Make cities and human settlements inclusive, safe, resilient and sustainable.

Goal 13 – Take urgent action to combat climate change and its impacts.

Goal 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development

Other SDGs rated highly in the mapping process include:

- Good Health & Well-being (Goal 3)
- Reduced Inequalities (Goal 10)
- Partnership for the Goals (Goal 17)
- Strengthening Institutions (Goal 16)



### Thematic Focus Areas and Offering

With resilience as the overall lens of our work, we ensure that all our initiatives are designed and delivered in a way that promotes social inclusion and development, considers and minimises the impacts of climate change, and reduces the risk of repeat disasters. Our work is largely categorised into the following areas:

1. Inclusive and resilient cities: We work at regional, national, and city scales with a variety of stakeholders, and co-create solutions to challenges in diverse urban contexts, including informal settlements and refugee camps. Our work includes:
  - Undertaking resilience assessments
  - Developing strategic urban and regional plans
  - Designing urban regeneration and place-making interventions.

2. Inclusive & Safer Social Infrastructure: we work at national and programme level to improve the implementation of safe, quality and resilient infrastructure. This includes:
  - Advising on systemic changes required in the construction environment
  - Providing support to strengthen the regulatory system
  - Assessing and guiding on the resilience of infrastructure systems
3. WASH and Basic Services: We work with a variety of stakeholders to help plan resilient, sustainable and equitable provision of water-related infrastructure. This includes:
  - water supply
  - integrated sanitation and surface water management
  - urban planning and waste management
4. Climate Change and Disaster Resilience: We work at national, province and city levels, identifying the likely shocks and stresses that will result from climate change, and facilitating planning to mitigate these. This includes:
  - Integrating climate risk measures
  - Preparing disaster risk management plans
  - Assessment of and planning for climate resilience
5. Organisational Development and Programme Management: We work with partners to review and advise on organisational structures, systems, processes and roles. This includes:
  - Conducting capacity assessment and developing capacity building plans
  - Advising on governance systems and organisational structures



- Providing programme management services, both for capacity development and programme delivery

### Strategic Advice

We provide strategic advice to our clients and partners, helping them meet their strategic objectives and achieve their outcomes, from high-level strategic planning to physical interventions and programme management.

For example, within the Dominican Republic, we have worked with national ministries and key stakeholders in the country to develop the initial phase of the Country Level Resilience Strategy, after which we applied a methodology to spatially assess hazard impacts. This will enable decision-makers and planners take long-term decisions in both land-use governance and sectoral investments, based on an understanding of the current state of resilience to the potential impact of a variety of shocks and stresses, and future scenarios resulting from changes in climate.



### Technical Assistance

We provide technical expertise and knowledge across complex urban systems, including supporting the development of resilience plans, urban and regional planning, sustainable building and infrastructure design, water and waste services delivery, and organisational operations.

For example, under the World Bank's Global Programme for Safer Schools (GPSS), we have developed guidance and a road map for technical assistance to safer schools projects, promoting a long-term systematic approach to improving the safety of school infrastructure at risk from natural hazards. In the last year we have specifically applied this as part of the GPSS programme in Malawi.



GPSS Programme, Malawi

### Training and Capacity Development

We develop and deliver training material and research insights to strengthen knowledge and capacity of clients and partners in our core thematic areas.

For example, we seconded two Arup engineers into MASS Design Group's office in Kigali to lead the engineering design and build the capacity of MASS's Rwandan engineering team for the Rwandan Institute of Conservation Agriculture. This will be a new University in the south of Rwanda, built to combat food shortages arising from population growth, land pressure, deforestation, degraded soils and climate change.



Proposed design of Karama Agricultural Institute in Rwanda

Over the last year we have partnered with the following organisations:

# Our partners

The diagram illustrates a network of partner organizations, categorized into five main groups, each represented by a central blue circle with logos of partner organizations in white circles around it.

- International Development Banks and Trust Funds:** ADB, IDB, GREEN CLIMATE FUND, THE WORLD BANK.
- Humanitarian and Civil Society Organisations:** Save the Children, PLAN, OXFAM, AVSI, ICED, CAO, RTPI, C40, Cities Alliance, and others.
- Academic and Research Institutions:** WEDIC, KINGS LONDON, MIT, WFP, Penn, iied, and others.
- Consultancy Companies:** ciria, PricewaterhouseCoopers, CROWN AGENTS, epg.
- Global Networks and Platforms:** UN Agencies (UN Women, UNICEF, UNDP, UNOPS, IOM), ILO, and others.



## Our people

Our team covers a large technical breadth in the built environment, including structural and civil engineering, architecture, spatial planning, infrastructure design, climate change adaptation and disaster risk reduction. This breadth is combined with local contextual knowledge across our focus geographies and thematic areas. In addition, our team includes 12 Nationalities speaking 11 languages.
















We also work with other teams across Arup – such as the Geotechnics, Cities, Climate Change and Energy, Integrated City Planning and City Economics, Infrastructure – to enable us to provide a holistic, integrated, multi-disciplinary approach focussed on performance of systems and social outcomes.







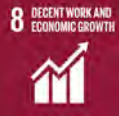


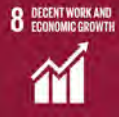



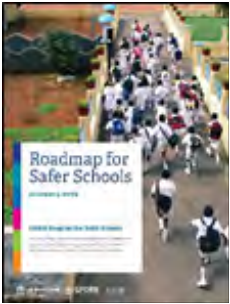




The International Development team, London UK



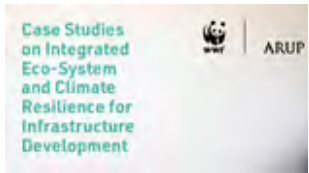




## Activities and implementation

Over the last year we have implemented projects in 22 countries across, Africa, South Asia, Latin America and the Caribbean and the Pacific Islands in collaboration with development and humanitarian organisations. A few selected projects are outlined in the table below:







Area and Principles	Related Arup ID work		SDG Goals
<b>Human Rights</b>  <p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: make sure that they are not complicit in human rights abuses.</p>		<b>Mass Displacement (Host cities and Urban Systems)</b> Arup's report examines, through global city case studies, the interdependencies between different urban systems and explores how these systems have adapted to the challenge of meeting the needs of both new arrivals and existing residents. The report is intended to help city governments, those working with city governments, and other urban stakeholders to devise and improve their response strategies.	  
		<b>Design Guide for Urban Early Childhood</b> Arup and the Bernard van Leer Foundation have partnered to develop a guide to assess, design and implement child-centred interventions in vulnerable urban contexts, such as informal and refugee settlements, which will improve the living conditions of young children and their caregivers, with benefits to the broader community.	   
		<b>Urban ARK research project</b> Our research as part of the DFID funded Urban ARK research project examined the relationship between large capital infrastructure projects and risk for local communities in East African Cities. It is part of a wider portfolio of work focused on inclusive infrastructure and risk management.	   



Area and Principles	Related Arup ID work	SDG Goals
<p><b>Labour</b></p>  <p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining</p> <p>Principle 4: the elimination of all forms of forced and compulsory labour;</p> <p>Principle 5: the effective abolition of child labour;</p> <p>Principle 6: the elimination of discrimination in respect of employment and occupation.</p>	<p>We work to improve the conditions of persons working in challenging situations to try to ensure that they can experience safe and healthy working environments.</p>	
	 <p><b>UN Women Second Chance Education</b></p> <p>This Programme aims to ensure that marginalised and displaced women and young women have access to, and achieve, quality learning and employment outcomes. Arup was engaged to conduct an Education and Labour Market Assessment which will inform the future programming of UN Women, identifying potential labour market opportunities, the learning pathways to enable women to achieve gainful employment in these sectors.</p>	   
	 <p><b>International Development's Infrastructure and Cities for Economic Development (ICED)</b></p> <p>Arup is part of a PwC-managed alliance which implements the Department for International Development's Infrastructure and Cities for Economic Development (ICED) facility. Arup provides technical and strategic support to the design and implementation of different programmes across six interrelated portfolios of infrastructure; urban; fragile and conflict affect states; gender and inclusion; climate and environment, economic development, investment and jobs.</p>	   
	 <p><b>World Bank Global Programme for Safer Schools</b></p> <p>We have contributed to a range of programmes under the theme of education – working to ensure that quality educational facilities are available to all children. This includes the World Bank Global Programme for Safer Schools which involves comprehensive mapping of stakeholders and institutional, financial and technical capacity in target countries to ensure that subsequent investment in school safety addresses the root of the problems impeding national school safety.</p>	   

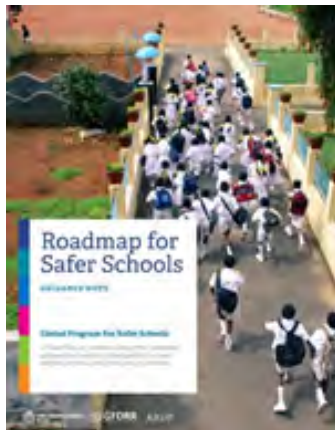
Area and Principles	Related Arup ID work	SDG Goals
<p><b>Environment</b></p>  <p>Principle 7: Businesses should support a precautionary approach to environmental challenges;</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies.</p>	<div data-bbox="595 427 902 608">  </div> <p><b>Resilient Community Development Project in Myanmar</b>  Arup's work enabled this major ADB project to be designed based on in-depth understanding of how shocks from geo-climatic natural hazards (such as floods, cyclones, landslides) and stresses (such as average temperatures and rainfall variations) resulting from climate change may affect villages now and in the future.</p> <div data-bbox="595 727 902 900">  </div> <p><b>Improving Infrastructure Planning to Enhance Social-ecological Resilience in a Changing Climate</b>  Arup were appointed by WWF to fill a gap caused by a scarcity of documented examples of infrastructure projects designed with a holistic understanding of both the benefits of eco-system services and the projected long-term effects of climate change. This seeks to identify examples in different countries which are informed by current and future interactions with ecosystems. Ultimately these will be used to engage with international donors, private investors and national planning authorities to advocate for sustainable infrastructure master-planning and implementation.</p>	<div data-bbox="1800 416 2078 683">  </div> <div data-bbox="1800 743 2078 1002">  </div>
	<div data-bbox="595 1091 902 1398">  </div> <p><b>City Water Resilience Framework</b>  We are currently developing the City Water Resilience Framework supported by the Rockefeller Foundation. This seeks to enable a holistic understanding of a city's water network, the wider water system in which it sits, related stakeholders, and interdependencies with other systems. The aim is to promote an understanding of sustainable water resource management, balanced against immediate challenges.</p>	<div data-bbox="1800 1118 2078 1385">  </div>



Area and Principles	Related Arup ID work	SDG Goals
<p><b>Anti Corruption</b></p>  <p>PPinciple 10: Businesses should work against corruption in all its forms, including extortion and bribery.</p>	 <p>The City Resilience Index (CRI) was developed by Arup with the support of the Rockefeller Foundation and is the first comprehensive tool for cities to understand and assess their resilience, enhancing their ability to build sound strategies and plans for a strong future. The CRI tool generates a resilience profile that reveals a city's specific strengths and weaknesses through assessing its current state against 12 goals and 52 indicators.</p> <p>Anti-corruption and good governance are key components of the CRI, and also inform related programmes such as 100 Resilient Cities. Qualitative and Quantitative examination of city transparency and trustworthiness have been ongoing throughout 2017 and 2018 as part of a holistic resilience assessments taking place in cities across the world.</p>	   

## Outcomes and Progress

### Project Impact



Arup's work on the Global Programme for Safer Schools (GPSS) is helping improve the safety of schools by tackling the underlying issues which impede performance.

Since 2014, with the World Bank, Arup has:

- Developed key concept reports 'The Characteristics of Safer Schools'; and 'The Safer Schools Roadmap, and Recovery and Reconstruction Roadmap'; which provides strategic global and country advice for investment in building safe schools, with evidence from research in Afghanistan, Mozambique, Nepal, Dominican Republic amongst others.
- Programme reports have been developed based on field missions to disaster prone countries - including Afghanistan, Armenia, Indonesia, Mongolia, Mozambique, Dominican Republic, Morocco, Benin, Malawi, Nepal, Fiji, Vanuatu, Samoa and Tonga – to carry out a holistic contextual diagnosis of education infrastructure;

- Provided post-disaster Technical Assistance in Vanuatu, following Tropical Cyclone Pam, and in Tonga following Tropical Cyclone Gita;
- Developed the Structural Integrity and Damage Assessment (SIDA) methodology in Nepal, including data collection forms and training materials for local engineers to assess 8,000 schools in the 14 most affected districts following the April 2015 earthquake;
- Updated the Safer School Construction Guidelines in Malawi to support and facilitate safer planning, design, construction, operation and maintenance of physical school infrastructure.
- Contributed through the Steering Group, in partnership with GFDRR, Save the Children, and UNESCO, to the 'Towards Safer School Construction Guide'. This guide is for development and humanitarian organisations, and governments to demonstrate how community-based approaches can be integrated throughout the planning, design, construction, and operation processes.

### The Resilience Shift



We are currently managing a 5-year, £10 million programme called The Resilience Shift with global and national partners that is developing a knowledge base and growing a community of practice to improve the resilience of critical infrastructure.

The Resilience Shift is concluding the initial wave of grants and is approximately mid-way through the 5-year grant period. The programme is responding to needs identified during the Yr. 1 scoping, including:

- Developing ways and means to equip experts and decision makers with the tools, approaches, and educational practices needed to put resilience into practice.
- Building understanding of the key incentives and drivers for critical infrastructure resilience emerging from standards setting bodies, public policy, and from the insurance and finance industries.
- Developing a common understanding of resilience in practice, within and between sectors and throughout the value chain.

To the end of June 2019, the Resilience Shift programme has hosted 38 events and workshops and distributed 38 grants. The programme has published 26 knowledge products and 19 interim outputs in its website.



## Climate Adaptation Solutions for the Urban Poor in Bangladesh

In collaboration with Plan International, through the Nordic Climate Facility, we are developing and disseminating effective and affordable models for climate adaptation accessible to the poor urban communities in Dhaka.

The project focuses on adaptation to climate-related problems of flooding and waterlogging, problems which are aggravated by the impact of climate change. Bangladesh is one of the wettest countries in the world due to its unique geographic location and the prevailing monsoons. Together with rapid urbanisation and concurrent encroachment on retention areas, as well as problems with both the natural and man-made drainage systems, flooding and waterlogging are seasonal events for low-lying slum areas like Shyampur. It is estimated that 26% of Dhaka's slums are flooded for long periods of time throughout the rainy season, destroying houses and livelihoods, limiting free movement in the flooded areas and acting as an important vector for diseases such as cholera, diarrhoea, dysentery and typhoid to name some of the negative impacts.

## Urban Risk and Large-Scale Infrastructure Projects in Kenya

The work identifies key challenges which influence urban risk accumulation from large infrastructure projects. In response to these, the report proposes five principles and four inroads for change. Research findings are being shared widely among city, academic and industry partners to influence how infrastructure development considers risk, aiming to achieve the following key outcomes:



Climate Adaptation Solutions for the Urban Poor, Bangladesh

1. Increased visibility and enhanced advocacy for resilience and risk management in the cities of sub-Saharan Africa amongst investors, developers, donors, and development actors;
2. Enhanced commitment and capacity for urban risk management and governance within key institutions;
3. Urban practitioners thinking reflects a more comprehensive and systematic understanding of urban risk and resilience drivers, processes of change and status in sub-Saharan Africa.

## Awards

### International Society for Neglected Tropical Diseases



ID, in partnership with the British Red Cross and the London School of Hygiene and Tropical Medicine, won an award highlighting innovation in

water, sanitation and hygiene (WASH) with substantial impact on tropical health, for its handwashing project. The project won in the “Programme” category of The International Society for Neglected Tropical Diseases (ISNTD) awards.

The British Red Cross approached Arup to design a handwashing facility which is suitable for rapid deployment around the world, supporting humanitarian interventions and reducing the transmission of disease. The London School of Hygiene and Tropical Medicine provided expert advice on the science behind handwashing and how to encourage effective behaviour change among target populations.

### Urban Climate Resilience Award

The Climate Adaptation Solutions for the Urban Poor in Bangladesh project, implemented in partnership with Plan, won the Urban Climate Resilience Award 2018, at the 3rd Annual National Conference on Urban Resilience to Climate Change in Bangladesh.

### International Positive Social Impact Award (Nomination)

ID was nominated for the International Positive Social Impact Award at the recently concluded British Expertise International Awards 2019. The nomination served to recognise Arup’s involvement in the improvement of the resilience of Bangladesh’s Garment industry in response to the 2013 Dhaka garment factory collapse. Since 2013 ID has been working with the Bangladesh government, including assisting in the establishment of the remediation coordination cell, developing factory building safety assessments, and training local engineers.

#### Contributions to Conferences and events

In the last year, ID team members have attended and contributed to a broad variety of conference and events including:

#### International Step by Step Association (ISSA) Conference, June 2019



The ISSA Conference unites the knowledge and practice of researchers, practitioners, policy-makers, parents and NGOs from around the world to explore themes through insightful discussions

and interactive sessions, while sharing their wisdom and solutions. As a result of the partnership with the Bernard van Leer Foundation to support the assessment, design and implementation of child-friendly interventions in vulnerable urban environments, the ID team attended the ISSA conference and hosted a workshop attended by experts in early childhood

development to shape the ongoing research and identify priorities and gaps. The feedback was used to refine the development of the (assessment) tool and guidance before testing them in context.

#### Urban Resilience Summit, July 2019

The Urban Resilience 2019 summit involved urban resilience leaders from cities around the world in Rotterdam, the Netherlands, who shared ideas and innovations, celebrated the accomplishments of the global community, and aimed to chart the course for the future of urban resilience. ID hosted 2 sessions during this summit:

- Presentation on the City Water Resilience Approach (CWRA), which included an exercise with experts from 13 different cities and private sector representatives on the City Water Resilience Framework (CWRf).
- Informal discussion on ‘A community of practice around Urban Water Resilience’ which aimed at identifying organizations that are willing to collaborate on contributing to Water Resilience in cities.

#### ISO Workshop/Conference, June 2019



In 2018, the International Organization for Standardization (ISO) approved the creation of a new Technical Specification (TS) for Water services

for temporary settlements for displaced persons. Inigo Ruiz-



Apilanez from the ID team was selected as the expert to represent the UK as part of the British Standards Institute. The duration of the development of the TS is estimated to be 3 years and the role of the BSI Representative is to review the updated version of the draft two or three times per year and provide specific comments and suggestions. To do this, Inigo created a secondary experts panel with representatives from British Red Cross, IMC International, Oxfam and WSUP. The review of the first draft was held in Copenhagen on the 25th of June with representatives from Israel, Canada, USA, Australia, Germany, China and Japan amongst others.

#### **ICLEI Resilience Cities, July 2019**

The ICLEI Resilience Cities 2019 summit aims to engage local, national and global decision makers, and city staff and urban resilience experts in a global platform designed to assess global resilience indicators and forge new partnerships to advance resilient urban development. During this summit, ID gave a presentation on the City Resilience Index (CRI), the City Water Resilience Approach (CWRA) and 'Our Water' – a digital tool designed to help improve water governance sponsored by the resilience shift.

#### **COP 24, December 2018**



COP24 is the annual Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC) gathering, bringing together global representatives to make major policy

decisions and discuss key themes. Pasquale Capizzi of the ID team joined a panel debate to discuss water's essential role in addressing climate change and disaster risk, demonstrating how water can serve as a mechanism to build resilience in the face of ever-increasing uncertainties through natural disasters.





World Bank Global Program for Safer Schools Event, London UK

US Embassy in London - external view





“Humanitarianism also implies a social conscience, a wish to do socially useful work, and to join hands with others fighting for the same values.” Sir Ove Arup.

### Our Commitment

As a firm, we aim to deliver a programme of Community Engagement (CE) activities that is inclusive, integrated, inspiring and impactful. Experience tells us that we can make the greatest impact when we offer our expertise and skills through pro-bono work to charitable partners rather than (or in addition to) simply giving cash. Our CE objectives for the next few years have been outlined in our Community Engagement - Global Plan 2018-21 (see attachment 14).

In 2017-18, we invested approximately £3.1m in delivering over 170 projects across the globe. Every year we will set aside between 3-5% of our profits to invest in the Global Community Engagement Programme, using the UN SDGs to focus and prioritise our efforts. We will measure, evaluate and report on the impact we are having annually and continually strive to increase it.

Everyday, our work is helping to regenerate neighbourhoods, forge new physical and social infrastructure and transform lives for the better. Ove Arup established the firm to be “*an organisation which is human and friendly*” and one that carries with it “*a wish to do socially useful work and to join hands with others fighting for the same values.*”

Arup has made a commitment to support the United Nation’s Sustainable Development Goals (UN SDGs) through the work of our firm. The UN SDGs will be used as a framework against which to set project aspirations and targets for the most important aspects of social, environmental and economic sustainability.

The Community Engagement programme will work closely with the broader business to apply the UN SDG framework on our projects. We will use the goals as a way to focus our efforts and create greater collaboration between regions.

We mapped our programmes against the UN SDGs to identify focus areas where we believe we can have the greatest impact. The following four goals were identified and will be the focus of our impact measurement.



It is important to note that CE activities will not be limited to the above UN SDGs and there are interrelationships between all UN SDGs. Three other SDGs rated highly in our mapping process including No Poverty (1), Good Health and Wellbeing (3) and Reduced Inequalities (10). We will continue to monitor and evaluate the four target areas of focus and update as required.

### Our Approach

We aim to deliver our CE Programme in the following ways:

#### Working with Partners

We will strengthen our partnerships with non-Government Organisations (NGOs), charities and development experts to shape, fund and deliver a programme of activities to support communities. We recognise that we are often not the experts in working with vulnerable, marginalised and disadvantaged communities. Therefore, we will have more impact by working with the experts who have well established knowledge,

relationships and tried and tested means of project and programme delivery in the community engagement field.



© Yintingga Aboriginal Corporation Centre of Appropriate Technology Ltd

### Engaging Staff

Our CE activities will be rooted in staff engagement. People at Arup possess an incredible range of skills, knowledge, experience and interests. The projects we work on every day bring us close to many issues that confront the world’s disadvantaged populations, from urban poverty to infrastructure issues, educational needs to disaster response and recovery.

The CE Programme provides a mechanism to support and channel staff knowledge and motivation into socially useful activities and maximise participation.

### Advocacy

We believe Arup should have an influential voice on some of the major issues affecting vulnerable, marginalised and disadvantaged groups – where they overlap with our areas of expertise in the built environment. With support from our



Communication teams and Arup University we will work with other companies, clients and collaborators to give voice to significant issues and target joint action to address them.

The Global CE Steering Group will provide oversight, direction and strategic partnering relationships as this strategic plan is implemented across programmes. This Plan will be implemented by the Global CE Committee with support from the Global CE Programme Manager. This comprises of the various Fund Managers who will be responsible for the implementation of plans for the following funds:

- Local Engagement – providing support to organisations and communities that are local to our offices across the world and for whom our skills are relevant.
- Development – providing technical assistance to community based organisations; enhancing their capacity to address issues and improve people's lives in developing country contexts.
- Disaster Response and Recovery – enabling our people to respond to humanitarian needs by partnering with aid agencies and other partners on the ground by deploying staff, supplying technical assistance from afar and/or the provision of financial support.
- Global Challenge – collaborating with NGO partners to address selected UN SDGs and deliver impact at scale.
- Education – providing funding to partner organisations including The Ove Arup Foundation and the Africa Education Trust to advance education outcomes for individuals in the built environment.
- Carbon Reduction – engaging in projects and initiatives to reduce our carbon footprint in line with our carbon reduction strategy.



## Activities and implementation

Here is a sample of some of our Community Engagement activities in the last financial year:

### Supporting the Rohingya in Bangladesh



One of the many schools Save the Children have been building with our support in Cox's Bazar to give Rohingya children access to education

A FIFA World Cup sweepstake in Galway, a laptop sale in Copenhagen, a cornhole tournament in Chicago and a charity bazaar in Beijing were just some of the fundraising activities undertaken by Arupians around the world to help the Rohingya refugees struggling to live in Cox's Bazar, Bangladesh.

Thousands of individuals from over 40 offices across our Regions took part in the six-week fundraising campaign, centered around World Refugee Week. Our partner organisations Save the Children, Medecins Sans Frontieres and Caritas will use the donations to continue their critical work helping Rohingya refugees living in camps in Cox's Bazar.

Medecins Sans Frontieres UK Press Officer, Rosie Slater, said: *“A huge thank you to everyone at Arup for your recent fundraising initiative. We have been preparing for the monsoon season for months and your contribution will help us continue to minimise its impact on the health of Rohingya refugees.”*

We will continue to provide technical assistance to partner organisations in the areas of shelter and site planning, drawing on our expertise in bamboo design and construction, structural analysis, wind hazard assessment and flood risk management.

Our members raised over £50,000 in donations, which our firm has matched.

### Distributing Climate-friendly Cookstoves in Kenya



A recipient of a cookstove, Kenya

Across the world, nearly three billion people cook on open fires or use rudimentary cookstoves, fuelled by coal or solid biomass such as wood. This makes a considerable contribution to CO<sub>2</sub> emissions, demonstrating how tackling climate change is an

opportunity to help poor and vulnerable communities.

In September 2017, we collaborated with the UK environmental and social impact company, ClimateCare, to support the funding of more sustainable cooking practices for 100,000 people in Kenya, by providing 20,000 lower-emission cooking stoves. Distributed within Kenya's capital, Nairobi, and its outlying areas, the stoves will reduce carbon emissions by 80,000 tonnes over four years.

Two years later, despite challenging local economic conditions, the project is ahead of schedule, with 1,340 tonnes of CO<sub>2</sub> saved, and 3,250 stoves distributed. A further 7,000 stoves are expected to be distributed within the next 12 months.

### Surface water management in a humanitarian context



Cox's Bazaar, Bangladesh

People living in refugee and internally displaced person camps with inadequate surface water management run the risk of suffering from many health and wellbeing issues.

Inadequate surface water management can lead to vector borne diseases, poor access and unpleasant living conditions. Currently, there is very little comprehensive guidance for practitioners in these locations to tackle these issues.

Our new guidance, funded by the Humanitarian Innovation Fund (HIF), identifies prevention and mitigation techniques to manage surface water as close as possible to the point where it enters the system, while also considering the wider catchment.

Developed in partnership with CIRIA, EPG, Illman Young, Oxfam, WEDC (Loughborough University, UK) and the HIF, the guidance covers site assessment and planning, design and implementation, operations and maintenance, and the need to review and adjust.

Our guidance has been tested through the completion of a pilot training course on surface water management to 65 humanitarian staff responding to the Rohingya refugee crisis in Cox's Bazar, Bangladesh (pictured). The training in Cox's Bazar was supported by the Community Engagement Disaster Response & Recovery Fund. Further opportunities to expand this training and test the guide are being explored.



## Outcomes and Progress

Helping more than 40,000 people across 38 countries

We led over 170 Community Engagement projects and 200 activities throughout 2017-18, helping an estimated 40,000 people across 38 countries. These figures come from our Community Engagement Annual Review, which can be seen in attachment 14.

Last year, more than two thousand Arupians contributed their time and talent to Community Engagement working across three broad areas: local engagement, development and disaster response and recovery.

Writing in the report, Chair of the Community Engagement Steering Group, Jerome Frost, thanked partners, clients, staff and leaders for enabling us to carry out this important work. *“Because of our independent structure, we have the freedom to do things differently. We choose to invest time and resources in helping marginalised, vulnerable and disadvantaged people across the world,”* he said. *“Our Community Engagement work is an expression of who we are and what motivates us, not just what we do.”*

The Annual Review features additional case studies and details on our Global Challenge, which focuses on larger scale projects that align to the UN Sustainable Development Goals.



Community engagement - Arup staff visiting the elderly in Hong Kong

# United Nations Global Compact: Communication on Progress 2017

## Supporting Information

1. Global Human Rights Code of Practice
2. Global Harassment Code of Practice
3. Health and Safety Policy
4. Sustainable Procurement Vision Statement
5. Total Inclusion: EDI Strategy 2018-21
6. Dignity at Work UK Policy
7. Global Ethics Policy and Business Integrity Code of Practice
8. Grievance Code of Practice
9. Global Sustainability Policy
10. Guidance on Making Ethical Decisions
11. Disciplinary Procedure UK
12. Privacy Statement
13. Community Engagement Annual Review





# Human Rights : code of practice

## CODE OF PRACTICE

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Arup is founded on the principles of ensuring that our people's work is interesting, rewarding and stimulated by a drive for excellence in an environment where people's lives are inextricably linked with those of other human beings.

A guiding principle of the firm is that everyone accords to others the rights that individuals claim for themselves and accept the moral and humanitarian values that this embraces. A person cannot be treated just as a link in a chain of command but as someone whose happiness and prosperity is a concern of all.

## PURPOSE

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Our approach on human rights reflects this by:

**Value Diversity.** Ensuring that Arup people work in an environment that is free from all forms of discrimination and that they are valued as individuals and treated with dignity and respect. Discrimination on the grounds of age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity race, religion or belief, sex, sexual orientation, part time working, flexible or fixed term working is in conflict with our guiding principles.

**Self Esteem.** Providing an environment that is free from any form of harassment or intimidation by eliminating any form of behaviour or abuse that could affect an individual's self-esteem, including bullying and victimisation.

**Life Balance.** Helping people to more easily balance their work, domestic and personal lives

**Fair Reward.** Fairly compensating staff through pay and benefits for their labours. Providing for rewards and other means for staff to share in the firm's success.

**Effective Workplace.** Giving people a safe, clean, comfortable and healthy working environment that provides for the needs of all staff.

**Integrity.** Operating in an environment where we demonstrate consideration for people and respect for the job they do when they are striving to achieve the best that they can.

**Personal Development.** Treating people fairly, respecting the sanctity of human life and allowing gifted people to unfold.



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**Acting Honourably.** Acting honourably in our dealings with our own and other people

**Social Responsibility.** Being aware of our social responsibility, striving to do socially useful work and joining hands with others who are working to achieve these values

**Respect.** Ensuring that no-one is subjected to arbitrary interference in their privacy, home or family or attacks on their honour or reputation.

## EFFECTIVE DATE

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October 2015

## APPLICABILITY

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All staff working for Arup worldwide, and others engaged by the Firm in any capacity, including clients, candidates and other third parties.

# Harassment : code of practice

## PURPOSE

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The code of practice on harassment sets out Arup's commitment to the creation of a fair, humane, welcoming and inclusive environment where harassment is unacceptable and where members of its community treat each other with dignity and respect. The following code of practice informs staff of the type of behaviour that is not acceptable and provides employees who are subjected to harassment with a means of redress without fear of reprisal.

## CODE OF PRACTICE

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Harassment is harmful, unlawful and can reduce the effectiveness of the firm by undermining the confidence of staff. Harassment is defined as any form of unwanted conduct and behaviour which has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person.

Employees have a right to work in an environment:

- In which they are protected and which is free from harassment and / or bullying and aggression
- To be treated with dignity and respect
- To be treated in a fair and equitable manner
- To be protected from victimization or retaliation if they, in good faith, brought a complaint of harassment

The firm will take positive action to prevent its occurrence. Any complaint will be taken seriously and the necessary resources deployed to investigate and resolve the matter.

## EFFECTIVE DATE

---

October 2015

## APPLICABILITY

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All staff working for Arup worldwide.

## Health, Safety and Wellbeing Policy

We care about our people, and those influenced by our actions through our projects. We provide a safe and healthy working environment for our people; in our offices, on site and travelling on business. We promote the importance of health, safety and wellbeing, both within the workplace and through our work.

### Aims

Care for the health and safety at work of all our people, and of others who may be affected by our activities.

Actively support the well-being of our people.

Make a positive contribution to health, safety and wellbeing of others through our projects.

### We will

Promote and implement programmes for the wellbeing of our people and for the prevention of injury and ill health.

Provide adequate resources - investment, information, supervision, instruction and training – to contribute to a healthy and safe working environment for our people.

Promote positive leadership behaviours, working proactively and collaboratively.

Promote and integrate health and safety consistently into our design and business decisions, commensurate with applicable law and professional standards.

Continually improve our health, safety and wellbeing performance through our management system certificated to OHSAS 18001 or equivalent.

### Governance

This policy is set by the Group Board and implemented across all Arup operations through rules, procedures and guidance.

It is reviewed and approved annually, or more frequently if appropriate.

The Health and Safety Director acts for Arup in developing a plan to enable us to reach the aims set out in this policy while fulfilling applicable legal, regulatory and other requirements.

“...creation of an organisation which is human and friendly in spite of being large and efficient. Where every member is treated... as a human being whose happiness is the concern of all, who is treated not only as a means but as an end.”

Ove Arup, 1970





## Sustainable Procurement Vision Statement

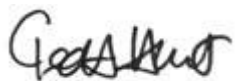
Our vision for 'Sustainable Procurement' is as follows:

### Aims

Arup will improve the environmental, social and ethical performance of its own business by addressing these areas in the procurement of its goods and services. We will use our influence, wherever possible, to improve procurement performance throughout the supply chain.

### We Will

Only consume the goods and services that we require to avoid over consumption. We will also use them more wisely and consider their end of life condition to improve their performance over their lifetime. Those goods and services that we must procure will, overall, have higher environmental, social and ethical supply chain standards.



**Geoff Hunt**

UKIMEA Chief Operating Officer

September 2018

### Approach

Arup's approach to sustainable procurement is built on the following:

- Environmental Management
- Supplier Equality and Diversity
- Support of Fair Practices in our Supply Base
- Ethical Trading
- Promoting Fair Employment Practices
- Community Benefits

We will use the UN Sustainability Development Goals to inform our approach to waste, energy use and social impact.

We will work internally to promote behaviors that reduce over consumption and promote the wise use of goods and services. We will work closely with many of our first-tier suppliers to effect improvement, but recognise that some of the greatest impacts will arise further along our supply chain.

We will therefore, seek to influence the performance of our supply chain by encouraging our suppliers to adopt sustainable behaviour.

Employees and suppliers are encouraged to suggest innovative approaches to promoting environmental, social and ethical aspects of sustainability within the total process, in procuring the goods, pursuing new work, and throughout the life of projects and the goods and services that we procure.

This vision will be communicated to our employees as well as current and prospective suppliers.

**“...we should act honourably in our dealings with our own and other people.”**

Ove Arup, 1970

ARUP

UKIMEA EDI STRATEGY 2019/21

# Total Inclusion







EQUALITY, DIVERSITY, INCLUSION

# Our vision

- Diverse people from all parts of society working at Arup and shaping our work
- Valuing everyone who works with us
- Collaborating with clients and partners who share our commitment to being diverse and inclusive
- Leading the way in creating user-centred solutions that benefit diverse people and communities



# What success looks like

Leadership and behaviours that are aligned with our EDI values.

Everyone is clear about what EDI means and their role in ensuring that Arup is diverse and inclusive.

Having the diversity of the societies where we operate represented at all levels of our workforce.

Diverse project teams bringing the best ideas to our clients.

Being open to employing a membership of quality from all walks of society.

Achieving our goals on women, as well as working on other aspects of diversity, like ethnicity and disability.

Confidence that everyone is treated fairly and that opportunities to develop are open to everyone at Arup.

Having good EDI data on the diversity of our workforce and how inclusive we are. Using this intelligence to make improvements.

Working with clients and partners who share our commitment to EDI.

Great feedback from our staff, clients and partners about what we're doing on EDI.

Being seen as world class in accessibility and inclusive design.

Having case studies and examples of how EDI adds value to our work.

Telling our EDI stories and inspiring people inside and outside of Arup.

Working with partners to tackle barriers and create inclusive communities.



# Why EDI matters

*“Inclusivity is not a buzzword. How we design our cities impacts on people’s lives so we must ensure that the infrastructure which our cities depend on is welcoming to all.”*

Dr. Ellie Cosgrave, City Leadership Lab, UCL

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## WHAT EDI MEANS TO US

**Equality** means treating everyone fairly and with dignity and respect.

**Diversity** means embracing the different skills and experiences in society to bring great ideas and innovation to our work, and to the services we offer our clients.

**Inclusion** means being a working environment where everyone is valued and is encouraged to make a contribution.

## OUR ‘BUSINESS CASE’ FOR WORKING ON EDI:

- EDI helps us to live the Arup values.
- Diverse teams are linked with increased profitability and innovation.
- Diverse perspectives enable us to create better solutions for ourselves and our clients.
- Understanding the diversity of the communities that we operate in helps us to:
  - Design solutions that meet the needs of clients and stakeholders.
  - Enhances our reputation as an employer, trusted partner, and company to do business with.
- Some of our key clients have EDI requirements built into their contracts – we want to satisfy and exceed these.
- Becoming more inclusive helps us to optimise our investment in bringing good people into Arup.
- We avoid the costs – reputational and otherwise - of non-compliance with statutory EDI requirements.





# What we're already doing

## INITIATIVES

Examples of initiatives to attract, develop and retain a diverse workforce:

- 470+ STEM ambassadors encouraging young people into STEM careers.
- Using gender-neutral language and talking about flexible working in our job advertisements.
- Developing a consistent approach to sourcing and hiring the best people.
- Training in fair selection and managing bias for people involved in recruitment and promotions.
- Challenging the diversity of staff being put forward for promotion.
- Piloting reverse mentoring in the West of the UK.
- Coaching to support new parents.
- All our policies have been reviewed and apply to same-sex couples.
- Our paternity pay entitlement increased to two weeks full pay from 1 October 2018.

## COMPLIANCE

Examples of the steps we are taking to comply with equality legislation:

- Monitoring equal pay.
- Accessibility audits of our premises.
- Shared parental leave and paternity pay.
- Reasonable adjustments for disabled people in the UK.
- Employment equity plans in South Africa.
- Gender-neutral toilets in UK offices.
- Awareness raising / training on sexual harassment in India.







# What we have achieved so far

## WORKFORCE TRENDS: 2017-2018

We are committed to employing 40-60% of each gender at all levels of the firm.

- The representation of women increased between 2017-18, mainly at junior grades.
- Women make up 35% of the UKIMEA workforce compared with 33% in 2017.
- Women made up 50% of our graduate intake in 2017.
- More people are working part-time, up from 7% to 9% in 2017.
- The proportion of men in our part-time workforce increased from 25% to 27%.
- More people are taking shared parental leave. 48% of leave in 2017/18 for caring responsibilities was for shared parental leave.
- Our mean Gender Pay Gap (UK only) increased slightly to 17.7%.
- Times Top 50 Employer Awards for Women.
- 6 Arup women featured on the Planner's Women of Influence 2018 for the most influential women in planning and the built environment.
- 9 Arup engineers featured in the Telegraph's Top 50 Women in Engineering list.
- Diversity and Inclusion Champion of the Year in the Consultancy and Engineering Awards 2018.

## AWARDS DURING 2018

## ISSUES & CHALLENGES

Our focus has been on women – and EDI is wider than gender.

Understanding what good looks like and how to measure it.

Acceptance that there is a business case for working on EDI.

Language and terminology, nervousness about saying the wrong thing.

We haven't had data on anything else other than gender and age.

Being able to have honest conversations without being seen as discriminatory.

We think that we're already inclusive .... and there is much more to do to be truly inclusive.

Our mindset about what a membership of quality means, e.g. we only target certain universities.

Affordability and investing time and resource in EDI in a billable environment (or when we have to cut project budgets).

Our recruitment pool does not always reflect the diversity we are looking for.



## LOOKING TO THE FUTURE

# EDI at Arup in 2021

### OUR STRATEGIC AIMS FOR 2019-21

- A diverse workforce across all grades.
- Aligning our culture and behaviours with becoming more inclusive.
- Making EDI integral to how we deliver our projects/work.
- Demonstrating leadership on EDI – internally and externally.

### PRINCIPLES:

- **Change:** We recognise that we need to act and think differently in order to become more diverse and inclusive.
- **Leadership:** Leadership and behaviours are critical - leaders have an important role to play in achieving our EDI goals.
- **Transparency:** We will be more transparent, e.g. around pay and promotions.
- **Women + :** We will continue to work on women and expand our approach to other aspects of diversity like ethnicity and disability.
- **Women leaders:** We will shift our focus to women at mid-career and leadership grades, rather than concentrating on trends in early careers.
- **Consistency:** We will apply our HR policies consistently across different teams.

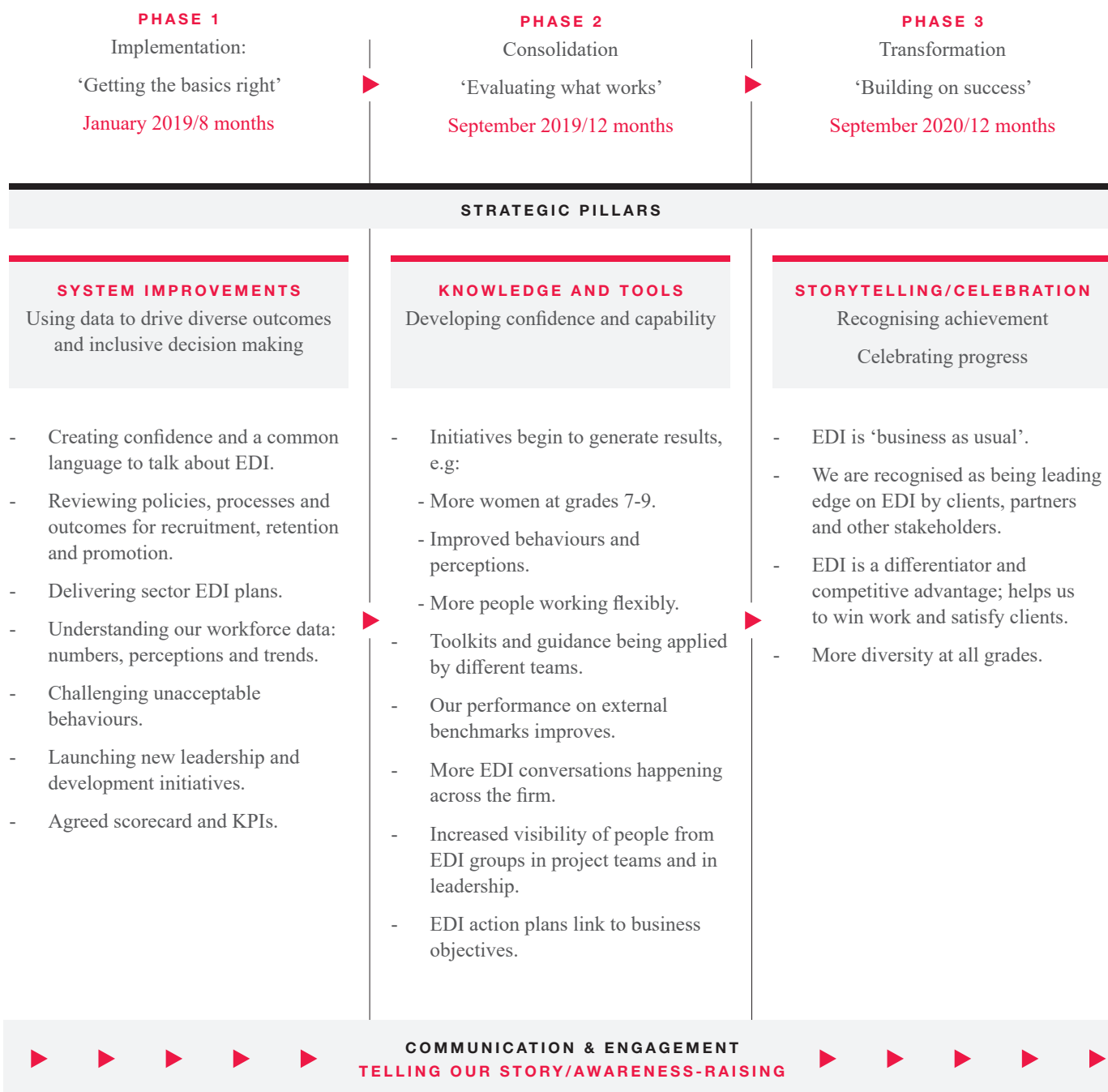
## Priorities for action

Over the next three years we will move towards:

- Diverse shortlists (e.g. two women on every shortlist) and interview panels for every role.
- Mandatory EDI training for everyone, including 'EDI 101'/managing bias/treating people fairly.
- An inclusive leadership programme for all leaders.
- An EDI objective for all leaders that is assessed at appraisals and as part of the promotions process.
- Acceptance of flexible working as an option for everyone (unless there are solid business reasons for not doing so).
- Clearer governance and accountability for our work on EDI.



# Mapping our EDI journey over the next 3 years



# EDI Action Plan 2019-21

## *Strategic Aim 1: A diverse workforce at all grades*

### WHAT WE WILL DO

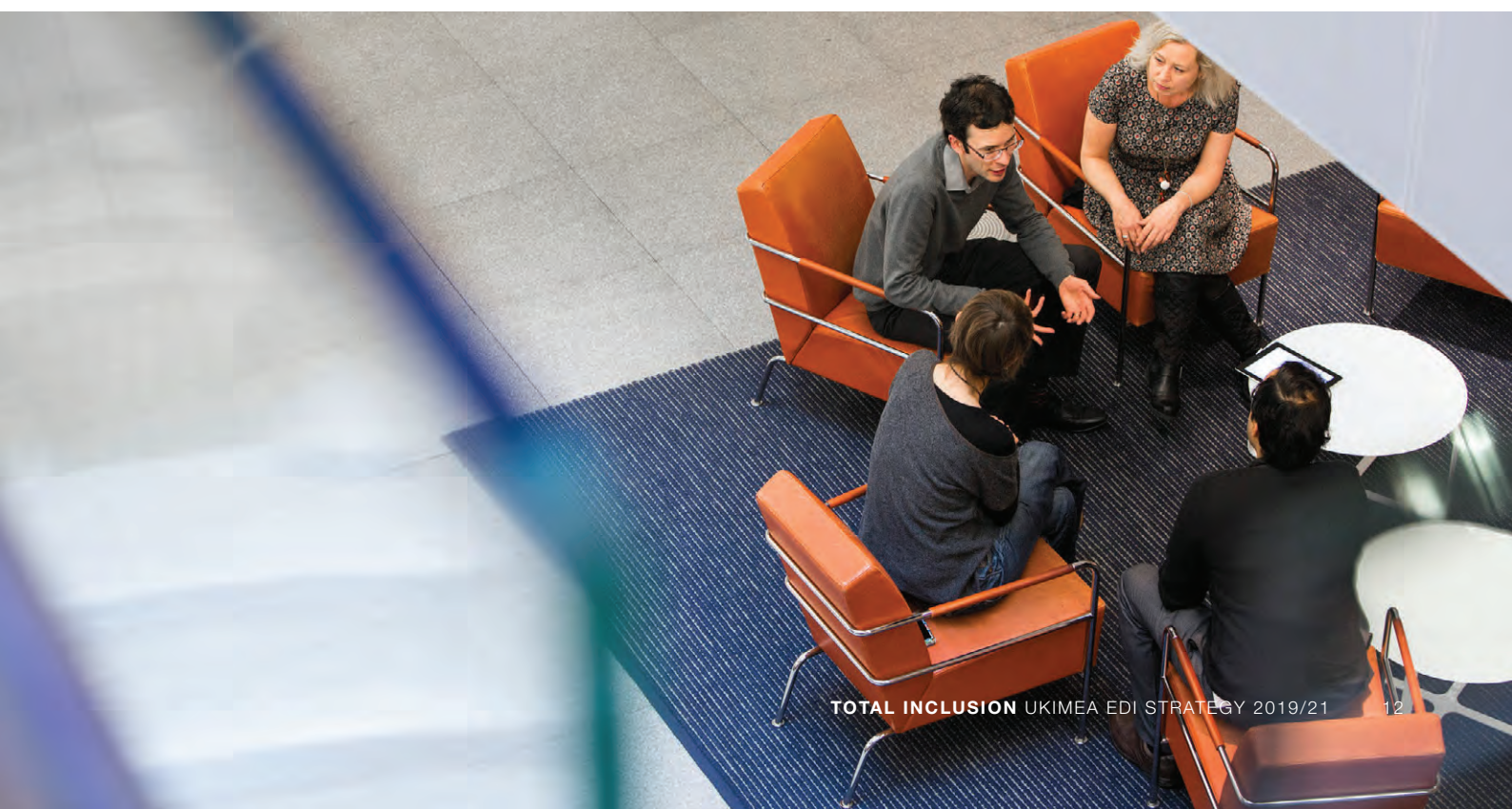
- Promote STEM careers to young people.
- Target graduates and apprentices from a range of colleges and universities.
- Work with partners like the Social Mobility Foundation to offer work experience to people with diverse skills.
- Review our policies and processes to ensure that they are fair and inclusive.
- Support parents and careers.
- Provide reasonable adjustments for people with disabilities.
- Review and challenge promotions at grades 7-9.
- Monitor pay data.

### PLUS

- Analyse and act on our EDI data on recruitment/career progression/retention.
- Review where we currently recruit from.
- Encourage flexible working.
- Move towards diverse shortlists and interview panels for all roles.
- Launch a programme to support colleagues with mental health issues.
- Launch a leadership programme for women at grades 5 and 6.

### HOW WE WILL MEASURE PROGRESS

- % EDI data on TAPS.
- % of women/disabled/BAME people at each grade and career stage.
- % diverse applicants.
- Trends for joiners/leavers/promotion.
- Career development of employees from groups who are under-represented in leadership.
- Perceptions scores on the Working at Arup and other staff engagement surveys.
- Feedback from applicants.
- Numbers of people working flexibly.
- Frequency of achieving diverse shortlists and interview panels.



# EDI Action Plan 2019-21

## *Strategic Aim 2: A more inclusive culture and behaviours*

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### WHAT WE WILL DO

- Hold each other accountable for challenging unacceptable behaviours.
- Coach leaders to have honest conversations about performance and development.
- Launch an inclusive leadership programme.
- Introduce an EDI objective for all leaders at grades 7-9 and training for appraisers to assess performance in this area.
- Provide EDI training for all staff and review how EDI features in other management and leadership training.
- Deliver a communication and engagement plan to support our goals.
- Clarify reporting lines and escalation mechanisms for EDI issues.
- Launch a leadership programme for women at grades 5 and 6.
- Ensure that everyone has opportunities to participate in our work, e.g. revisit meeting and event scheduling, multi-site meetings, video-conferencing.
- Review our financial policies and processes to identify any unintended consequences for groups of people, e.g. part-time working, relocation packages.

### HOW WE WILL MEASURE PROGRESS

- Perception scores on the 'Working at Arup' and other staff surveys.
- Feedback from current and future employees.
- Numbers of people working flexibly.
- Number of women on the leadership programme who go on to be promoted.
- Numbers of leaders doing the inclusive leadership programme.
- Numbers of leaders/ staff participating in internal and external EDI events.





# EDI Action Plan 2019-21

## *Strategic Aim 3: Make EDI integral to how we deliver our projects/work*

### WHAT WE WILL DO

- Publicise upcoming projects and opportunities widely, so that individuals can flag their interest/capability directly.
- Develop and use toolkits and guidelines for inclusive design.
- Establish a set of EDI ground rules for delivering project, e.g:
  - Reviewing the diversity of project teams at bid stage; ensuring that different people get exposure to working on projects/with clients.
  - Setting expectations around fairness and respect with our clients, sub-consultants and partners.
  - Integrate the principles of inclusive design and social value in our work.
- Considering how the Arup contribution fits with the client's EDI agenda in bid and project reviews.
- Define a framework that PDs and PMs can use to support how they run a project (based on collaborative behaviours).
- Make EDI a prompt on AMS for carrying out audits, and publish the results.
- Ensure that all new IT platforms and applications meet high standards of accessibility.
- Consider EDI in the fit out and refurbishment of offices, e.g. accessibility and the needs of different users.

### HOW WE WILL MEASURE PROGRESS

- Diversity of project teams.
- Feedback from clients, users, employees and other stakeholders.



# EDI Action Plan 2019-21

## *Strategic Aim 4: Show leadership on EDI*

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### WHAT WE WILL DO

- Promote the benefits of working on EDI by developing case studies and utilising various communication channels.
- Share EDI good practice with our clients, sub-consultants, suppliers, partners and industry networks.
- Support some of our key clients in achieving their EDI goals, e.g. by providing work experience/mentoring people from under-represented groups.
- Engage with diverse groups in the communities where we operate; invest in activities that support our EDI and social value goals.

- Identify two EDI awards to enter per year.
- Include an EDI specification in all of our tendering.
- Agree a mechanism to track our spend with SMEs and social enterprises that are run by women/BAME/disabled people/other EDI groups. Identify opportunities to work with these businesses.
- Explore the feasibility of launching a supplier diversity programme.
- Agree metrics and develop an EDI dashboard.

### HOW WE WILL MEASURE PROGRESS

- Case studies and examples of business benefits.
- Improved ratings on client EDI assessments.
- Good scores/rankings on external EDI benchmarks.
- Feedback from clients and other stakeholders on our EDI narrative when bidding for/winning work.



# Roles and responsibilities

## *Working on EDI across the Region*

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<b>UKIMEA BOARD</b>	Sets the direction of travel for our work on EDI. Agrees the EDI strategy and region-wide policies and initiatives.
<b>EDI BOARD SPONSOR</b>	Ensures that EDI is considered in Board discussions. Leads on communicating our commitment to EDI and raising its profile as a business issue with leaders and staff.
<b>UKIMEA OPERATIONS EXECUTIVE</b>	Monitors progress in implementing the EDI strategy and progress against KPIs.
<b>SECTOR / SUB-REGIONAL LEADERSHIP TEAMS</b>	Develop and implement plans to implement the EDI strategy.
<b>GROUP LEADERS</b>	Provide leadership on EDI in their groups.
<b>EDI EXECUTIVE</b>	Provides leadership for our work on EDI across the region, identifies opportunities for improvement.
<b>EDI TEAM</b>	Provides specialist EDI advice and expertise to teams across the region.
<b>EDI FORUM</b>	A forum for EDI champions and the Connect networks to share what's happening on EDI across the region.
<b>CONNECT NETWORKS</b>	Connect Women, Connect Out and Connect Cultures. Awareness-raising, networking and lobbying on behalf of their members.



# We shape a better world

## CONTACT

Andrea Callender  
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t: 020 7755 4498

# **Dignity at Work UK Policy**

## **Introduction**

Arup aims to ensure that all individuals are treated with dignity and respect at work or at work/client related functions, free from harassment or bullying. The firm expects individuals to behave in a professional and appropriate way towards others, both inside and outside work.

Any complaint will be taken seriously and will be investigated. Once the investigation is completed, the manager or leader who initiated the investigation will decide, based on the findings, the appropriate action to be taken. Bullying and harassment will be treated as misconduct.

Conversely, any malicious complaint which, on investigation, is shown to be without foundation, will also be treated as misconduct.

Individual members of staff may in some cases be legally liable for bullying or harassment of colleagues or third parties and may be ordered to pay compensation by a court or an Employment Tribunal.

## **Bullying**

Bullying may be characterised as offensive, intimidating, malicious, or insulting behaviour; an abuse or misuse of power through means which undermine, humiliate, denigrate, or injure the recipient.

## **Harassment**

Harassment may be characterised as unwanted conduct affecting the dignity of people in the workplace. It may be related to age, disability, gender reassignment, race (which includes colour, nationality, and ethnic or national origin), religion or belief, sex, sexual orientation, or any other personal characteristic of the individual. It may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient, whether or not this is intentional. It can occur in or out of the work place, such as on business trips or at events or work related social functions.

Harassment is any physical, verbal or non-verbal contact which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.

## **Examples of bullying or harassment**

Bullying and harassment may be misconduct that is physical, verbal or non-verbal, e.g. by letter or email (so-called "flame-mail").

Examples of unacceptable behaviour that are covered by this policy include (but are not limited to):

- physical conduct ranging from unwelcome touching to serious assault;
- unwelcome sexual advances;
- the offer of rewards for going along with sexual advances, e.g. promotion, access to training;
- threats for rejecting sexual advances, e.g. suggestions that refusing advances will adversely affect the employee's employment, evaluation, pay, advancement, assigned work, or any other condition of employment or career development;
- demeaning comments about a person's appearance;
- unwelcome jokes or comments of a sexual or racial nature or about an individual's age, disability, sexual orientation or religion;
- questions about a person's sex life;
- unwanted nicknames related to a person's age, race or disability;
- the use of obscene gestures;
- excluding an individual because they are associated or connected with someone with a protected characteristic, e.g. their child is gay, spouse is black or parent is disabled;
- ignoring an individual because they are perceived to have a protected characteristic when they do not, in fact, have the protected characteristic), e.g. an employee is thought to be Jewish, or is perceived to be a transsexual;
- the open display of pictures or objects with sexual or racial overtones, even if not directed at any particular person, e.g. magazines, calendars or pin-ups;
- spreading malicious rumours or insulting someone;
- picking on someone or setting them up to fail;
- making threats or comments about someone's job security without good reason;
- ridiculing someone;
- isolation or non-cooperation at work; and
- excluding someone from social activities.

## **Victimisation**

Victimisation is subjecting a person to a detriment because they have, in good faith, complained (whether formally or otherwise) that someone has been bullying or harassing them or someone else, or supported someone to make a complaint or given evidence in relation to a complaint. This would include isolating someone because they have made a complaint or giving them a heavier or more difficult workload.

Provided that you act in good faith, i.e. you genuinely believe that what you are saying is true, you have a right not to be victimised for making a complaint or doing anything in relation to a complaint of bullying or harassment and the organisation will take appropriate action to deal with any alleged victimisation, which may include disciplinary action against anyone found to have victimised you.



Making a complaint that you know to be untrue, or giving evidence that you know to be untrue, may lead to disciplinary action being taken against you.

Bullying, Harrassment and Victimisation does not include the legitimate, reasonable and constructive criticism of a member of staff's performance or behaviour, or reasonable instruction given to a member of staff in the course of their employment.

### **First step to raising a concern - informal procedure**

If an individual considers that they are or have been subjected to inappropriate behaviour such as bullying or harassment, they should initially attempt to resolve the problem informally, explaining clearly to the person responsible that their behaviour is not acceptable and that it is offensive or makes them feel uncomfortable.

If this is too difficult to do, or the individual is in any doubt as to whether an incident or series of incidents which have occurred constitute a breach of their dignity at work, they should seek support from their manager. If the complaint concerns the manager, or the individual feels more comfortable discussing the issue with a different colleague then the individual should speak informally to a member of the HR Team. They will provide the individual with confidential advice and support in order to assist in the resolution of any problems, whether through informal or formal means.

Where possible, an informal approach to resolving the problem should be attempted in the first instance.

### **Next step - Formal procedure**

Where informal methods are not appropriate to resolve matters or if after informal steps have taken place and the conduct continues, or where a more serious incident of bullying or harassment occurs, individuals have the right to bring a formal complaint using the firm's Grievance UK policy and procedure. The complaint should be made in writing, and where possible state:

- the identity of the person who is the subject of the complaint;
- the nature of the conduct in question;
- date(s) and time(s) when the conduct has occurred;
- names and witnesses to any incidents of the conduct;
- any action taken by the individual to stop the conduct.

Individuals may raise a complaint of bullying or harassment either with their manager, a more senior member of the firm or directly to their local HR Business Partner. Where the complaint is raised initially with a manager, the manager should immediately involve the HR Business Partner.

The manager will arrange for a thorough investigation of the complaint. The purpose of the investigation is for Arup to establish a fair and balanced view of the facts relating to the complaint/grievance. It will be conducted by someone with no prior involvement in the complaint. The steps taken will be those set out in the Grievance UK procedure. As far as possible, confidentiality will be maintained throughout the investigation. Individuals not involved in the complaint or the investigation are not to be told about it. It may be necessary

to interview witnesses to the incidents complained of, and if so the importance of confidentiality will be emphasised to them.

The investigator will also meet with the alleged harasser or bully to hear their account of events. They have the right to be told the details of the allegations against them so they can respond.

Where the complaint is about someone other than an employee, such as a contractor, customer, supplier or visitor, we will consider what action may be appropriate to protect the complainant and anyone else involved, pending the outcome of the investigation, bearing in mind the rights of that person and the reasonable needs of the firm.

Once the investigation is completed, the manager who initiated the investigation will decide, based on the findings, the appropriate action to be taken. This may include disciplinary action, in which case the Disciplinary UK procedure will apply. A meeting will be arranged with the complainant to discuss the outcome and what action, if any, should be taken. This may include dismissal without notice for serious incidents.

The right to bring a colleague to the meeting applies, whether or not the complaint is upheld. We will consider how best to manage the ongoing working relationship between the complainant and the alleged harasser or bully. This may include some form of mediation or counselling, or change to the duties, working location or reporting lines of both parties.

As a general principle, the decision whether to progress a complaint is up to the person who raises it. However, Arup has a duty to protect all staff and may pursue the matter independently if we consider it appropriate to do so. Any false or malicious complaint which, on investigation, is shown to be without foundation, will also be treated as a disciplinary matter.

If the complainant or the person who is the subject of the complaint is dissatisfied with the outcome of the procedure then they may appeal, (see appeals procedure in the Grievance UK procedure and/or Disciplinary UK procedure).

## **Roles and responsibilities**

- Managers have a particular responsibility to set a good example by their own behaviour
- Any manager who receives a complaint of bullying or harassment must arrange for an investigation of the complaint or incident and ensure that the problem is resolved as quickly as possible, making sure that appropriate action is taken to ensure compliance with this policy and procedure. Failure to take corrective action may in itself be treated as a disciplinary offence.
- All managers have a duty to establish and maintain a working environment free from bullying or harassment and should be observant and alert to the kind of behaviour which might indicate that a problem exists. Managers should also be prepared to deal with any inappropriate behaviour even if it has not been complained about.
- Managers are responsible for notifying the HR Business Partner when a formal case is raised, and must keep the HR Team informed and involved as necessary, throughout the procedure.
- Managers are responsible for ensuring that employees for whom they are responsible have knowledge of and understanding of the firm's code of practice.

## **HR Team**

- The HR Team will assist managers and employees with advice and guidance involved in the use of this code of practice and will keep it under review.
- The HR Team will also arrange for employees who request it to have access to advice from trained counsellors, e.g. from the firm's Employee Assistance Programme.

## **Employees**

- All employees must comply with this policy and take steps to ensure that bullying and harassment does not occur
- Any employee who feels bullied or harassed should feel confident that complaints will be taken seriously and dealt with in confidence
- Any employee who is made aware of bullying and harassment by a colleague must respect the dignity of the parties involved and should encourage the person being bullied or harassed to consider using the correct procedure.
- If an employee believes that a colleague is being bullied or harassed and that they have not complained about it, then it is the employee's duty to report the incident to their manager or to the HR Business Partner.
- Employees who make complaints or who participate in good faith in any investigation conducted under this policy must not suffer any form of retaliation or victimisation as a result. If you believe you have suffered any such treatment you should inform your HR Business Partner. If the matter is not remedied, you should raise it formally using the firm's Grievance UK procedure. Anyone found to have retaliated against or victimised someone for making a complaint or assisting in good faith with an investigation under this procedure will be subject to disciplinary action under the firm's Disciplinary UK procedure.

## **Review of this policy**

This policy will be monitored periodically by Arup and will be updated in accordance with changes in law. This policy is not contractual and can be amended by the firm at any time.

## **Legislation relating to this policy**

The following is only a guide to the legislation that impacts on this policy and is not a comprehensive list:

Equality Act 2010

Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 (SI 2011/1064)

Equality Act 2010 (Specific Duties) Regulations 2011 (SI 2011/2260)

Health and Safety at Work etc Act 1974

Protection from Harassment Act 1997

Management of Health and Safety at Work Regulations 1999 (SI 1999/3242)

## **Policy owner**

Diane Thornhill, HR Director for UKMEA



BUSINESS INTEGRITY

# Code of Practice



ARUP

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## INTRODUCTION

# Our Business Integrity Code of Practice

*Straight and honourable dealings  
in the 21st Century*

Core to our values is to act honestly and fairly in all of our dealings. This includes complying with laws and regulations, meeting our commercial commitments with our clients and other stakeholders and adhering to Arup’s own policies and procedures. This also involves ensuring ethical conduct - individually and corporately. We are also committed to collaborating with third parties whose values are consistent with our own. This includes joint venture and alliance partners, clients, sub-consultants and suppliers.

This Business Integrity Code of Practice is a combination of rules and guidance for behaviour and action. It seeks to address key regulatory and other important requirements impacting Arup’s business. In addition to providing guidance on matters of ethics (such as whether to accept gifts and hospitality), the Code of Practice sets our expectations in respect of privacy & data protection, cyber security, conflicts of interest, confidentiality and other matters.

The consequences of failing to comply with regulation and/or behaving unethically (or tolerating illegal or unethical behaviours in others) can be very serious for both Arup and our staff members. Such actions can lead to reputational damage, fines, penalties and other criminal liability for both Arup and individual members of staff.

Do not let a question go unanswered  
and do not let unacceptable conduct go  
unchallenged, whether that behaviour be from  
someone in Arup or a third party. Arup will  
always support you for doing the right thing.



BUSINESS INTEGRITY CODE OF PRACTICE

## Message from the Group Board Ethics Director

Since Arup was established in 1946, thousands of Arupians have built our reputation for quality work, brilliant problem-solving and – perhaps most importantly – being fair and honest in the way we achieve things for ourselves and our clients.

In today's world, reputations are increasingly hard to win, and easy to lose. Trust is fundamental to our future success, because strong, collaborative relationships are at the heart of what we do.

However, not all relationships are good for our business, and some may present us with ethical challenges that test our values.

It is often quite difficult to establish the exact moment when we face an ethical issue. So, it is important to stand back and think: is this right or is this wrong? Do I have a choice to make here, and, if so, what choice should I make?

That is why this Business Integrity Code of Practice is so important. It describes what we mean by integrity, openness and fairness. But beyond that, it sets out the behaviours we expect of ourselves – as colleagues, and members of Arup – as well as all those people we collaborate with.

► **DERVILLA MITCHELL**

*Arup Group Ethics Director*

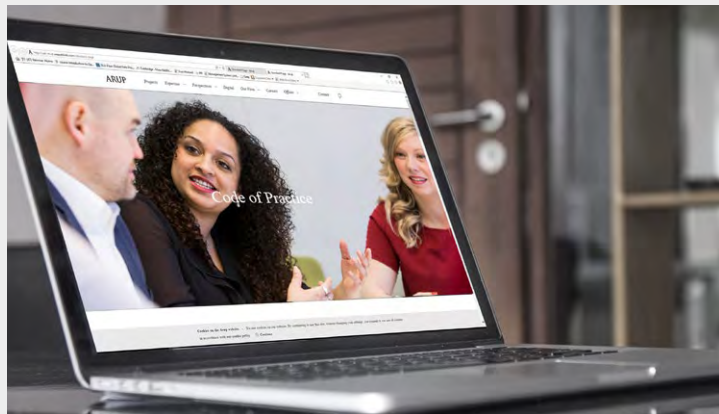


# How the Business Integrity Code of Practice applies to you?

This Business Integrity Code of Practice applies to all of us, wherever we may be located around the world. We should all understand its contents and relationship to our work.

Regulation and other requirements are complex and ever evolving and so the Code of Practice does not seek to cover every possible situation. We must use our best judgement in applying the principles of the Code of Practice and to demonstrate its spirit in all that we do.

As well as setting out what is required of us all, the Business Integrity Code of Practice sets out where and how to seek advice when the answer may not be clear.



# Who to contact

You are encouraged to discuss your questions or concerns with your manager. If this is not possible or you feel uncomfortable, then you can contact any of the following:

- your Region Ethics Champion
- Arup Group Ethics Director (Dervilla.Mitchell@arup.com)
- Group Legal Director (Clare-B.Marshall@arup.com) or
- email [ethics@arup.com](mailto:ethics@arup.com)

Arup will treat any reports of suspected breaches of this Business Integrity Code of Practice as confidential and any investigations will be handled sensitively. While Arup will take all reasonable steps to keep your identity confidential, in some cases disclosure may be unavoidable.



**DERVILLA MITCHELL**  
Arup Group Ethics Director  
▶ [Dervilla.mitchell@arup.com](mailto:Dervilla.mitchell@arup.com)



**CLARE B MARSHALL**  
Arup Group Legal Director  
▶ [Clare-B.marshall@arup.com](mailto:Clare-B.marshall@arup.com)



**AL MEAGER**  
Interim Arup Business Integrity Leader  
▶ [Alan.meager@arup.com](mailto:Alan.meager@arup.com)  
▶ [ethics@arup.com](mailto:ethics@arup.com)

# Further Guidance

The Business Integrity Code of Practice combines rules and guidance and acts as a “road map” to further guidance available online through the Business Integrity hub.  
[\[ link to Business Integrity hub \]](#)





# Health, Safety & Wellbeing

As a minimum we comply with legal and other Health, Safety and Wellbeing (HSW) requirements in all the locations where we operate. Through our behaviours and actions, we aim to make a positive contribution to HSW in the industries and locations we work in.

**WHAT DO WE MEAN?**

We care about the HSW of our people, and those influenced by our actions through our projects and pro-bono work. We provide a safe and healthy working environment for our people, promoting the importance of HSW, both within the workplace and through our activities.

Failure to conduct our business complying with legislative and other requirements can have serious consequences - potential harm to people, reputational damage, and fines, penalties and other criminal liabilities both for Arup and individuals.



**WE WILL**

*Promote and implement programmes for the wellbeing of our people and of others who may be affected by our activities, and for the prevention of injury and ill health*



*Understand and actively manage the HSW risks related to our activities*

*Be aware of our standards and procedures and follow them*

*Provide appropriate instruction, training, supervision and equipment to our people to enable them to carry out their job safely*

*Lead by example, and not walk by*

*Report any injury or situation that poses a danger to ourselves or others*

*Stop our activity and seek guidance in the event of a potentially hazardous situation*

*Always support our people if they choose not to undertake an activity which they believe puts them at risk of harm.*

**WE WILL NOT**

*Knowingly put ourselves or others at risk*



*Accept lower HSW standards in locations where legislation is weak or unenforced*

*Undertake activities without appropriate briefings and training*



**FERGAL WHYTE**  
Arup Group Health, Safety and Wellbeing Director  
[Fergal.whyte@arup.com](mailto:Fergal.whyte@arup.com)



**ROB SAUNDERS**  
Arup Group Health and Safety Leader  
[Rob.saunders@arup.com](mailto:Rob.saunders@arup.com)

**HSW POLICY**  
[Health, Safety and Wellbeing Policy](#)

**HSW PAGE**  
[Health + Safety + Wellbeing](#)

**GLOBAL MINIMUM STANDARDS**  
[Global Minimum Health & Safety Requirements When On-Site](#)



# Straight and honourable dealings



## Bribery & corruption

We will not give or receive bribes or participate in corrupt activities.

### WHAT DO WE MEAN?

Corrupt activity, either directly or through third parties, includes offering, giving or knowingly receiving bribes. It extends to improper payments including facilitation payments (see definition below), even if this is perceived as part of local business practice.

An allegation of bribery can damage our reputation. It is better to not pursue a business opportunity rather than take any such risk.

### BRIBERY

Bribery is offering, providing or receiving something of value to influence the actions of others or ourselves, including cash, gifts, hospitality or entertainment. Usually it is to obtain or retain business or gain an illegitimate business advantage.

### CORRUPTION

Corruption involves dishonest practices (including bribery, extortion, fraud, deception, collusion, cartels, embezzlement or money laundering) by a person in a position of authority.

### FACILITATION PAYMENTS

Facilitation payments are payments made to public officials to speed up or guarantee services, such as connection of water or customs clearances. Facilitation payments are illegal in many countries and we do not permit them.

The only circumstances in which a facilitation payment should be made is where there is a real risk to an Arup member of staff's health, safety or wellbeing if the payment is not made. In these circumstances, record the payment clearly and immediately report it to your manager.

### WE WILL

*Report any attempts to bribe us or solicit bribes from us*



*Report any suspicions we have of bribery or corruption*

*Seek guidance if we suspect or detect such activities*

### WE WILL NOT

*Knowingly participate in any form of bribery or corrupt behaviour*



*Accept cash, gifts, hospitality or entertainment that are excessive and inappropriate (see section on Gifts & Hospitality)*

*Engage public officials to provide services without proper due diligence and approval*

*Falsify or tamper with Arup's records*

*Pay more than the fair market value for goods and services*

An allegation of bribery can damage our reputation. It is better to not pursue a business opportunity rather than take any such risk.



## Gifts & hospitality

We make sure gifts and hospitality are reasonable and don't improperly influence a decision

### WHAT DO WE MEAN?

To foster goodwill or working relationships, we may occasionally receive or offer gifts or hospitality. Hospitality includes invitations to social functions, sporting events, meals and entertainment.

Any gifts or entertainment should be of an appropriate value, occur occasionally and be appropriate in all circumstances. If you would feel embarrassed that colleagues or anyone outside Arup knew about the gift or entertainment, it is likely to be inappropriate.

The person offering the gift or hospitality may be doing so to improperly influence a decision. Regardless of the offeror's intentions, public perception may view the offer and any acceptance as inappropriate.

Any hospitality offered or received must have a legitimate business purpose. If our business contact will not be present at the event, or similarly if we won't be present for hospitality we offer, we need to ask ourselves: "Is this appropriate?"

If you are struggling to justify a gift or hospitality, it is probably not acceptable. Contact your manager for further guidance.

### WE WILL

*Exercise judgement in accepting or offering gifts or hospitality*



*Carefully consider the circumstances and implications of the offer, particularly from the perspective of the third party making the offer*

*Have regard to cultural perspectives when considering whether to accept a gift or hospitality*

*Before offering any kind of gift or hospitality, check with the client whose organisation may have rules requiring them to register or refuse gifts. This is common with government officials and public bodies.*

### WE WILL NOT

*Offer or accept gifts or hospitality if we think it will impair objective judgement, influence a decision, create a sense of obligation or give the perception of such*

*Request gifts or hospitality*



## Fraud

We will be truthful and straightforward in our dealings, seeking never to defraud anyone

### WHAT DO WE MEAN?

Fraud is deception intended to result in financial or personal gain and can lead to both civil and criminal liability.

In some countries, an individual can be prosecuted merely for being careless or reckless in allowing fraudulent activity, even though they didn't deliberately set out to commit fraud themselves.

Our systems are set up to enable all staff to conduct our business affairs safely and securely. However, as we work with increasingly complex contracting frameworks and supply chains, it is important to stay alert to such issues and take steps to address any concerns.

### WE WILL

*Maintain strong internal controls, checks and balances*



*Make sure expenditures are approved*

*Only make financial commitments on behalf of Arup if we have the authority to do so*

*Report anything that we suspect might involve fraud, theft, deception or dishonesty*

### WE WILL NOT

*Claim recompense for something we don't believe we are entitled to*







# Agents & representatives

We use agents or representatives only if necessary and shall require them to act in accordance with our Business Integrity Code of Practice

## WHAT DO WE MEAN?

Agents and third-party representatives provide help, advice and local knowledge that can be essential to our business activities. We are responsible for ensuring they are aware of, and operate in accordance with, our Business Integrity Code of Practice. Ignorance of what others are doing on our behalf or in our name is no excuse.

## WE WILL

Undertake appropriate due diligence on all agents, joint venture partners and sub-consultants.



Provide a clearly defined scope of service to agents, representatives or partners and require them to comply with the applicable laws and the terms of our Business Integrity Code of Practice.

Reserve the right under any such agency or joint venture agreements to terminate the arrangements if there is a breach of any applicable laws or of our Business Integrity Code of Practice.

Make sure that all financial transactions conducted by the agent or representative on Arup's behalf are accurately recorded and checked.

## WE WILL NOT

Permit anyone to do anything that would not be permitted at law or under this Business Integrity Code of Practice.



Make payment to an agent or third party without having a written binding agreement in place with exact details of what the payment is for.



# Modern Slavery

We treat people respectfully and maintain ethical business standards in all the markets in which we operate.

## WHAT DO WE MEAN?

Modern slavery is an overarching term that includes forced labour, servitude, slavery and the trafficking of people. In certain countries, there are regulatory requirements prohibiting such activities.

## MODERN SLAVERY AND HUMAN TRAFFICKING STATEMENT

► [www.arup.com/legal](http://www.arup.com/legal)

## WE WILL

Work with our clients, partners and collaborators including sub-consultants and other suppliers of services and equipment to seek to ensure modern slavery does not feature in our supply chain



Report anything that we suspect might involve modern slavery

## WE WILL NOT

Knowingly work with or engage a party that we suspect may be involved in modern slavery.







## Tax evasion

We do not facilitate tax evasion

### WHAT DO WE MEAN?

Tax evasion is an illegal practice whereby an underpayment or a non-payment of tax occurs because of action or inaction with a fraudulent intention. Criminal liability can arise both corporately and individually, including individual tax returns.

Allegations of tax evasion can damage reputation and result in fines and loss of revenue. They can also lead to being barred from bidding or continuing to work on projects and/or with specific clients, such as international and government organisations.

In many countries, failing to implement procedures to prevent tax evasion may constitute a criminal offence. This includes the UK and, because Arup Group Ltd is a UK registered company, the regulatory requirements apply to the actions of employees, agents and sub-consultants (acting under our authority), even if located in other countries.



**JEAN-CHARLES BARBIER**  
Arup Head of Tax

► [jean-charles.barbier@arup.com](mailto:jean-charles.barbier@arup.com)



**MATTHEW TWEEDIE**  
Arup Group Finance Director

► [matthew.tweedie@arup.com](mailto:matthew.tweedie@arup.com)

### TAX STRATEGY

► [www.arup.com/legal](http://www.arup.com/legal)

### WE WILL

Carry out our business activities in compliance with relevant tax laws



Follow due diligence and bid review processes to ensure appropriate tax advice is obtained prior to agreeing new work with clients and sub-consultants

Report any concerns we have if we suspect that anyone acting on behalf of Arup is (potentially) evading tax

### WE WILL NOT

Knowingly engage in tax evasion



Help anyone else to engage in tax evasion or tolerate any such behaviours





BUSINESS INTEGRITY CODE OF PRACTICE

We act openly and fairly



## Open and fair competition

We believe in open and fair competition and seek competitive advantage only through fair and lawful means

### WHAT DO WE MEAN?

Anti-competitive behaviours are business practices that limit or prevent competition in a market. Examples include price fixing agreements and tender rigging agreements with competitors. In many countries, such activities are illegal and can lead to individual and corporate liability.

An agreement does not have to be in writing to be illegal. Investigations and prosecutions can be based on verbal arrangements creating anti-competitive practices. Examples include discussions held at trade association meetings or similar networking events.

The mere fact of having a lead position in a market does not mean the business acts anti-competitively and the regulations do not seek to intervene where that market position is attained innocently. The regulation is looking to tackle unfair tactics.

Anti-competitive behaviours are business practices that limit or prevent competition in a market.

### WE WILL



Be aware when dealing with competitors that any type of agreement with that competitor may raise concerns about fair competition

Notify the Legal team immediately if we become aware of any suspicions or allegations of possible anti-competitive behaviour

Notify the Legal team immediately if we receive confidential information that we should not have received, e.g. a competitor's tender information

Seek guidance before entering into a Joint Venture (JV) arrangement if there is uncertainty about our potential JV partner's ownership, for example due to it being involved in a merger or acquisition

### WE WILL NOT



Engage with a competitor in respect of pricing or agree to any other form of anti-competitive behaviour (whether verbally or in writing)

Exchange non-public or other sensitive information (such as pricing, credit terms, profits, market share, interest to bid or not bid) with competitors or other parties with an intent to prevent competition (except where appropriate e.g. where Arup and the competitor are part of the same JV)





## Conflicts of interest

We avoid or manage situations where our roles or actions could create actual, potential, or perceived conflicts of interest

### WHAT DO WE MEAN?

Conflicts of interest (COI) arise when two or more interests compete, potentially compromising our judgement or independence. The conflict can be where we are working for different clients whose interests conflict, or involve an individual's interests conflicting with those of Arup or a client.

We need to actively manage the risk of COI as and when it arises. If we suspect a potential conflict, we must consider what action needs to be taken and seek advice from our manager and/or the Legal team.

Perceptions of a COI can often be just as damaging as an actual COI and need to be considered in this broader context. Be aware of the perspectives of all stakeholders and public opinion and ask ourselves whether we would be comfortable reading a factual account of the COI in the media.

Here are links to further COI guidance, and to the COI learning burst. Also, our "Ethics: Acting in line with our values" e-learning module contains COI case studies.

### COI GUIDANCE

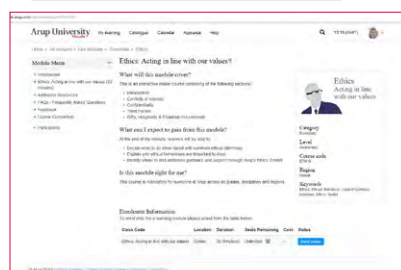
► [arup.sharepoint.com](http://arup.sharepoint.com)

### COI LEARNING BURST

► [moodle.arup.com](http://moodle.arup.com)

### ETHICS: ACTING IN LINE WITH OUR VALUES

► [moodle.arup.com](http://moodle.arup.com)



### WE WILL

*Monitor for actual or perceived COI throughout a project's lifecycle*



*Avoid individual activities that could place us in conflict with Arup's and/or our clients' interests*

*Assess whether the COI is acceptable and manageable*

*Be objective and transparent in managing a COI*

*Where the COI relates to different clients with competing interests, obtain informed consent from both parties and implement appropriate controls to manage the COI*

*Seek guidance from the Legal team regarding any COI issue where the appropriate approach is not immediately clear*

### WE WILL NOT

*Allow our private interests to influence or conflict with our business judgement or decision making on behalf of Arup*



*Place ourselves in unacceptable COI situations, for example*

*Acting as an expert in a case where Arup has an interest*

*One part of Arup administering a contract which involves advising a client on the financial entitlement of another part of Arup*

*One part of Arup judging the designs of another part of Arup in an external competition*

*A member of Arup personally benefiting from awarding work to Arup*



## Political activity

We make sure any political activity on behalf of Arup is lawful, ethical and approved.

### WHAT DO WE MEAN?

Arup's funds or facilities should not be used to make political contributions to any organisation or candidate for public office.

As individuals, we may choose to contribute financially to political campaigns (using personal funds) or volunteer time in support of political campaigns. However, we must not use Arup's time or resources to do so, and we must never appear to represent Arup or its views when engaging in personal political activities.

Increasingly, due diligence confirmations required by external parties relate to Politically Exposed Persons (PEPs). A PEP is an individual who holds (or during the previous 12 months held) a prominent public position or function in a government body or an international organisation established by formal political agreement between countries (e.g. the United Nations, the International Maritime Organisation, NATO, World Trade Organisation, Council of Europe).

This due diligence involves Arup staff members, where required by for example a tender, declaring whether they or associated individuals are a PEP.

### WE WILL

*Make sure of our facts and seek advice and approval from our manager when talking with governments and public bodies*



### WE WILL NOT

*Make political donations or contributions from Arup's funds, including attending political functions and sponsoring events on behalf of Arup*



*Make statements that align Arup with any political party or affiliated organisation*



## Sanctions

We comply, to the best of our knowledge, with recognised sanctions

### WHAT DO WE MEAN?

Sanctions (which include embargoes) seek either to limit or prevent trade with, or within, specific countries or with specific entities or individuals.

Arup will not knowingly carry out activities that would breach sanctions laws and regulations in the jurisdictions in which Arup operates.

### SANCTIONS GUIDANCE

► [arup.sharepoint.com](http://arup.sharepoint.com)

### RICHARD'S PODCAST

► [arup.sharepoint.com/sites/news](http://arup.sharepoint.com/sites/news)

### BIDDING PROCEDURES

► [arup.sharepoint.com/sites/essentials](http://arup.sharepoint.com/sites/essentials)

Here is a link to the Legal team's sanctions guidance, listen to Richard Abigail's podcast where he discusses sanctions, and also view Arup's bidding procedures.

### WE WILL

*Seek advice and approval in accordance with relevant bidding procedures before entering into discussions with potentially sanctioned parties or pursuing opportunities in sanctioned countries*



### WE WILL NOT

*Knowingly carry out activities that would breach sanctions laws and regulations in the jurisdictions in which Arup operates*

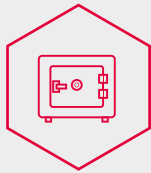




# We protect personal information and assets



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## Data privacy

We protect personal information and comply with data protection and privacy laws

### WHAT DO WE MEAN?

Data protection and privacy laws regulate the collection, storage, disposal, use and disclosure of personal information that can identify a person (such as name, address, date of birth, national insurance or social security number, job title, photographs). Laws vary from one country to another. Wherever we gather, hold and use personal information, we must always comply with the relevant country's data protection laws as well as with our own procedures protecting personal information. We are transparent about the collection, use and disclosure of personal information. We seek to collect it lawfully, collect and use only the personal information we require, and only keep it for as long as truly necessary. We keep personal information accurate, up to date, and secure.

Further data privacy guidance, including who our regional Data Privacy Champions are, can be found here. If in any doubt seek advice and support from your regional Data Privacy Champion or the Legal team.



**STEPHANIE EMMITT**  
Data Privacy Manager  
▶ [Stephanie.emmitt@arup.com](mailto:Stephanie.emmitt@arup.com)

**DATA PRIVACY GUIDANCE**  
▶ [arup.sharepoint.com](https://arup.sharepoint.com)

### WE WILL

*Keep personal information secure*



*Use personal data only for specified purposes and let affected individuals know what we intend to use it for and the people we may share it with*

*Ensure that we only share personal data with third parties when necessary under an appropriate contract and seek assurances that the third party has adequate security procedures*

*Promptly report any loss of personal information – soft copies or equipment, for example a laptop, memory stick (to Digital Technology [csirt@arup.com](mailto:csirt@arup.com)) or hard copy documents (to your manager).*

*Ensure that personal information is deleted or destroyed when it is no longer required*

### WE WILL NOT

*Use or share personal data if this contravenes data protection laws or Arup's data protection requirements*





## Talking about Arup

In the information age, what we write and say travels further than ever. It zips across a wider spectrum of media, to reach a greater variety of audiences. That's why it has never been more important to communicate about Arup in a timely and accurate way, always seeking to inform and never to mislead.

### WHAT DO WE MEAN?

#### *A trusted voice in our industry*

Trust is the reward for honesty, so how we talk about ourselves is as important as what we say. Whether favourable or unfavourable to Arup, the information we share must always be accurate, truthful and reliable.

This applies at every level. It's worth remembering that an email exchange, even if between colleagues, can easily find its way to the outside world months or years later. A simple test: would you be happy to see the comments you make today published in the media tomorrow?

#### *Disclosures*

These are statements we submit or disclosures we make to regulators, the media and other third parties in response to official or legal requirements. These should always be reviewed by the Legal team before being submitted.

#### *Official communications*

Official communications include press releases, conversations with journalists, promotional materials and advertisements, public speaking opportunities or industry roundtables and public statements.

Always seek advice from the Arup press office (refer to Arup media and public relations key contacts link on this page) before speaking to a journalist in your capacity as a member of Arup. Anything you say in a casual conversation with a journalist, or as a speaker at an industry event, can be quoted by a journalist and attributed to you as a representative of Arup, or be disclosed as part of a legal process. Here is a link to Arup media and public relations key contacts.

#### *Using social media*

Increasingly, official communications also take place on social media platforms. Most social media accounts are public platforms which can be accessed almost anywhere in the world. They receive large volumes of diverse and uncensored opinions and views. This means that there is potential to cause offence – often unintentional – but which could affect the reputation of staff and/or Arup, or even have legal implications.

If you see something posted on social media that could be construed as negative, inaccurate or in any way potentially damaging to Arup's reputation, please do not respond, and instead contact the regional or the global social media contacts in Marketing and Communications teams via the link below.

#### *Managing reputational risks*

Arup is our reputation. That is why it is so important to understand how to manage reputational risks and be prepared to respond – defending ourselves robustly if wrongly criticised and working quickly to resolve issues if we fall short.

Reputational risks can come in any number of forms so it is critical to understand how each of us – at all levels – can play our part in protecting the Arup brand and enhancing the reputation that underpins Arup's future.

#### **ARUP MEDIA AND PUBLIC RELATIONS KEY CONTACTS**

► [arup.sharepoint.com](#)

#### **MARKETING AND COMMUNICATIONS TEAMS**

► [arup.sharepoint.com](#)

### WE WILL

*Seek advice and support from our Marketing & Communications team*



*Be careful about what we say at meetings or public events.*

*Be aware of situations in which we may be perceived as speaking on behalf of Arup*

*Comply with applicable Arup guidelines and policies when using social media*

*Bear in mind that one day we may have to explain to a court or read in the media what we write in emails, text messages or other company communications or documents.*

*Contact your press team if contacted by a journalist.*

### WE WILL NOT:



*Respond to the media, or other similar external enquiries without consulting the Marketing and Communications team*

*Express personal views in a way that could be interpreted as Arup's views*

*Say or write things that may embarrass Arup's clients or partners or damage Arup's relationship with them*



Trust is the reward for honesty, so how we talk about ourselves is as important as what we say.





## Digital technology & security

Arup's digital technology systems and equipment are for use at work. Arup permits reasonable and appropriate personal use for non-work-related purposes. We all have a role to play in keeping our technology and information secure.

### WHAT DO WE MEAN?

Arup's digital technology systems and the information they contain are valuable assets. They must not be used for any improper purpose or in any way that might affect their operation or integrity, or compromise the wider security of our digital technology network or data.

Our digital technology systems and equipment include information and communication technology that are owned or used by Arup.

We should assume that any information stored or communicated on Arup digital technology systems is Arup property. We should be aware that, subject to local law, Arup reserves the right to monitor emails and internet usage, whether work-related or personal, involving the use of Arup's computer systems.



#### ROB GREIG

Arup Group Chief Information Officer

► [Rob.greig@arup.com](mailto:Rob.greig@arup.com)



#### CHRIS LYTH

Arup Head of Cyber Security

► [Chris.lyth@arup.com](mailto:Chris.lyth@arup.com)

### FURTHER GUIDANCE

► [arup.sharepoint.com](https://arup.sharepoint.com)

### WE WILL

Follow all information security and acceptable use requirements when using Arup's digital technology systems for work-related or personal use or when accessing or storing company information on personal computer systems.



Take proper precautions to protect company digital technology systems and company information against loss, damage or theft, including those relating to e.g. phishing, data breaches, cyber security issues

Report any suspicious activity or loss of device or information to Arup's cyber security incident response team via [csirt@arup.com](mailto:csirt@arup.com)

### WE WILL NOT

Use Arup's digital technology systems for any illegal activity or to access, download, use, create or distribute any material, software or application that is illegal, offensive or has been obtained illegally. This includes obscene, pornographic, sexist, racist, defamatory and abusive material or material that is in breach of copyright



Publish words or images for which we do not have permission from the copyright owner. This applies to external presentations, bids, and social media.





## Confidential information

We keep confidential information belonging to Arup, clients and other third parties secure and only share or disclose it if appropriate to do so.

### WHAT DO WE MEAN?

We must keep confidential information secure, share internally only on a ‘need to know’ and authorised basis, and disclose it to a third party only as permitted and on a confidential basis and with appropriate authorisation. Any improper disclosure or misuse of confidential information can put us in breach of contract or lead to legal liabilities and any contractual duty to maintain confidentiality must be complied with.

Confidential and/or proprietary information or material belonging to, or in the possession of, any current or former member of Arup, can be in many forms, including oral, visual, or in writing.

Examples include:

- Financial information, business plans, projections or strategies, property, business practices and relationships, processes, systems, or methods of operation
- Specifications, pricing processes, marketing plans, costs or promotional activities
- Client, supplier or employee information or agreements
- Technical information
- Inventions, innovations, improvements, know-how, trade secrets or other proprietary information
- Project-specific data
- Other information that the parties classify as confidential

### WE WILL

*Ensure appropriate protection of confidential information, including obligations relating to third party information*



*Ask the Legal team if there is any doubt about the use or disclosure of information*

*Not read or use confidential information received in error – report it and return the information to its rightful owner and delete any duplicate copy*

*Report any confidential information sent in error by us*

*Require clients, sub-consultants, suppliers and other third parties to protect relevant confidential information and sign a Non-Disclosure Agreement (NDA), where appropriate*

### WE WILL NOT

*Leave confidential information in an uncontrolled environment or unsecured, or otherwise fail to take care of it*



*Knowingly use unsecured technologies and methods when exchanging confidential information*

*Discuss or use confidential information in a way that it can be overheard or overseen in public*



We shape a better world

## Ethical Conduct Policy

Our values and commitment to business integrity stem from a desire to act honourably and with integrity in all our business dealings. We have a strong sense of responsibility to treat people respectfully and we maintain ethical business standards in all the markets in which we operate.

### Aims

Treat our people with honesty and fairness. Enable them to behave honourably and act with integrity in all our business dealings, building relationships as independent advisors and trusted professionals.

Implement best practice and raise awareness of the ethical standards we require of our people.

### We will

Maintain a Code of Practice and training programme for all our people.

Maintain procedures to see that we do not engage in unethical conduct or illegal practices.

Implement systems that support our duty of confidentiality and respect privacy in all our business relationships.

Support any member of staff who has legitimate concerns to challenge unethical behaviour and respond appropriately.

Participate in appropriate industry initiatives to promote business integrity.

Work with clients, partners and collaborators with due consideration that their ethical commitments are consistent with our own.

Keep our systems and procedures under regular review to confirm that they remain relevant and proportionate.

### Governance

This policy is set by the Group Board and implemented across all Arup operations through rules, procedures and guidance.

It is reviewed and approved annually, or more frequently if appropriate.

The Ethics Director acts for Arup in developing a plan to enable us to reach the aims set out in this policy while fulfilling applicable legal, regulatory and other requirements.

**“...we should act honourably in our dealings with our own and other people.”**

Ove Arup, 1970





# Grievance UK Procedure

## Introduction

Arup believes that all employees should be treated fairly and with respect. If you are unhappy about the treatment that you have received or about any aspect of your work, you should discuss this with your manager, who will attempt to resolve the situation on an informal basis. If you feel unable to approach your manager directly, you should approach a member of the HR Team who will discuss ways of dealing with the matter with you.

Where attempts to resolve the matter informally do not work, it may be appropriate for you to raise a formal grievance under this procedure. A formal grievance should be concerned with the way in which you believe you have been treated by the firm or managers acting on its behalf, or about any aspect of your work.

If your complaint relates to bullying or harassment on the part of a colleague, the matter should be dealt with under the Dignity at Work policy. Complaints that amount to an allegation of misconduct on the part of another employee will be investigated and dealt with under the Disciplinary procedure.

Grievances may be concerned with a wide range of issues, including the allocation of work, your working environment or conditions, the opportunities that you have been given for career development or the way in which you have been managed. However, issues that are the subject of collective negotiation or consultation with Airtime will not be considered under the Grievance procedure.

Complaints that you may have about any disciplinary action taken against you should be dealt with as an appeal under the Disciplinary procedure.

Grievances raised while you are subject to disciplinary proceedings will usually be heard only when the disciplinary process has been completed. Insofar as a grievance has any bearing on the disciplinary proceedings, it can be raised as a relevant issue in the course of those proceedings.

## Mediation

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of your grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised by your grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

## The right to be accompanied

You may be accompanied by a fellow worker or Airtime representative at any grievance hearing or subsequent appeal.

The choice of companion is a matter for you. Please note that individual workers are not

obliged to agree to accompany you. Companions will be given appropriate paid time off to allow them to accompany colleagues at a grievance hearing or appeal hearing.

## **Role of the companion**

At any hearing or appeal hearing, your chosen companion will be allowed to address the meeting, respond on your behalf to any view expressed in the hearing, and sum up the case on your behalf. However, both the hearing and appeal hearing are essentially meetings between the organisation and you, so any questions put directly to you should be dealt with by you and not your companion.

Where the chosen companion is unavailable on the day scheduled for the meeting or appeal, the meeting will be rescheduled, provided that you can propose an alternative time within five working days of the scheduled date.

## **Accessibility**

If any aspect of the grievance procedure causes an employee difficulty on account of a disability, or if assistance is needed because English is not the employee's first language, this should be raised with a member of the HR Team, who will make appropriate arrangements.

## **Recording the hearing**

In order to encourage open and transparent discussion, Arup does not permit the electronic recording of grievance hearings, unless it has been agreed as a reasonable adjustment in relation to a disability, in advance of the hearing. Making recordings in breach of this procedure will be grounds for disciplinary action.

Notes will be taken during the hearing, a copy of which may be provided to the employee upon request.

## **Conducting the Grievance procedure**

Arup recognises that a formal grievance procedure can be a stressful and upsetting experience for all parties involved. Everyone involved in the process is entitled to be treated calmly and with respect. The firm will not tolerate abusive or insulting behaviour from anyone taking part in or conducting grievance procedures and will treat any such behaviour as misconduct under the Disciplinary procedure.

## **Formal Grievance procedure**

### **Making the complaint**

The first stage of the grievance procedure is for you to put your complaint in writing. This written statement will form the basis of the subsequent hearing and any investigations, so it is important that you set out clearly the nature of your grievance and indicate the outcome that you are seeking. If your grievance is unclear, you may be asked to clarify your complaint before any meeting takes place.

Your complaint should be headed "Formal grievance" and sent to your manager. If your complaint relates to the way in which you believe your manager is treating you, the complaint may be sent to your HR Business Partner.

Further attempts may be made to resolve the matter informally, depending on the nature of your complaint. However, if you are not satisfied with the outcome, you may insist on the matter proceeding to a full grievance hearing.

Before proceeding to a full grievance hearing, it may be necessary to carry out investigations of any allegations made by you, although the confidentiality of the grievance process will be respected, wherever possible. If any evidence is gathered in the course of these investigations, you will be given a copy long enough in advance of the hearing for you to consider your response. In exceptional circumstances, the evidence given by individuals may have to remain confidential. Where confidentiality is necessary, this will be explained to you and an appropriate summary of the evidence gathered will be given to you.

### **The Grievance hearing**

The hearing will be held without unreasonable delay. It will be conducted by your manager (unless the grievance is about your manager) and attended by a representative from the HR Team. At the meeting, you will be asked to explain the nature of your complaint and what action you feel should be taken to resolve the matter. Where appropriate, the meeting may be adjourned to allow further investigations to take place.

You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your manager as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

While you will be given every opportunity to explain your case fully, you should confine your explanation to matters that are directly relevant to your complaint. Focusing on irrelevant issues or incidents that took place long before the matters in hand is not helpful and can hinder the effective handling of your complaint. The manager conducting the hearing will intervene if they think that the discussion is straying too far from the key issue. The manager may also intervene to ensure that the meeting can be completed within a reasonable timeframe, depending on the nature and complexity of your complaint.

Following the meeting, you will be informed in writing of the outcome without unreasonable delay and told of any action that the firm proposes to take as a result of your complaint. You may discuss this outcome informally with either your manager or HR Business Partner.

If you are dissatisfied with the outcome, you may make a formal appeal.

### **Appeal**

Your appeal should be made in writing to a Senior HRBP or the Director of HR. You should clearly state the grounds of your appeal, i.e. the basis on which you say that the result of the grievance was wrong or that the action taken as a result was inappropriate. This should be done within five working days of the written notification of the outcome of the grievance. An appeal meeting will be arranged to take place without unreasonable delay.



You should ensure that you attend the meeting at the specified time. If you are unable to attend because of circumstances beyond your control, you should inform your manager of this as soon as possible. If you fail to attend without explanation, or if it appears that you have not made sufficient attempts to attend, the hearing may take place in your absence.

The appeal hearing will be conducted by a Director who has not previously been involved in your grievance, who will consider the grounds that you have put forward and assess whether or not the conclusion reached in the original grievance hearing was appropriate.

Following the appeal meeting, you will be informed of the outcome without unreasonable delay. The outcome of this meeting will be final.

## **Roles and responsibilities**

**The HR Team** is available to provide advice and guidance in respect of employment law, procedure and process to all members involved in the use of this policy and procedure. An HR Team representative will attend any meetings addressing an appeal.

**Managers** are responsible for notifying the HR Team when a formal grievance is raised and for keeping the HR Team informed, and involved as necessary, throughout the process.

All information in relating to a formal disciplinary procedure will be held confidentiality on an employee-personal file.

## **Review of this procedure**

This procedure will be monitored periodically by Arup and will be updated in accordance with changes in law. This procedure is not contractual and can be amended by the firm at any time.

## **Legislation relating to this procedure**

The following is only a guide to the legislation that impacts on this procedure and is not a comprehensive list:

Employment Rights Act 1996  
Employment Relations Act 1999

## **Policy owner**

Diane Thornhill, HR Director for UKMEA

# Sustainability Policy

## Mission

To shape a better world

## Objectives

The firm will implement practices that promote economic security, social betterment and environmental stewardship and will strive for continuous improvement of performance in these areas.

To deliver this, the firm aims to:

- set a sustainability strategy for the firm
- be a leader in sustainable development in areas relevant to its business
- work with its clients to pursue, promote and develop sustainable business outcomes; promote sustainable practices
- use its skills and influence to improve the built environment and to maintain the integrity and quality of the natural and cultural environments
- hold its performance accountable to its staff through objective measurements; report on its sustainability performance and achievements
- operate within a management system that is registered as meeting the requirements of ISO 14001

## Outcomes

In meeting these objectives, the firm will:

### For its core business

- comply with legal and other requirements that relate to its environmental aspects
- provide value to clients by building upon its reputation for integrated design and a holistic approach to projects
- deliver projects recognised for their sustainability credentials, in line with client expectations
- evaluate projects with respect to their sustainability risks and opportunities and, where appropriate, work with the client to deliver a more sustainable outcome
- achieve performance that ensures the firm's economic, environmental and financial viability

## For its people

- employ and retain staff who have a high degree of awareness and expertise in sustainability for all disciplines practised
- provide ongoing education and training for all staff on sustainability issues relevant to the firm's business
- support innovative approaches to the implementation of sustainability strategies on projects

## For its facilities

- endeavour to prevent pollution
- aim to use resources efficiently and to minimise waste, usage of water, energy and other consumables
- implement a strategy to move towards minimising carbon emissions in its operations
- implement a strategy for the firm to move towards sustainable procurement of the goods and services used in its operations

## For its external relationships

- engage with organisations that practise sustainability and that enable the exchange of ideas and the promotion of sustainability leadership across its businesses
- implement a strategy to work on community projects that achieve sustainability goals



Peter Bailey

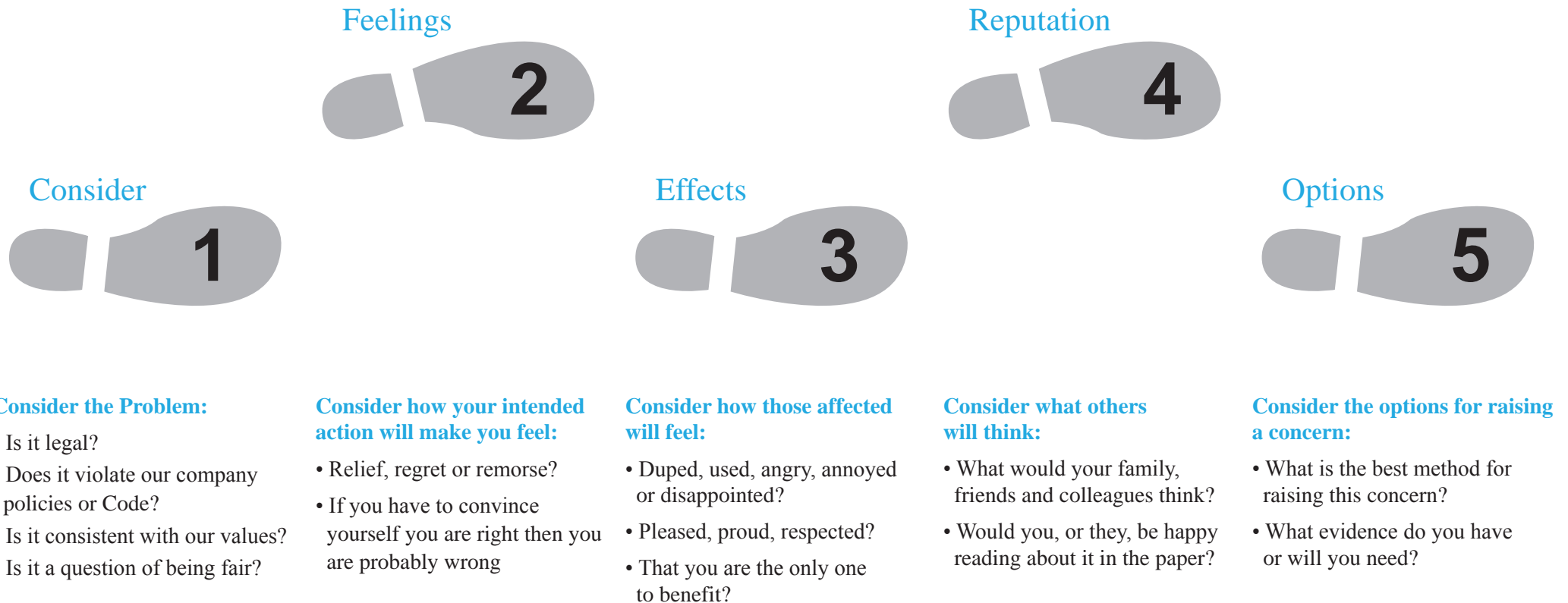
Arup Group Sustainable Development Director

[www.arup.com](http://www.arup.com)



# Making Ethical Decisions

Making ethical decisions can be difficult and to help, we recommend you apply a 5-step approach to the ethical decision making process.



This simple 5 step approach can be applied to any dilemma and when used alongside the code of practice you'll have the confidence to act ethically.

# Disciplinary UK Procedures

## Introduction

It is necessary for the proper operation of Arup's business and the health and safety of the firm's employees that we operate a disciplinary procedure. The following procedure will be applied fairly in all instances where disciplinary action is regarded as necessary, save to the extent that a minor reprimand is given for any minor act of misconduct committed by an employee.

The firm reserves the right to implement the procedure at any stage as set out below taking into account the alleged misconduct of an employee. Employees will not ordinarily be dismissed for a first disciplinary offence.

Where time limits are referred to in the course of this procedure they may be varied by agreement between the employee and Arup.

Matters that the firm views as amounting to disciplinary offences include (but are not limited to):

- persistent bad timekeeping;
- unauthorised absence;
- minor damage to the firm's property;
- failure to observe the firm's procedures;
- abusive behaviour;
- unreasonable refusal to follow an instruction issued by a manager or supervisor;
- poor attendance;
- smoking or use of an e-cigarette in non-designated areas of the firm's premises; and
- bribery offences under the Bribery Act 2010.

## Gross misconduct

Gross misconduct is misconduct of such a serious and fundamental nature that it breaches the contractual relationship between the employee and the firm. In the event that an employee commits an act of gross misconduct, the firm will be entitled to terminate summarily the employee's contract of employment without notice or pay in lieu of notice.

Matters that Arup views as amounting to gross misconduct include (but are not limited to):

- stealing from the firm, members of staff or the public;
- other offences of dishonesty;

- falsification of a qualification that is a stated requirement of the employee's employment or results in financial gain to the employee;
- falsification of records, reports, accounts, expense claims or self-certification forms, whether or not for personal gain;
- sexual misconduct at work;
- fighting with or physical assault on members of staff or the public;
- deliberate damage to or misuse of the firm's property;
- serious damage to the firm's property;
- drunkenness or being under the influence of illegal drugs while at work;
- possession, custody or control of illegal drugs on the firm's premises;
- serious breach of the firm's rules, including, but not restricted to, health and safety rules and rules on computer use;
- gross negligence;
- conviction of a criminal offence that is relevant to the employee's employment;
- conduct that brings Arup's name into disrepute; and
- discrimination or harassment of a fellow worker on the grounds of sex, sexual orientation, race, disability, age or religion or belief.

Other acts of misconduct may come within the general definition of gross misconduct.

## **Investigation**

An employee's **appointed/immediate** manager will promptly and thoroughly investigate any matter that is reasonably suspected or believed to contravene any of the firm's policies or rules or may otherwise be a disciplinary matter. The employee will be informed as soon as possible as to the fact of an investigation and when it has been concluded.

There may be instances where suspension with pay is necessary while investigations are carried out. Arup has the right to suspend with pay where there are reasonable grounds for concern that evidence may be tampered with, destroyed or witnesses pressurised before the disciplinary hearing, or if there is a potential risk to the business or other employees or third parties in allowing the employee to remain at work.

Depending on the circumstances of the case, the employee may be invited to attend an investigatory interview. If such an interview is held prior to a disciplinary hearing, the employee will be informed at the outset that the interview is an investigatory interview. There is no right for employees to be accompanied at a formal investigatory interview. Arup reserves the right to dispense with an investigatory interview and to proceed directly to a formal disciplinary hearing.

## **Procedure**

Where, upon completion of an investigation, there are reasonable grounds to believe that there



is a case to answer, the employee will be invited to attend a disciplinary hearing before the employee's manager or manager of a similar level to the employee's manager.

In the event of a disciplinary hearing taking place the firm will:

- a. give the employee a minimum of two working days' advance notice of the hearing;
- b. tell the employee the purpose of the hearing and that it will be held under Arup's disciplinary procedure;
- c. explain that the employee may be accompanied at the hearing by a fellow worker or Airtime representative;
- d. give the employee written details of the nature of their alleged misconduct; and
- e. provide to the employee all relevant information (which should include statements taken from any fellow employees or other persons that the firm intends to rely upon against the employee) not less than two working days in advance of the hearing

Where the employee is unable to attend a disciplinary hearing and provides a good reason for failing to attend, the hearing will be adjourned to another day. Arup will comply with (a) above in respect of giving notice of the rearranged hearing. Unless there are special circumstances mitigating against it, if the employee is unable to attend the rearranged hearing, the rearranged hearing will take place in the employee's absence. The employee's fellow worker or Airtime representative may attend in such circumstances and will be allowed the opportunity to present the employee's case. The employee will also be allowed to make written submissions in such a situation.

## **The right to be accompanied**

Employees may be accompanied by a fellow worker or Airtime representative at any disciplinary hearing or subsequent appeal.

The choice of companion is a matter for the employee. Please note that individual workers are not obliged to agree to accompany an employee. Companions will be given appropriate paid time off to allow them to accompany colleagues at a disciplinary hearing or appeal hearing.

## **Role of the companion**

At any disciplinary hearing or appeal hearing, the employee's chosen companion will be allowed to address the meeting, respond on the employee's behalf to any view expressed in the hearing, and sum up the case on their behalf. However, both the hearing and appeal hearing are essentially meetings between the Arup and the employee, so any questions put directly to the employee should be dealt with by the employee and not their companion.

Where the chosen companion is unavailable on the day scheduled for the meeting or appeal, the meeting will be rescheduled, provided that the employee can propose an alternative time within five working days of the scheduled date.

## **Accessibility**

If any aspect of the disciplinary procedure causes an employee difficulty on account of a disability they may have, or if they need assistance because English is not their first language, they should raise this issue with their HR Business Partner, who will make appropriate arrangements.

## **Recording the hearing**

In order to encourage open and transparent discussion, Arup does not permit the electronic recording of disciplinary hearings, unless it has been agreed as a reasonable adjustment in relation to disability, in advance of the hearing. Making recordings in breach of this procedure will be grounds for disciplinary action.

Notes will be taken during the hearing, a copy of which may be provided to the employee upon request.

## **The disciplinary hearing**

A disciplinary hearing will normally be conducted by the employee's manager together with a member of the HR Team (the panel). Any member of management responsible for the investigation of the disciplinary offence(s) shall not be a member of the panel, although such managers may present any supporting facts and material to the disciplinary hearing. The employee will be entitled to be given a full explanation of the case against them and be informed of the content of any statements provided by witnesses. The employee will be able to call their own witnesses. They will be permitted to set out their case and answer any allegations. The employee will be given a reasonable opportunity to ask questions, present evidence and call relevant witnesses. They will also be given the opportunity to raise points about any information provided by witnesses. Where the firm intends to call relevant witnesses it will give the employee advance notice of this. The employee must also give advance notice if they intend to call relevant witnesses.

The firm may adjourn the disciplinary proceedings if it appears necessary or desirable to do so (including for the purpose of gathering further information). The employee will be informed of the period of any adjournment. If further information is gathered, the employee will be allowed a reasonable period of time, together with their fellow worker or Airtime representative, to consider the new information prior to the reconvening of the disciplinary proceedings.

As soon as possible after the conclusion of the disciplinary proceedings, the hearing manager will convey their decision to the employee and will also inform the employee what disciplinary action, if any, is to be taken. The decision will be confirmed in writing. The employee will be notified of their right of appeal under this procedure.

## **Disciplinary action**

Where, following a disciplinary hearing, the firm establishes that the employee has committed a disciplinary offence, the following disciplinary action may be taken:

- a. Where a minor offence or offences have been committed, a recorded oral warning may be given. The warning will ordinarily state that any further misconduct will render the employee liable to further, more severe disciplinary action. The employee should be informed of the period that the warning will remain "live". During this period, the firm may rely on such a warning in the event of further misconduct on the part of the employee.
- b. Where either a more serious disciplinary offence has been committed or further minor offences have been committed by an employee following a recorded oral warning that remains "live", the employee will receive a first written warning. The warning will:
  - i. set out the nature of the offence committed;
  - ii. inform the employee that further misconduct is liable to result in further disciplinary action under this procedure;
  - iii. specify the period for which the warning will remain "live", after such period the warning will automatically lapse; and
  - iv. state that the employee may appeal against the warning.
- c. Where a serious disciplinary offence amounting to gross misconduct has been committed, thereby justifying summary dismissal, but the firm decides, after taking into account all appropriate circumstances, that a lesser penalty is appropriate, or, where an employee commits further disciplinary offences after a first written warning has been issued and remains "live", a final (or combined first and final) written warning may be given. Such a warning will:
  - i. set out the nature of the offence committed;
  - ii. inform the employee that further misconduct is likely to result in their dismissal; and
  - iii. state that the employee may appeal against the warning.
- d. Where the employee has committed further acts of misconduct (these being acts of misconduct other than gross misconduct) following a final written warning given under c. above, the employee may be dismissed with notice or with pay in lieu of notice.
- e. Where the firm establishes that an employee has committed an act of gross misconduct, the employee may be summarily dismissed.
- f. Where a final written warning is given to an employee under c. above, Arup may also impose on the employee:
  - i. disciplinary suspension;
  - ii. demotion;
  - iii. in line with any provision in the contract of employment, transfer to a job of a lower status.

The above sanctions may be imposed in conjunction with other forms of disciplinary action (e.g. salary freeze), or as an alternative to dismissal.



## Appeal

An employee may appeal against any disciplinary sanction imposed against them, with the exception of an informal oral warning.

A request for an appeal should be sent in writing to a Senior HRBP or the Director of HR and set out the grounds on which the employee believes that the decision was flawed or unfair. The request should be sent within five days of the employee receiving written confirmation of the sanction imposed on them by the firm.

When lodging an appeal, the employee should state:

- The grounds of appeal; and
- Whether they are appealing against the finding that they have committed the alleged act or acts of misconduct, or against the level of disciplinary sanction imposed.

The appeal will be heard by a senior manager (e.g. Group Leader) who has not been involved in the decision to impose the disciplinary sanction on the employee. This senior manager should be someone not in the Group of the group of the employee who has requested the appeal. The senior manager is obliged to consider any representations made by the employee, the employee's fellow employee or Airtime representative and those of the manager who conducted the investigation and the manager who conducted the disciplinary hearing and imposed the disciplinary sanction. The senior manager hearing the appeal must decide on the basis of both sets of representations, together with any subsequent facts that may have come to light, whether or not to uphold the disciplinary sanction. In the event that the senior manager finds for the employee, the senior manager shall allow the appeal and shall remove all records of the disciplinary sanction from the employee's record. In the event that the senior manager does not accept the representations made by or on behalf of the employee, the senior manager must uphold the disciplinary sanction.

Appeal hearings will normally take place within 14 days of receipt of the employee's written notice of appeal.

Upon completion of the appeal, the senior manager conducting the hearing will convey their decision to the employee. The decision will be confirmed in writing without unreasonable delay. The firm's decision at the appeal is final.

Where an appeal lies against a dismissal by the panel, the panel's decision to dismiss will have had immediate effect and, therefore, if the dismissal is by notice, the period of notice will already have commenced on the date that the decision was given by the panel. If the panel's decision was to dismiss the employee summarily without notice, the firm will be under no obligation to reinstate or pay the employee for any period between the date of the original dismissal and the appeal decision and the original date of termination will stand. In the event that the decision to dismiss is overturned, the employee will be reinstated with immediate effect and they will be paid for any period between the date of the original dismissal and the successful appeal decision. Their continuous service will not be affected.

## Special Cases

If an employee is charged with, or convicted of a criminal offence, this is not normally in

itself reason for disciplinary action. Consideration needs to be given to what effect the charge or conviction has on the employee's suitability to do the job and their relationship with the firm, it's clients and their work colleagues.

## **Roles and responsibilities**

**The HR Team** is available to provide advice and guidance in respect of employment law, procedure and process to all members involved in the use of this policy and procedure.

**Managers** are responsible for notifying the HR Team when a disciplinary investigation/hearing is instigated and for keeping the HR Team informed, and involved as necessary, throughout the process.

All information in relating to a formal disciplinary procedure will be held confidentiality on an employee-personal file.

## **Review of this procedure**

This procedure will be monitored periodically by Arup and will be updated in accordance with changes in law. This procedure is not contractual and can be amended by the firm at any time.

## **Legislation relating to this procedure**

The following is only a guide to the legislation that impacts on this procedure and is not a comprehensive list:

Employment Rights Act 1996  
Employment Relations Act 1999  
Employment Act 2008

## **Policy owner**

Diane Thornhill, HR Director for UKMEA



# ARUP

COMMUNITY ENGAGEMENT PROGRAMME

## 2017-18 Review



“Humanitarianism also implies a social conscience,  
a wish to do socially useful work, and to join hands  
with others fighting for the same values.”

Ove Arup, The Key Speech





## COMMUNITY ENGAGEMENT PROGRAMME

# Thank you

It is thanks to the direction set by Ove Arup and our founding partners, and the way they formed our firm, that we are able to stay focused on the way that we shape a better world. Because of our independent structure, we can decide how and why we do things. And we choose to invest a significant portion of our time and resources in helping marginalised, vulnerable and disadvantaged people across the world. This collective commitment has evolved into our Community Engagement programme.

As Chair of the Global Community Engagement Steering Group, I thank Arup staff and leadership for their ongoing contribution and support. From ideas to partnerships, volunteering to fundraising, our people are our Community Engagement.

It's thanks to our clients that we get to identify and solve problems day in, day out. We want our clients to share the success of the Community Engagement work that they help to make happen.

Our approach is rooted in trusted partnerships and we thank the range of small to large organisations, companies and political

institutions that have joined their expertise with our own to give our Community Engagement the greatest possible impact.

Lastly, we must thank the people that have welcomed us into their communities to use our specialism and resources to help. We consider ourselves and our people as part of the communities in which we work and we value greatly the long-term relationships that are often formed through these projects.

We want to constantly improve our Community Engagement work to make it as efficient and engaging as possible. This review celebrates the success of our shared endeavour but also shows how we want to do better. We are implementing a three-year plan, which at its core will ensure that the investment of resources, trust and support in our Community Engagement continues to have the impact it deserves.



Thank you

Jerome Frost,  
Chair of the Community Engagement  
Steering Group

£3.08m  
total 2017-18  
contribution

40,000  
estimated  
beneficiaries

2,000+  
staff took part

10,300+  
unpaid hours  
given

23  
strategic  
partnerships

170+ projects  
200 activities  
38 countries

44%  
of projects  
can scale

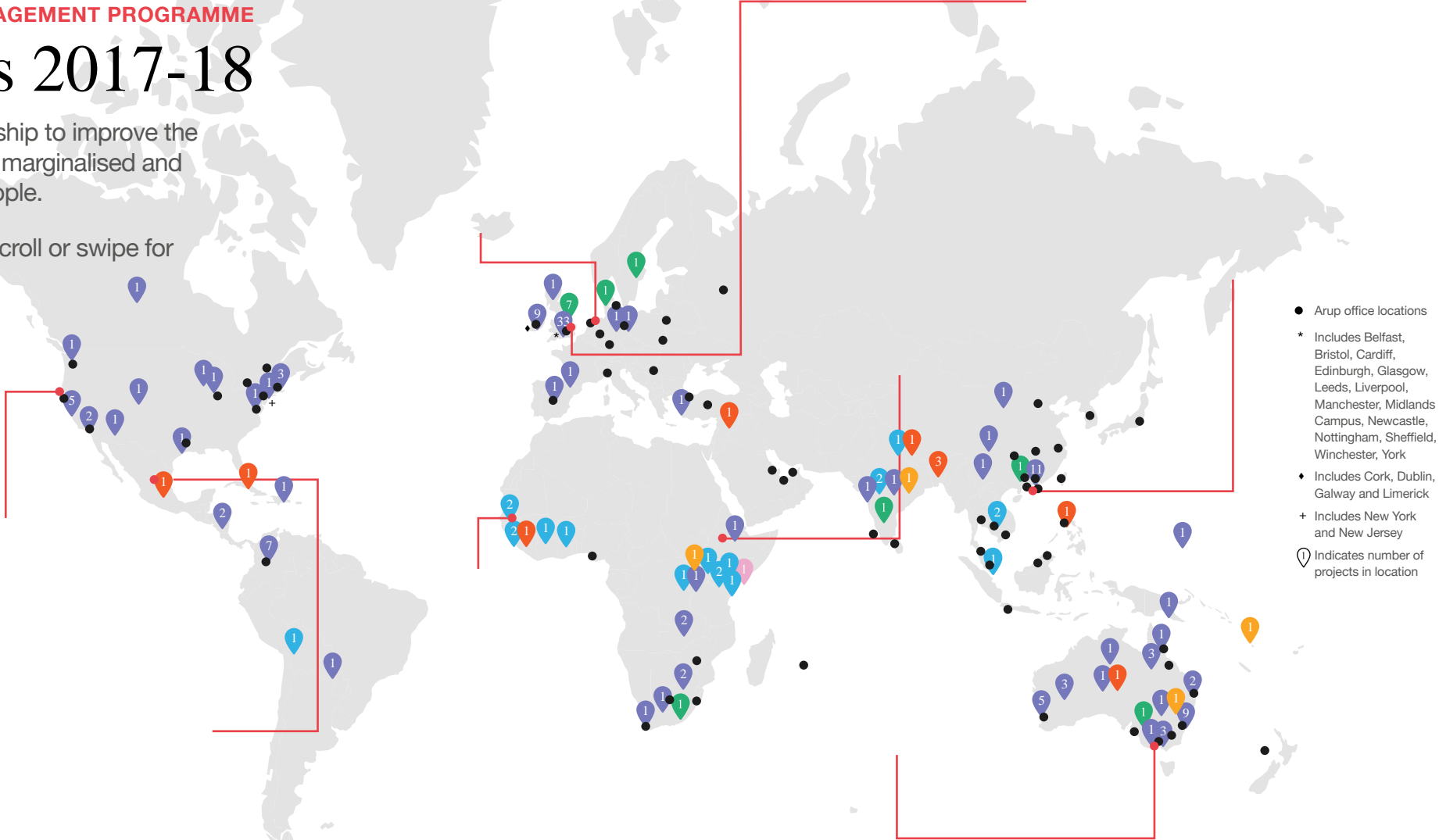


COMMUNITY ENGAGEMENT PROGRAMME

# Projects 2017-18

Working in partnership to improve the lives of vulnerable, marginalised and disadvantaged people.

Select *read more*, scroll or swipe for full stories.



Our funds





## COMMUNITY ENGAGEMENT PROGRAMME

# Rising to the Global Challenge

Arup is investing £5m over five years in collaborations with communities and partners to design and implement larger scale solutions that help achieve the UN Sustainable Development Goals.

Of the 17 UN SDGs, we are currently focusing on projects aligned to SDG 6 'Water and Sanitation' and SDG 7 'Affordable and Clean Energy'. The first two rounds of the Global Challenge saw 44 project teams made up of staff and external partners, submit ideas for consideration. Shortlisted projects were supported with incubation funding to develop their ideas further, before pitching to a panel of reviewers. Following the first two rounds, nine Global Challenge projects were successful in their bids for funds.

Nine projects improving access to water, sanitation and energy:

1. Improving the resilience and livelihoods of smallholder dairy farmers in Sri Lanka through solar-refrigeration
2. Building community capacity for improving water supply in Northern Uganda through integrated monitoring using digital devices
3. Delivering integrated drinking water and sanitation services to rural communities in the Dry Corridor of Guatemala
4. Water, hygiene and sanitation in rural Mozambique: delivering services, improving capacity and developing a social enterprise model
5. Water Up: recording and sharing proven traditional approaches to natural water management to enable rural resilience across continents

14 partner  
organisations to date

44 ideas  
submitted

£5  
million

5  
years

2  
SDGs

94 staff  
on project teams

9 projects  
being delivered by  
teams from across Arup

Over £1m  
already allocated





## COMMUNITY ENGAGEMENT PROGRAMME

# The next three years

Thousands of Arup people from across regions, skills groups and grades have already had the opportunity to make a real difference through our Community Engagement work.

Over the next three years we will continue to evolve the programme so that even more people can get involved and the communities we support can receive the greatest possible benefit.

We will encourage more people from a broader spectrum of disciplines – and more people from senior grades – to take part. Increasing awareness of the programme will also help the firm recruit and retain talented people – many already cite Community Engagement as a reason for choosing Arup.

To ensure our people can make the biggest possible impact, we will carefully target our Community Engagement effort in line with key UN Sustainable Development Goals, which will be an important part of the broader firm's commitment to these goals.

## 3 years 3 aims

*Our ambitious three year strategic plan for Community Engagement set out three aims we want to deliver by 2021 to continue to evolve, focus and grow our programme.*

### MAXIMISE OUR IMPACT

- Target the UN Sustainable Development Goals
- Invest in projects that can grow or be replicated
- Collaborate across Arup regions
- Invest in our disaster response and recovery

### MEASURE, EVALUATE AND REPORT

- Deliver an impact measurement system
- Report on outcomes and impact
- Share lessons with partners and our industry

### INCREASE OUR VISIBILITY AND PARTICIPATION

- Tell the Community Engagement story inside and outside of Arup
- Increase support and participation across Arup

Of staff who participated in Community Engagement:

(based on a survey of this year's team members and project managers)

81%  
said Community Engagement influenced their decision to join Arup

17%  
of project managers were aware of the programme before they joined but...

84%  
...said it contributes towards them staying with Arup

95%  
said Community Engagement makes them feel more connected to Arup

97%  
said they will take part in future Community Engagement projects

