

UN Global Compact Communication on Progress



Contents

Welcome	3
About us	4
Sustainable Development	7
Principles	16
Human rights	17
Labour	44
Environment	54
Anti-corruption	61
What’s next?	65





Welcome

Having made the decision three years ago to align ourselves with the UN Sustainable Development Goals, we have now embedded that mindset across our operations with detailed plans and strategies including ‘A better way: shaping a sustainable future’ and its supporting ‘Guide to Implementation’. Both documents ensure that everyone at Arup understands what is required to create meaningful change.

The Arup Strategy 2020-2023 commits us to making sustainable development part of everything we do. Climate action is our top priority, its urgency driven by the built environment’s considerable contribution to CO₂ emissions. A Climate Service Plan has been in place to ensure that our projects are prioritising decarbonisation and our corporate efforts are being validated against benchmarks set by the Science Based Target Initiative.

Operationally, we have also committed to achieving net zero emissions across our entire operations by 2030, covering everything from the energy used in offices to goods and services purchased. Sustainable development also means placing greater emphasis on the ways our work can benefit the communities in which we live and work.

Alan Belfield
Chair, Arup Group

We want to help move our industry onto a better path too. We are working with organisations like Ellen MacArthur Foundation, the C40 Cities Climate Leadership Group and the World Business Council for Sustainable Development to innovate and accelerate new approaches and business models to help world decarbonise the built environment.

Our business relies on us learning and adapting as fast as the world is changing around us. The investment we make in learning, knowledge management, research and foresight is essential to building future-facing capability and deep expertise that underpins our reputation and ability to deliver impactful solutions for our clients.

Arup remains a proud signatory of the UN Global Compact and will continue to support their principles. This annual communication on progress is welcome opportunity to highlight that commitment and demonstrate the great strides our people are taking.

About Us

Sustainable development is everything. It is our purpose and we will make it central to everything we do. This is how we will shape a better world.

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.

Arup is owned in trust for the benefit of our employees. 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.

Putting sustainability at the heart of our work is one of the ways in which we exert a positive influence on the wider world.

“Unless we feel that we have a special contribution to make which our very size and diversity and our whole outlook can help to achieve, I for one am not interested.”

Ove Arup

16,225
People worldwide

7,142
Clients served

146
Countries we
have worked in

75
Years of experience

13,000
Projects

15,870
Members worldwide

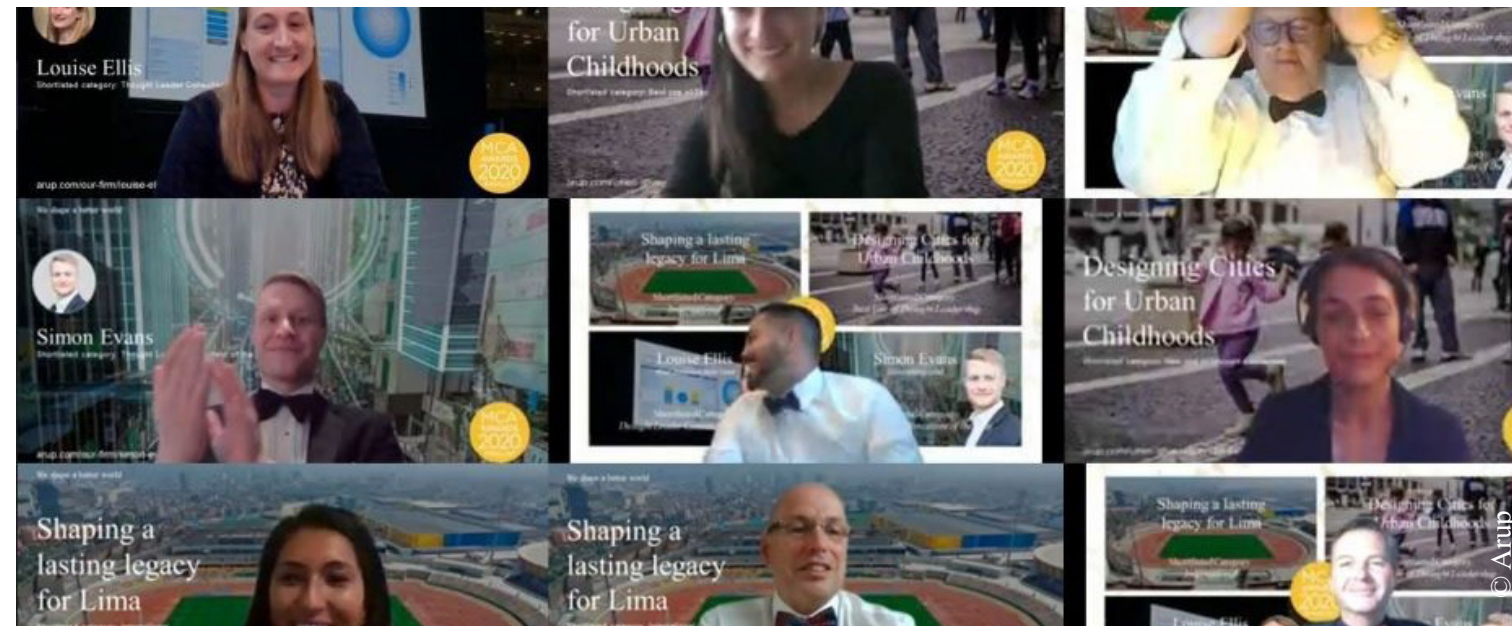
146
Different disciplines



About Us

Our Accomplishments

Arup has continued to deliver outstanding quality work, despite the challenges of living and working through the COVID-19 pandemic. We would like to highlight some of our major achievements.



Arup received four accolades at the The Management Consultancies Association (MCA) Awards in 2020, including Thought Leader Consultant of the Year, Best Use of Thought Leadership and International.

Find more information [here](#).



Arup designed La Trobe University Sports Stadium, Melbourne, Australia, the first sports building in Australia to be awarded a 6 Start Green Star Design and As Built rating for sustainable building practice by the Green Building Council of Australia 2020.

Read about the stadium [here](#).

Arup delivered multidisciplinary architectural and engineering consultancy for the redevelopment in Triton Square, London. The design received a BREEAM rating of Outstanding and won the BREEAM Commercial Projects – Design Award at the 2020 BREEAM Awards.

Read about 1 Triton Square [here](#).



Arup was awarded Champion in the Natural Terrain Catchment Category at the Sustainable Slope Excellence Awards 2020 for our work on the West Lantau Natural Terrain Hazard Study, Lantau, Hong Kong.

Read about Arup's work on landslide prevention [here](#), and find out about the awards on the [CEDD website](#).

About Us

Our Accomplishments



A research paper looking at how professionals and, specifically, the Syrian diaspora can work remotely to help young architects rebuild in war zones has been named ‘Best International Paper’ by the Chartered Institute of Building (CIOB) 2019.

The paper, called ‘Young Syrian Architects (YSA) at the time of crises’, can be read [here](#) and related articles [here](#).



Arup provided sustainability consulting, ecology, landscape architecture, digital and communication services to Wild West End, a city-centre green infrastructure scheme in London. The scheme won the Biodiversity and Environmental Net Gain Category of the IEMA Sustainability Impact Awards 2019.

Read about Wild West End [here](#).



Arup won the Community Partnership category at the Flood and Coast Excellence Awards 2020 for its work on WaterUp, which aims to deliver global rural resilience through digitally enabled water upskilling.

Read about WaterUp [here](#).



Arup’s economic and public realm strategy for Midtown Integrated Economics and Public Realm Vision. (London, UK) won “Most Innovative Strategy” at the Institute of Economic Development (IED) Annual Awards 2019.

Read about the strategy [here](#).



Working in collaboration with the architecture firm, Heneghan Peng, we provided structural, mechanical, electrical, public health and civil design consultancy services for the Palestinian Museum in Birzeit, which has been announced as one of the winners of the Aga Khan Award for Architecture 2019.

Read more about the winning design on the [Aga Khan Award for Architecture](#) website.

Sustainable Development

In December 2017, the Group Board made a commitment ‘to make a meaningful contribution to the UN Sustainable Development Goals’ (SDGs) and, in 2019, we launched our plan for doing this - ‘A better way: shaping a sustainable future’ and its supporting ‘Guide to Implementation’.

This was followed by the Arup Strategy 2020-2023 that states sustainable development as our purpose and we must make it central to everything we do. This has been reinforced by region plans, and global business and services plans.

Climate action is our top priority. In October 2020 we published our Climate Service Plan which is a subset of ‘A better way’. It focuses on the objectives that directly relate to climate action and has been developed in collaboration with Region

Sustainable Development leaders, Global Business and Services leaders, Skills Networks leaders and individuals with climate expertise in each region.

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.

Jo da Silva is our Global Sustainable Development Leader whose role is to catalyse action so that all parts of the firm take ownership of the change needed to make sustainable development central to everything we do.

Our commitment to the SDGs is laid out in our [Sustainable Development Policy](#).



Jo da Silva
Arup Fellow, Global
Sustainable Development
Leader

“We’ve said that we want to meaningfully contribute to sustainable development. I believe that everyone in the firm has a role in that.”



Sustainable Development Implementation



A better way, shaping a sustainable future

Our strategy ‘A better way: shaping a sustainable future’ states that we will strengthen support the SDGs. The SDGs defined what better looks like in 2030 and provide us with a lens through which we can challenge, frame, refine and expand the impact of our work.

‘A better way: shaping a sustainable future’ sets out our approach to sustainable development. Our response is driven by:

Our Impact

Helping our clients and partners to set new directions and increase the sustainable outcomes they are working towards.

Our Focus

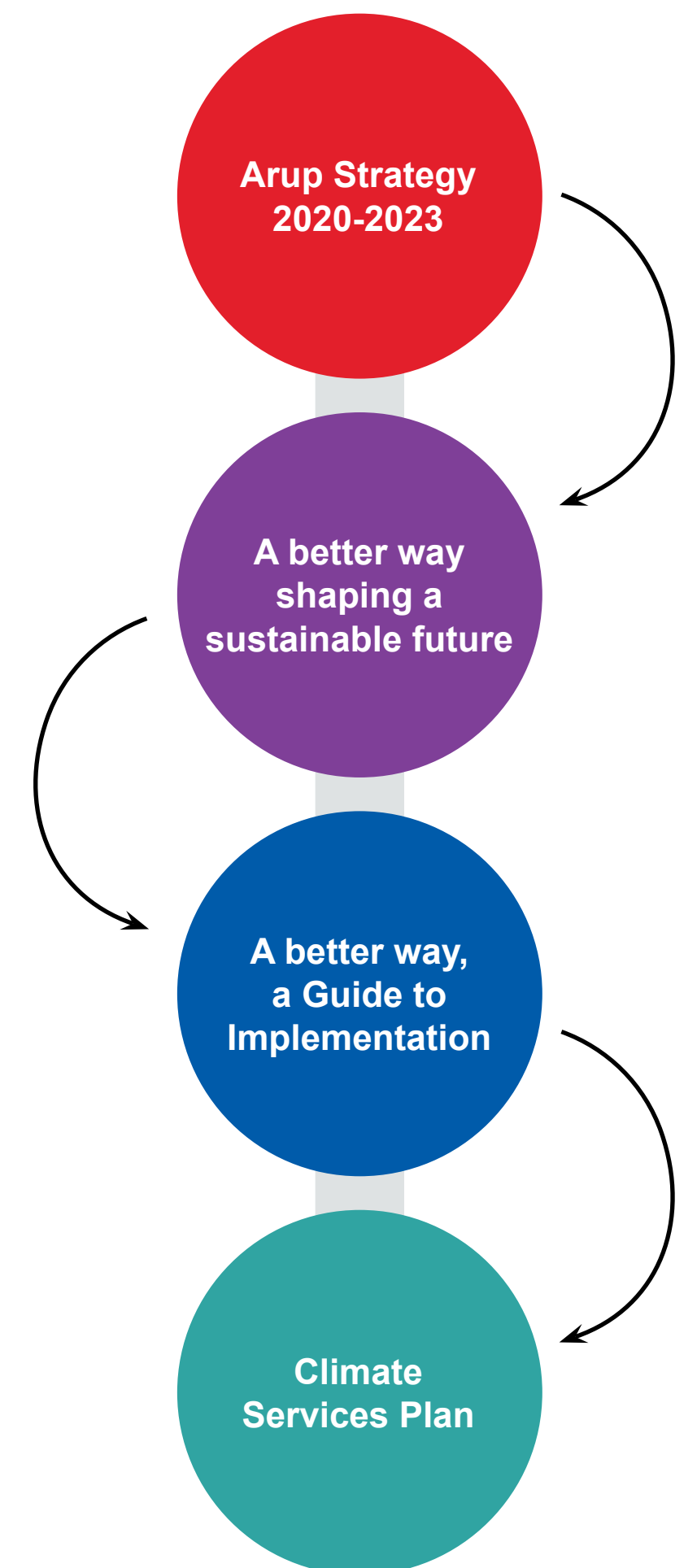
Increasing our efforts to address the five global challenges of climate change, consumption, urbanisation, inequity, and finite resources.

Our Expertise

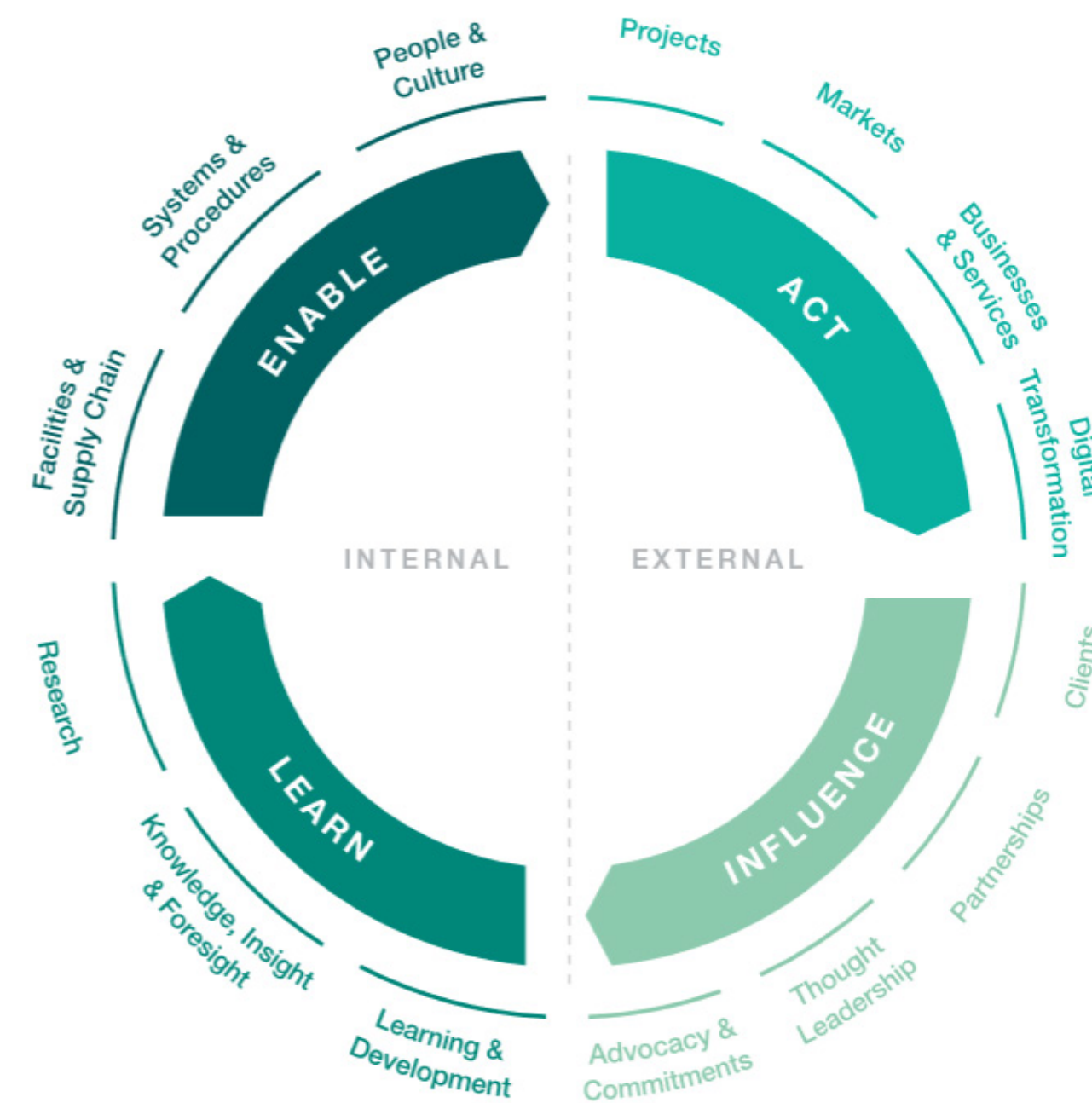
Developing new skills and applying our expertise at multiple scales, through local solutions, whole system changes and globally scalable innovations.

Our six guiding principles set out how we as a firm can make the most meaningful contribution to the SDGs:

- Improve human health, safety and well-being through the quality of the built environment and health of the planet.
- Transition to a zero carbon world where everyone has access to clean energy and potable water.
- Adopt circular economy principles leading to decoupling of economic growth and consumption.
- Enhance communities’ resilience to climate change and risks.
- Create social value to achieve a more inclusive, equitable and just society.
- Respect planetary boundaries and reverse the damage done to date.



Sustainable Development Implementation



A better way, a guide to implementation

In September 2019, ‘A better way, a guide to implementation’ was launched to kick-start the better-way process, encourage collaboration and enable us to make rapid progress. It sets out how our strategy will be delivered systematically across the firm driving a step-change in how we do business over the next few years towards a sustainable future.

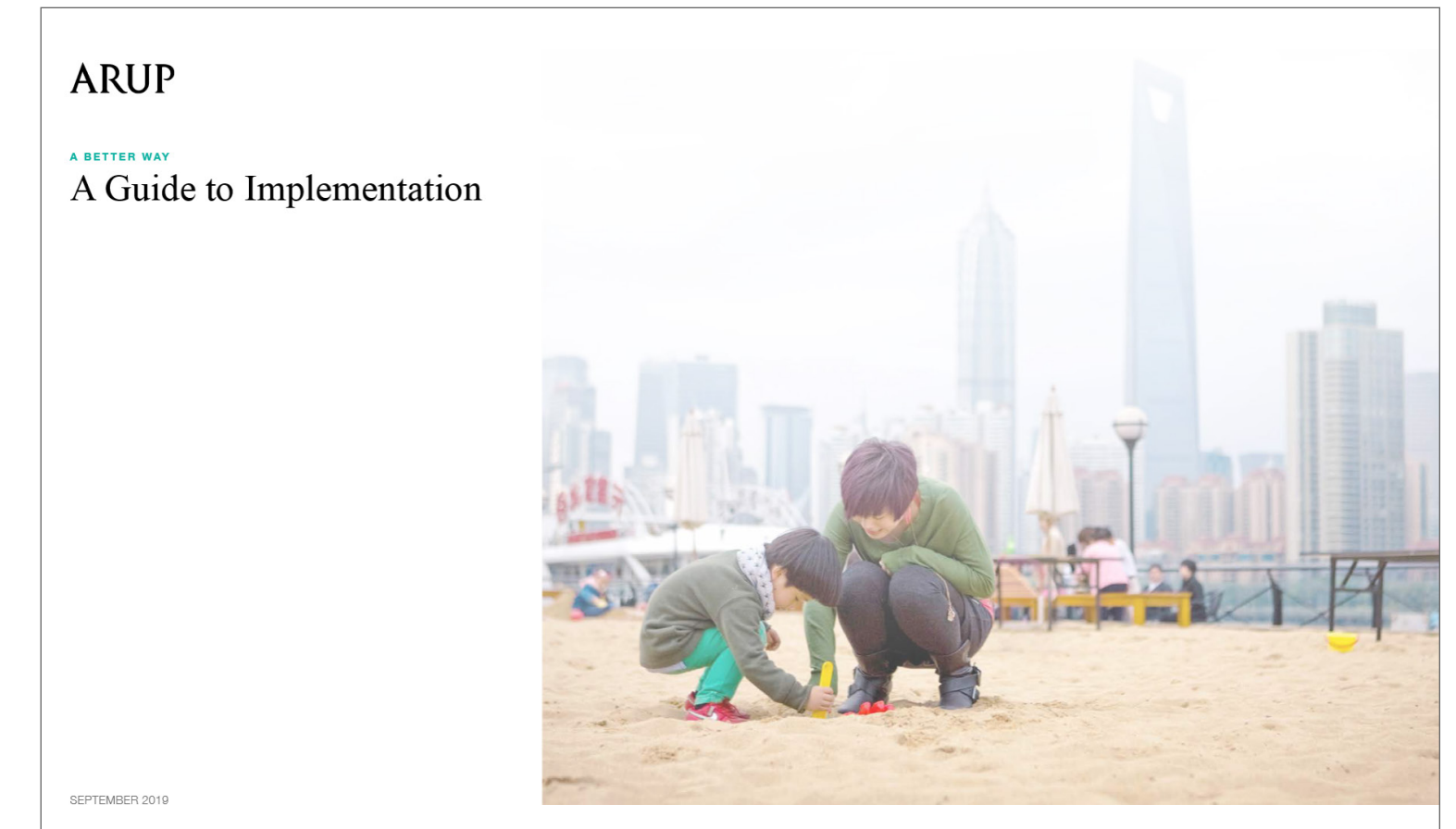
Our global plan identified 14 areas of activity grouped under four key themes:

Act: Deliver projects, products, services and solutions that create shared value and drive innovation.

Influence: Use our knowledge and networks to lead the way and shape the markets in which we work.

Learn: Build capability and deep expertise through research, learning, knowledge management and communications.

Enable: Integrate sustainable development in our operations and business practices.



A detailed timeline for implementation including key milestones has been co-developed with delivery partners and used to monitor progress.

Measurable outcomes for ‘Projects’, ‘Clients’ and ‘Facilities & Supply Chains’ will be incorporated in our 3-year plan and Region plans.

An impact framework with key indicators will be developed to baseline, evaluate and demonstrate our impact on the SDGs over the next 10 years.

Sustainable Development

A strategic commitment for the future

July 2020 marked fifty years since our founder Ove delivered his 'Key Speech'. This visionary address comprised Ove's reflections on the nature of the work we do, what makes it valuable, and emphasised the responsibility designers and engineers have for the outcomes of their decisions.

The same month, Arup launched its Strategy 2020-2023, which builds on that sense of responsibility and commits us to sustainable development as a priority that should underlie everything we do. It recognises that we must strike a balance between the needs of a growing world population and the finite capacity and health of our planet. The strategy guides our thinking, our choices of work, and the solutions we will develop. Our ultimate goals are safe, inclusive and resilient communities, infrastructure and cities.

Our strategy is made up of four pillars: people, excellence, digital and influence. All of them are essential for us to maintain our leadership in the built environment space and deliver on our purpose. They are designed to be a flexible framework for every Arup office across the world to adopt.



Sustainable Development

Climate Services Plan

While we are committed to make a meaningful contribution to all 17 SDGs, our no. 1 priority at this time is climate action.

In October 2020 we published our Climate Services Plan which is essentially a sub-set of A Better Way focusing on those objectives that directly related to climate action.

Our plan responds to the urgent need to:

- Transition to a net zero economy by 2050 in order to limit average global warming to 1.5°C, which requires a 45% reduction in emissions by 2030; and
- Enhance resilience to climate impacts now and in the future based on climate projections of 3-4°C average global warming by 2100.

In every region, we will do two things:

1. Ensure our projects prioritise decarbonisation and adaptation to the impact of rising temperatures, changing patterns of precipitation and more extreme events.
2. Evolve our services and transition our business, to help our clients anticipate and adapt to changing policy and legislation, a green finance revolution, liability of inaction and evolving climate-conscious customer expectations.

Our priorities are:

1. Deepening our energy offering in each region and drawing on the decarbonisation impetus of the sector to drive between-market opportunities.
2. Maturing an integrated sustainable transport business with a clear focus on mobility within cities and connectivity between cities.
3. Driving restorative and regenerative land use in both urban and rural communities, promoting blue-green infrastructure and nature-based solutions at scale.
4. Broadening our water services to deliver resilience and decarbonisation simultaneously.
5. Repurposing, retrofitting existing building stock to optimise building utilisation and improve energy efficiency.
6. Harnessing the power of system interdependency and collaborating across businesses to deliver climate ready, liveable cities – for all.
7. Develop sustainable investment advisory to bridge the gap between strategy and design and drive climate action at scale.



Sustainable Development

Our partnerships

Partnerships enable us to pioneer new ideas and practices. We are working with C40 Cities, World Business Council for Sustainable Development (WBCSD), Ellen McArthur Foundation and many more, where we are advancing research and advocacy of net zero cities and buildings, and Circular Economy principles in the built environment.

This plan will enable us to build future-facing capabilities and credibility in existing and emerging markets. This will ensure the continued relevance of our business and reinforce our position as our clients' partner of choice in the quest for a safe, sustainable and resilient future for all.

Management Board will be responsible overall for delivery and reporting on progress to Group Board.

The Sustainable Development Executive Group will provide strategic direction and coordination on behalf of Management Board and may establish a sub-group comprised of representatives from the Regions to guide and accelerate implementation of this plan.

Region Boards will be responsible for setting targets, driving change, prioritising investments, monitoring progress and celebrating success in their Regions.



Sustainable Development

Developing a sustainability culture

Our business relies on us learning and adapting as fast as the world is changing around us. The investment we make in learning, knowledge management, research and foresight is essential to building future-facing capability and deep expertise that underpins our reputation and ability to deliver impactful solutions for our clients. This is set out in the Learn objectives identified in ‘A better way, a guide to implementation’ and the Climate Services Plan.

In the initial phase that followed the Group Board’s commitment to ‘make a meaningful contribution to the UN Sustainable Development Goals’, the focus for Learn was on raising awareness, building enthusiasm for new opportunities and initiating action. The publication of our Group Strategy ‘Sustainable Futures’ in July 2020 marked a transition from initiating action to adopting sustainable development as ‘everything we do’. The focus of the Learn programme shifted correspondingly at this time away from raising awareness towards enabling equipping and empowering our staff to take action on projects and influence clients. We expect this to remain our focus until 2023.

Arup University (AU) is tasked with leading on the delivery of these objectives. There are three key mechanisms within AU for delivering our Learn objectives:

- Sustainable Development Learning Portfolio
- Skills networks
- Research funds

Learn about how we’re embedding Learn in our staff and work in the following section.



Arup's Sustainability Skills Network in September 2019
© Daniel Imade/Arup

Sustainable Development

Sustainability Skills Network

The Sustainability Skills Network is Arup’s Global Network for sustainability consultants and practitioners to collaborate, share resources, and to learn and develop. This Communities 365 Site hosts useful resources to support the Network’s activities - including, but not limited to, technical documents, learning opportunities, research, digital initiatives and more. Anyone in Arup can join the network. The key themes of the network are climate change, decarbonisation, health and wellbeing, responsible business and sustainability design, assessment and management.

The Sustainability Skills Network is a key research platform which focus on addressing the climate change crisis.

- 51 sustainability research projects were delivered across the network’s key themes:
- Climate change
 - Decarbonisation
 - Health and Wellbeing
 - Responsible Business
 - Sustainability Design, Assessment and Management
- The network also hosts webinars throughout the year covering a range of sustainability topics.
- We also have 44 Skills Networks covering all our key disciplines and business areas. We actively encourage all our skills networks to help their membership understand how they can make sustainable development central to everything they do.

2019/2021 In Numbers

1,228
Members

2,979
Skills

60
Disciplines

1,057
Forum subscribers

300
Global sustainable development practitioners

51
Sustainability research projects

50%
Research investments focused on sustainable futures

Sustainable Development

Investing in sustainable solutions

Invest in Arup

Invest in Arup is an internal funding process for research and development projects. Our 2020 research agenda suggests that by 2023, 50% of investments made in research should be focused on sustainable futures.

Key themes for our research agenda include zero-carbon economy, enhancing resilience and circular economy plus others.

Some examples of Invest in Arup research conducted in 2019/2021 include

- Developing an innovative solution to bring affordable, sustainable, and resilient construction solution for low-income communities in tropical developing countries.
- Implementing air and freshwater monitoring in Sierra Leone to act as a baseline for quantifying the benefits of regenerative, sustainable, low-cost design solutions.
- Producing a framework for regenerative land management.

You can read about our research [here](#).

Arup University

For over ten years, Arup University has ensured that the firm develops its people, supported its communities of practice, and stayed at the forefront of an ever-changing industry.

At Arup we use the principle of “70-20-10” in personal development. This means that for most people, 70% of development should be “on the job” and learned from experience. 20% should be via other people, perhaps through coaching or mentoring. The final 10% should be by formal learning methods, like classroom courses or formal e-learning. Arup University hosts formal online training courses for staff with many covering sustainability topics.

In 2020 we launched a Sustainable Development Learning Path for all our staff which provides clarity, coherence and accessibility to sustainable development learning and development programmes and recommendations. The learning path is founded on four levels of capability (aware, knowledgeable, experienced and expert). The path is a global framework for increasing the sustainable development capability of Arup across all roles, grades, disciplines and businesses.



Resources cover modules on Sustainable Development Goals, engaging with clients, transitioning to a net zero-carbon economy, promoting health and wellbeing, adopting circular economy, enhancing communities’ resilience, creating social value and respecting planetary boundaries. Links are provided to key Arup strategies and external resources covering sustainability topics.

You can read about Arup University [here](#).



Principles

Arup continues to contribute to the Ten Principles of the United Nations Global Compact (UNGC). This report demonstrates our continued progress towards these principles.

Human Rights

- 1. Businesses should support and respect the protection of internationally proclaimed human rights; and
- 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; and
- 6. The elimination of discrimination in respect of employment and occupation.

Environmental

- 7. Businesses should support a precautionary approach to environmental challenges;
- 8. Undertake initiatives to promote greater environmental responsibility;
- 9. 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.

Human Rights

Our values permeate every aspect of our organisation, from the expectations we have of leaders, to the opportunities our people should share, and the kinds of clients we work with.

Our approach

Our approach to human rights is laid out in the following codes of practice and policies:

- The Key Speech.
- Global Human Rights Code of Practice,
- Global Harassment Code of Practice,
- Global Health and Safety Policy,
- Our commitment to equality, diversity and inclusion, found [here](#).
- Global Equality, Diversity and Inclusion (EDI) policy.

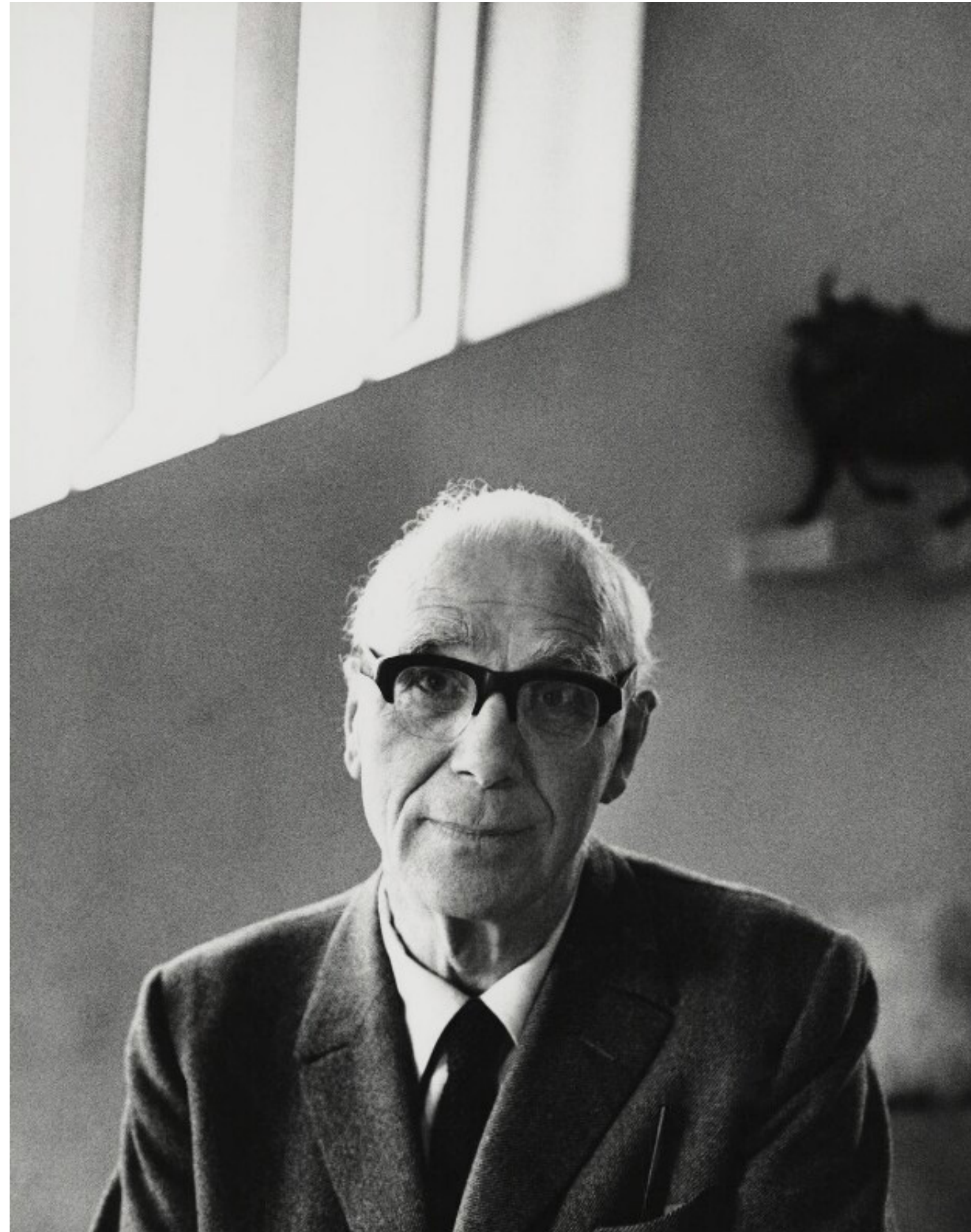
Arup is founded on the principles of ensuring that our people's work is interesting, rewarding and stimulated by a drive for excellence in an environment where people's lives are inextricably linked with those of other human beings.

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.



GRI Indicator: 103-2, 412-2, 413-1 414-2

Human Rights Implementation



“Humanitarianism implies a social conscience, a wish to do socially useful work, and to join hands with others fighting for same values”

Sir Ove Arup, 1970

It is 50 years since Ove Arup set out in our founding principles that we would be humanitarian in our approach, joining hands with others to do socially useful work. These values continue to shape our commercial work today and are the beating heart of our investment.

Arup is delivering its humanitarian approach through: Our Community Engagement Programme and our International Development Group.

Human Rights

Community Engagement Programme

Our Community Engagement programme aims to solve problems at the intersection of equality, education and employment and the provision of basic infrastructure that provides the essentials for life such as water, sanitation, energy, food security and shelter.

Through our voluntary work we're able to target our approach to support the most marginalised and disadvantaged people and play an important part in a firm-wide contribution to the global Sustainable Development Goals.

Making an impact

Community engagement is inherently collaborative. We achieve the most impact when we define what we are trying to accomplish early on, in partnership with affected communities and local organisations. Measurement plays a key role and ensures we stay focused on the most effective interventions.

200+

Partner collaborations last year

76%

Projects have potential to be extended to benefit more people

17%

Average annual member participation growth over the last 3 years

Meeting humanitarian needs: Global Challenge

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 SDGs.

Our Global Challenge targets significant investment in technically robust, affordable ideas that can be scaled to solve challenges in providing for the most fundamental needs of the most vulnerable and marginalised people: energy, water and sanitation, food security and shelter.

The solutions proposed, selected and then developed by Arup members, with partner organisations, span the full range of our expertise including digital tools, new products and the improvement of processes and approaches to benefit communities. Together we have empowered local businesses to improve sanitation in Vanuatu, delivered educational programmes with communities from India to Guatemala, improved data accessibility in Uganda and designed digital solutions for complex issues in India.

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.



Human Rights

Community Engagement Programme



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.

In 2019-20, we invested approximately £4.18m in delivering over 195 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.

Every day, 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 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.

“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

Human Rights

Community Engagement Programme

Our Approach

We aim to deliver our Community Engagement (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.

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.

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.



Human Rights

Community Engagement Programme

Our Approach

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



Advocacy

- 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, implementation, outcomes and progress

We delivered 195 Community Engagement projects throughout 2019-20, helping tens of thousands of people across 42 countries. These figures come from our Community Engagement Annual Review, which can be found [here](#).

Last year, more than 2,600 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.”

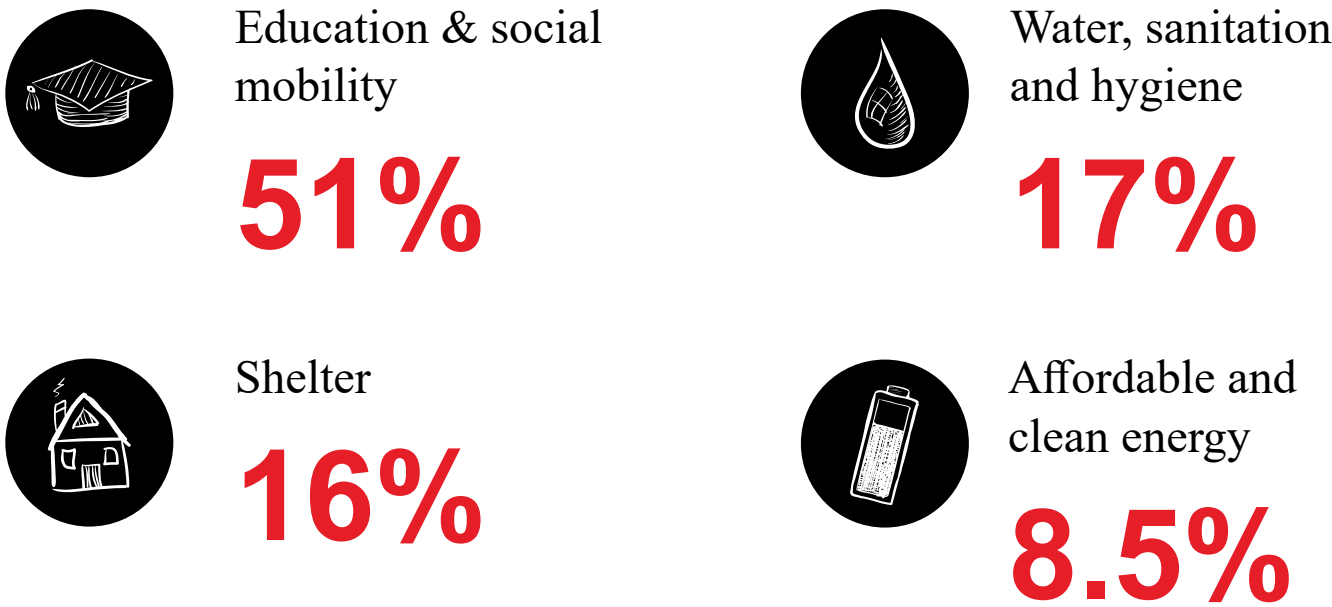
Human Rights

Community Engagement Programme

Investing in Impact

Our Community Engagement work must have a positive impact on the people we seek to support. We have been improving, reviewing and refining our impact measurement each year to shape our programme. As a result, we have begun to focus more on defining and shaping the early stages of project and partnership development so that we can ensure the desired impacts are achieved. It often takes longer but time invested in design is rewarded with greater, demonstrable impact.

Main challenges that projects contributed towards improving

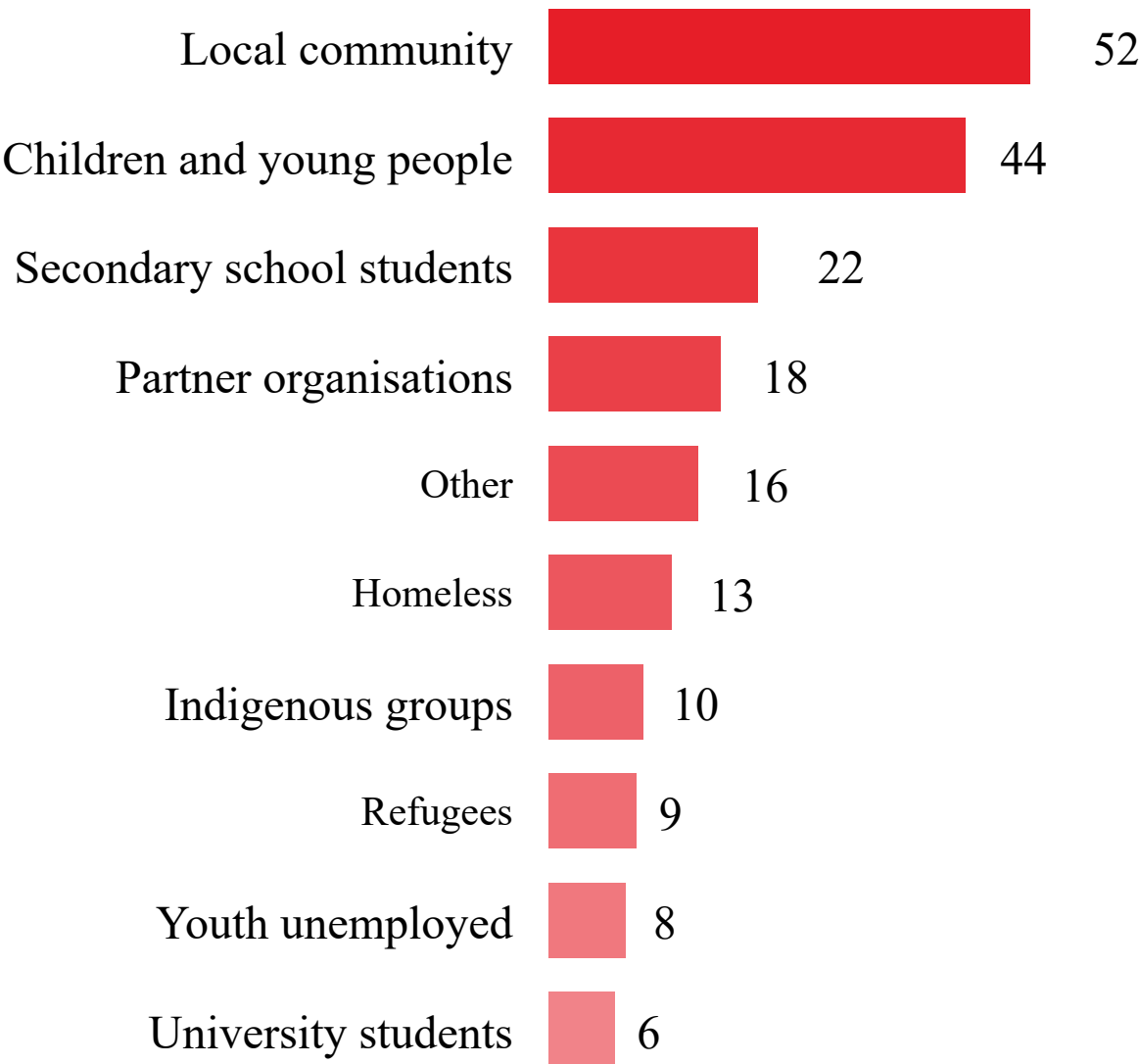


“Arup is able to combine their excellence with a curiosity to cross that bridge between science and community and make real impact in the world.”

Minni Jain, Director, The Flow Partnership

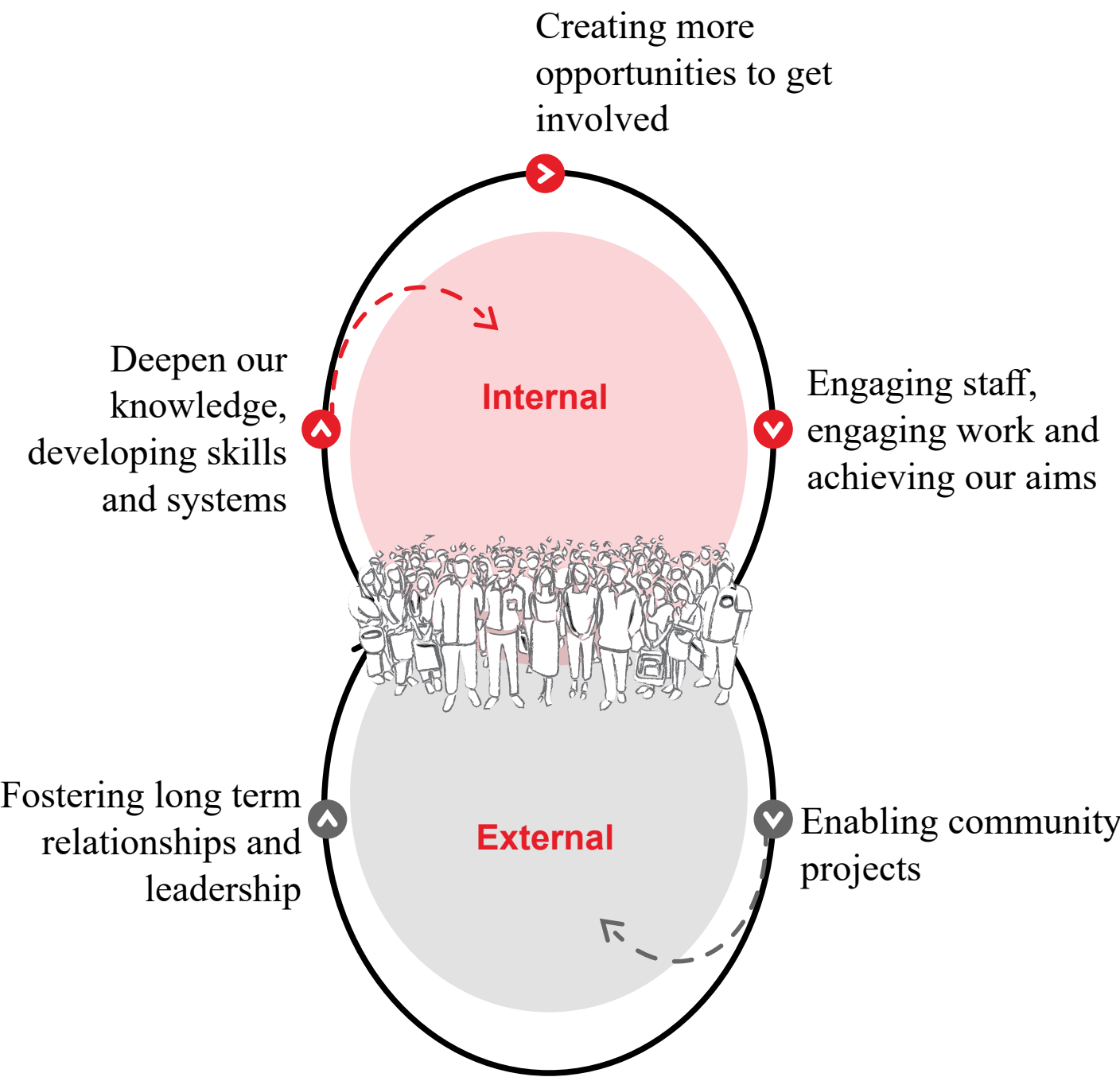
Communities supported

Improved education & social mobility continue to be a prime focus of many projects, alongside an emphasis on supporting the homeless and refugees.



Our Community Engagement approach

Our approach aims for impacts greater than the sum of its parts. We make the most difference by empowering organisations that support the people we aim to benefit, forming deeper partnerships that generate greater opportunities and deepen our knowledge of the challenges around us.



Human Rights

Community Engagement Programme

Investing in Impact

2,600+

Arup members contributed to projects

13,000+

Volunteered unpaid hours

13%

Increase in year on year member participation

+£1.3m

Estimated additional funds leveraged including member unpaid time, fundraising and partner contributions

£4.18m

Total Arup investment global sustainable development practitioners

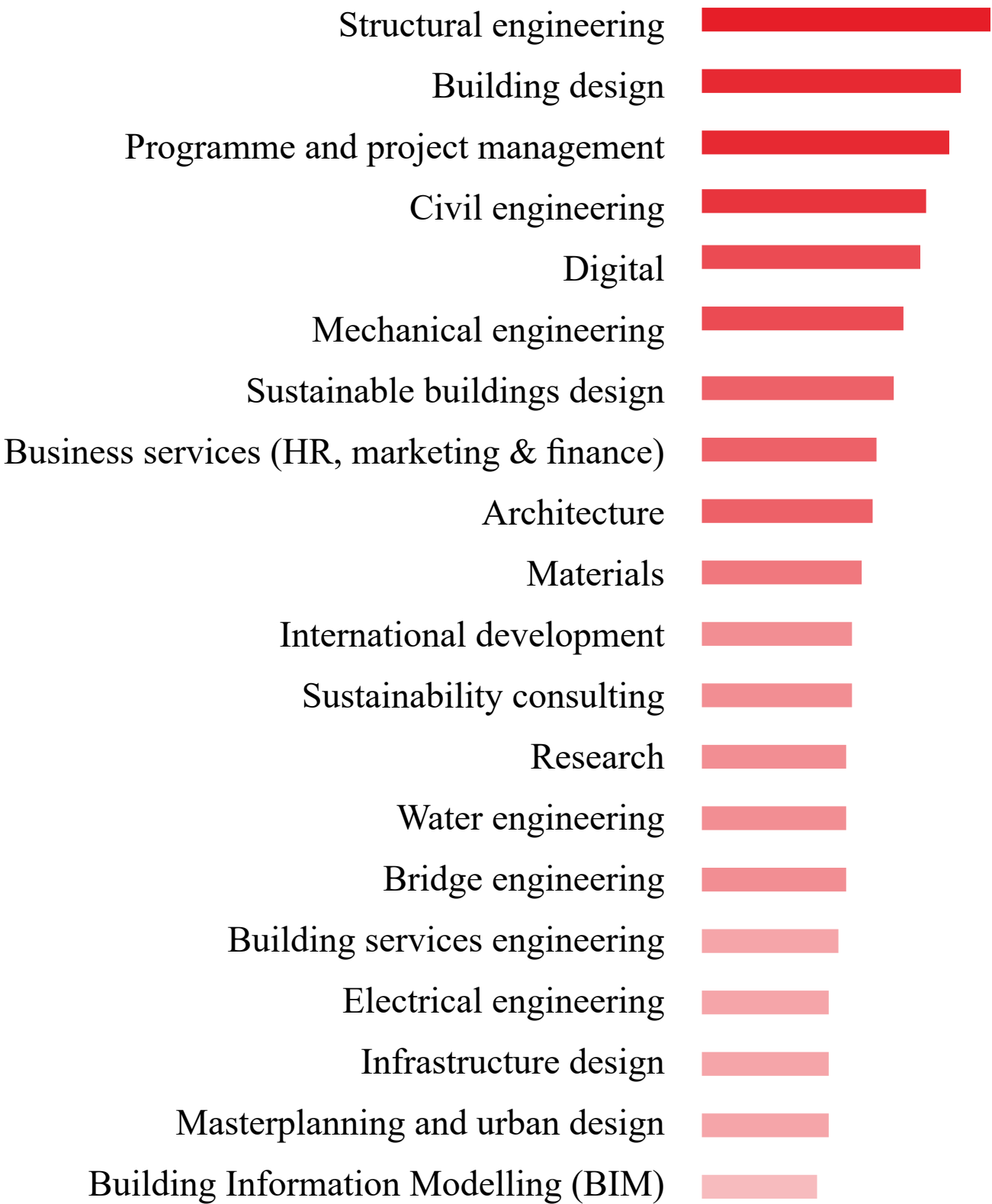
50%

Sustainability research projects

“We applied our knowledge and experience in large-scale energy strategy and auditing to define the best value approaches that improve the health conditions and comfort of individual houses and reduce costs.”

Ramón Rodríguez
Arup Project Director
Refugee Housing Energy Audits

Top 20: Arup expertise contributed – broadening our offer to partners



Members who managed projects said*

75%

They felt proud to work on an impactful community project, develop new skills and have the chance to ‘give back’.

88%

Contribution effectively met project expectations

76%

The project could be scaled-up or replicated to reach more communities and increase impact.

50%

Developed skills in communications, relationship building, stakeholder engagement, empowering others and leadership.

74%

Project enables ongoing impact, beyond the life of the original project

Human Rights

Community Engagement Programme

Worldwide Impact

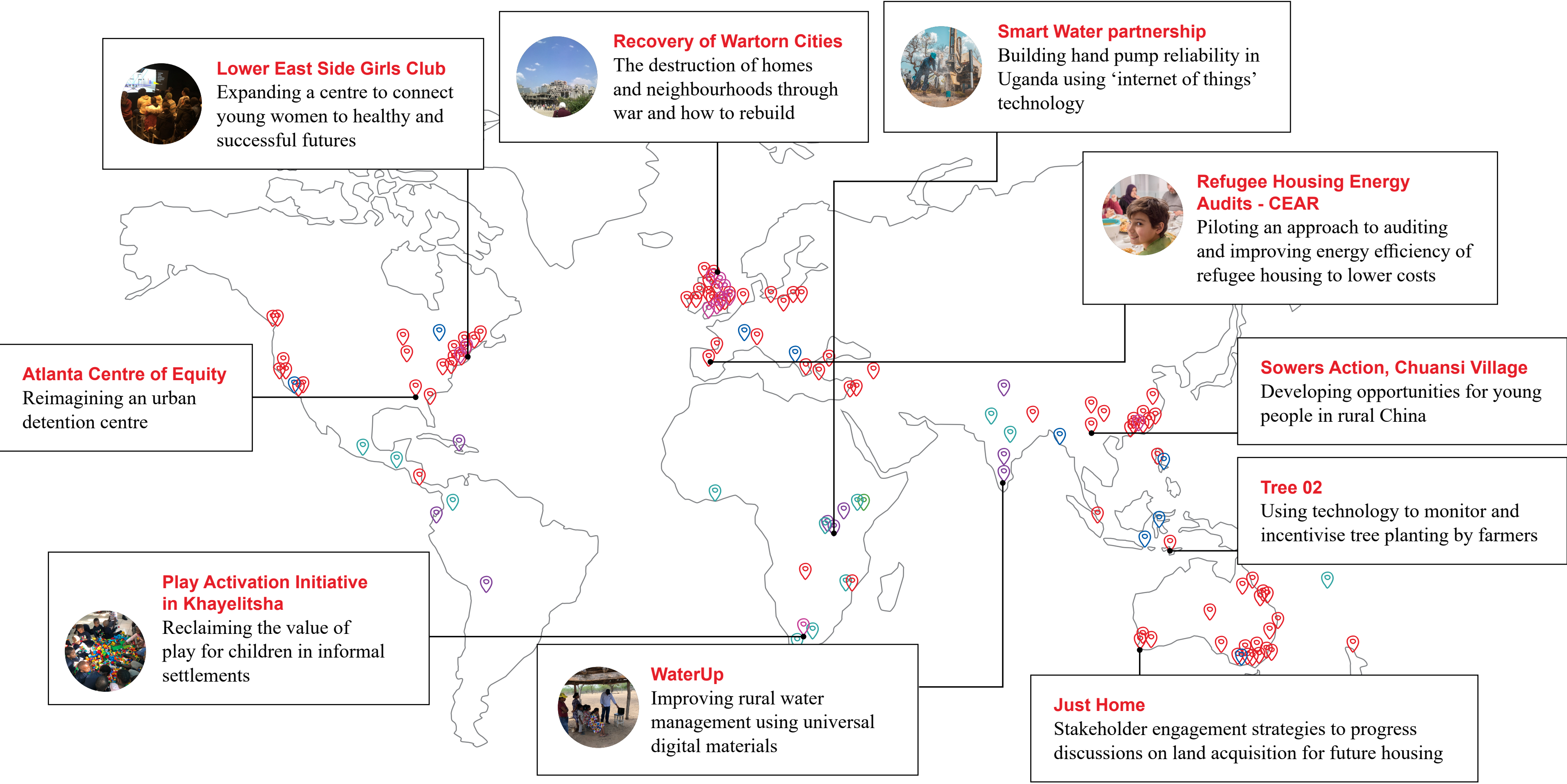
195+

Projects delivered

42

Countries - improving the lives of vulnerable, marginalised and disadvantaged people

-  Local Engagement
-  Developing Countries
-  Disaster Response & Recovery
-  Global Challenge
-  Education
-  Carbon Reduction



Human Rights

Community Engagement Programme

Our Projects

Global Challenge

© Arup

Missing Maps

Access to safe drinking water

TreeO2

Digital innovation to address homelessness

© Arup

CareBox

Improving access to education



Human Rights

Community Engagement Programme

Our Projects

TreeO2

For the farming communities who make up 80% of Timor-Leste's population, deforestation poses a real threat to their rural livelihoods. Reforestation offers a way to combat land degradation and adapt to climate change with more resilient landscapes and incomes. We are working with Timor-Leste's first internationally-certified carbon farming programme on the technology to make reforestation pay.

The project that has grown from that idea supports our commitment to the UN's Sustainability Goals: to building village economies; to alleviating poverty and hunger; to sustainable agriculture and the mitigation of climate change.

So far, TreeO2 has seen over US\$250,000 paid to 950+ subsistence farmers for the management of over 215,000 trees. To date this simple 'app and nail' technology has helped sequester 81,120 tonnes of carbon.

Read more about the solution [here](#).

Human Rights

Community Engagement Programme

Our Projects

Digital innovation to address homelessness

Adapting Arup's approach to homelessness in response to COVID-19, has involved working with All Home in San Francisco to create a platform for government, academia, business, social services, housing providers, and other to discuss housing and stabilising the homeless population. Applying advanced data analytics and, separately, our GIS visualisation capabilities is enabling partner, New Story, to effectively dispense funds to alleviate an increase in homelessness.



Human Rights

Community Engagement Programme

Our Projects

Meeting humanitarian needs: Global Challenge

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.

Read this year's community engagement report [here](#).



All © Arup



Human Rights

Community Engagement Programme

Our Projects

Providing access to safe drinking water

The human right to safe drinking water was first recognised by the UN as part of binding international law in 2010.

Arup continues to increase the provision of safe cleaning water across the globe.

In Manhica, Mozambique, Arup increased water coverage from 41% to 100% by installing boreholes and pumps in the most vulnerable areas. Sanitation coverage was also increased from 7% to 37%.

This work was completed alongside the NGO ONGAWA Engineering for Human Development, and as part of our community engagement Global Challenge.

You can find out more about this work [here](#).





Human Rights

Community Engagement Programme

Our Projects

Access to education in rural China

Under Article 2 of the First Protocol, no person shall be denied a right to an education.

In China, there is often disparity between the education offered to children in affluent cities compared to their counterparts in rural regions.

In 2018, we supported Sowers Action in the construction of Chuansi Village Arup SA-PH Primary School in Yunnan, southwest China. To further develop the school’s resources, we returned to set up a new library and hosted classes with students in 2019.

Read more about our work with Sowers Action [here](#).



All © Arup

Human Rights

Community Engagement Programme

Our Projects

Responding to the COVID-19 pandemic

The WHO Constitution (1946) envisages “...the highest attainable standard of health as a fundamental right of every human being.”

In response to the global COVID-19 pandemic and a critical shortage of intensive care beds, Arup developed a series of design guidelines for scalable, modular and rapid solutions to solve this problem called CareBox.

CareBox has been utilised in some of the most vulnerable areas for COVID-19, including refugee camps.

You can read about and download CareBox [here](#).



Human Rights

Community Engagement Programme

Our Projects

Global response to support relief efforts with Missing Maps

Arup continued their work with Missing Maps. Missing Maps is an open, collaborative project to map areas where humanitarian organisations are working to meet the needs of vulnerable people. In 2020, we again launched a six-week campaign, asking Arupians around the world to help map specifically identified areas to support the response to the

Covid-19 pandemic with Each of our Regions took part in the campaign. This year we edited maps in The Bahamas, Bolivia, Japan, and India

Read more about Missing Maps [here](#).



Human Rights

International Development

The International Development team partners with organisations and institutions operating in the humanitarian and development sector, to contribute to safer, more resilient and inclusive communities and urban settlements, in contexts where the impacts of today's global challenges are felt most acutely. 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.

Our International Development Team (ID) is 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 Developing States (SIDS).

Our work is driven by the following principles:

Social Purpose

Through our work we seek to deliver positive social outcomes, combining our knowledge, expertise and creativity with our people-centred values

Integrated Multi-Disciplinary Expertise

We offer multiple integrated skills and expertise across all our projects, to deliver quality service and outputs.

Collaborative Approach

We collaborate with diverse stakeholders and partners to design innovative and relevant solutions.

We can have a positive contribution to achieving the following SDGs:



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



Human Rights

International Development

Collaboration and Impact

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.

“For over 15 years, our International Development practice has delivered hundreds of projects which have helped vulnerable communities around the world. We work most effectively by joining hands with others who share our aims”

Jo da Silva



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.



Inclusive & Safer Social Infrastructure

We work at national and programme level to improve the implementation of safe, quality, and resilient infrastructure.



WASH and Basic Services

We work with a variety of stakeholders to help plan resilient, sustainable, and equitable provision of water-related infrastructure.



Climate Change & 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.



Organisational development & programme management

We work with partners to review and advise on organisational structures, systems, processes and roles; conduct capacity assessments and develop capacity building plans; and advise on governance systems.

Human Rights

International Development

Our Projects

Over the last year we have implemented projects across Africa, South Asia, Latin America and the Caribbean and the Pacific Islands in collaboration with development and humanitarian organisations. In addition to sharing the wider values, safeguards and practices of the firm, Arup International Development also aligns to the Principles of the Global Compact via a range of projects which contribute to the Global Compact’s goals. A few select projects are outlined below.

Improving female safety
in the Solomon Islands

City Water Resilience
Framework

City Resilience Index

COP25

World Bank Global Programme for Safer Schools

Building resilient
infrastructure in
Bangladesh

Jo da Silva OBE
appointed Dame in New
Year Honours List

Human Rights

International Development

Our Projects

Improving female safety in the Solomon Islands

There are high rates of violence against women in public places in Honiara, capital of the Solomon Islands. Arup worked with Plan International staff in Australia and the Solomon Islands on a new approach to urban safety. The emerging approach is called ‘child-centred crime prevention through environmental design’, or ‘CC CPTED’.

In collaboration with Plan International, Arup undertook assessments of selected locations in Honiara with young women to develop CC CPTED recommendations that address safety concerns. The recommendations will be shared with participating girls, the Honiara City Council, police, NGOs, private sector service providers, and transport unions.





Human Rights
International Development

Our Projects
City Water Resilience Framework
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.

Read more about Arup’s approach to City Water Resilience in this [report](#).



All © Arup

Human Rights

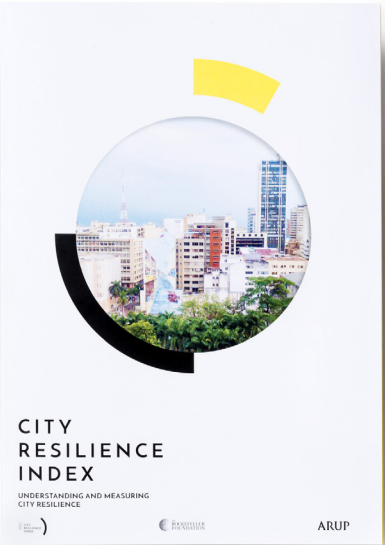
International Development

Our Projects

City Resilience Index

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 4 dimensions, 12 goals and 52 indicators. Anti-corruption and good governance are key components of the CRI.

Read more about the City Resilience Index [here](#).





Human Rights

International Development

Our Projects

COP25

COP25 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.

Arupians from across the firm contributed to the conversation

Recently, the UK government appointed Arup as sustainability consultant for COP26. Read about the appointment [here](#).



Human Rights

International Development

Our Projects

World Bank Global Programme for Safer Schools

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.

Read about our involvement with the programme [here](#).





Human Rights

International Development

Our Projects

Building resilient infrastructure in Bangladesh

The United Nations Operations and Project Services (UNOPS) is a global donor agency providing support to the country's Local Government Engineering Department (LGED). The LGED wanted to find ways to lower operational costs and adopt a more sustainable means of managing its assets, given the recurrence of natural disasters like floods, cyclones, earthquakes and tsunamis.

Arup's Australasia team met with the Bangladeshi government and UNOPS to advise on asset management practices for rural and urban infrastructure in the country, including roads and small-scale water resources.

We are now developing a new infrastructure asset management framework that supports risk, cost management, lengthens the lifecycle of assets and increases resilience. We are also developing a set of service objectives aligned to the goals of the Bangladeshi government, based around planning and governance, priorities, decision support tools and asset information.

Read about our work in Bangladesh [here](#).

Human Rights

International Development

Jo da Silva OBE appointed Dame in New Year Honours List

Arup civil and structural engineer, Jo da Silva, has received a Damehood as part of the Queen's New Year Honours list for her contribution to humanitarian relief.

Dame Jo has been recognised for establishing Arup International Development (AID) in 2006. The not-for-profit business, sitting within the global engineering and consulting firm, works with local groups, governments and NGOs to reduce risk, enhance resilience and improve the quality of life of vulnerable communities around the world.

Read about Dame Jo da Silva's exceptional appointment [here](#).

“I've always been driven by the desire to do something practical to contribute to society and my technical engineering knowledge has helped me do this. However, being a member of Arup has allowed me to bring together expertise from a huge range of disciplines and deploy this for the good of the most vulnerable communities around the world.

This honour is very much recognition of the fabric and strength of Arup – an employee-owned firm driven by a social purpose and made up of the brightest minds.”

Jo da Silva

Labour

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 approach

Arup's terms and conditions are not governed by a collective agreement. As a self-owning organisation, we have no external shareholders, which is fundamental to the way we are organised and how we operate.

Our approach to labour is defined in the following policies and procedures:

- Equal Opportunities Procedure,
- Business Integrity Code of Practice,
- Global Ethics Code of Practice,
- Harassment Code of Practice,
- Grievance Code of Practice,
- Redundancy Code of Practice,
- Modern Slavery and Human Rights Statement, found [here](#),
- Ethical Conduct Policy, found [here](#),
- Health, Safety and Wellbeing Policy, found [here](#),
- Flexible Benefits, and
- Flexible Working.

“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.”

Sir Ove Arup, 1970



GRI Indicator: 102-8, 102-41, 401-1, 401-3, 404-3, 405-1, 405-2, 406-1

Labour

Our Commitment

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

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. Read more about it [here](#).



Labour

Our commitment to equality, diversity and inclusion

Our values permeate every aspect of our organisation, from the expectations we have of leaders, to the opportunities our people should share, and the kinds of clients we work with. These nine, progressive commitments guide our decision-making every day.

Read more about it [here](#).



Leadership

We will foster and develop leaders, and an approach to leadership, that is diverse, understands and responds to the communities we serve, celebrates difference and has inclusion at its heart.

Thriving

We will make our environment one where excellent people belong, thrive and progress offering tailored career support, proactively seeking opportunities to develop our future leaders, and being open to challenge and change.

Learning

Our members will be well-educated in the issues facing their colleagues and clients who belong to minority groups, will understand their responsibility to work inclusively and promote diversity, and will celebrate difference and the opportunities it brings.

Clarity

We will be clear about what good behaviour looks like and won't tolerate discrimination, micro-aggressions or bad behaviour of any kind. We will foster a culture in which we are able to have candid conversations and challenge one another with courage and kindness, and where concerns can be raised and addressed freely and safely.

Clients

We intend to work with and for clients with whom we share a common purpose, and who share our commitment to reducing inequalities and promoting fairness.

Work

We will consider inclusion, as an element of sustainable development, in all aspects of our projects –from bid, through inception to delivery. We will always guide our work, and those involved in it, onwards towards even more diversity and an ever more inclusive approach because we know this produces better outcomes.

Influence

We will use our reputation and standing and influence to lead on and advocate for improving diversity, equity and inclusion in our sector, in the built environment and in the wider societies within which we operate.

Future talent

We will adopt an approach to finding, attracting, selecting and recruiting talent that brings the very best people into Arup from as diverse a pool of talent as possible.

Measurement

We will develop an approach to measuring and reporting on diversity, including racial diversity, that is respectful of our different cultural contexts and geographies and enables us to share a clear picture of our current position and to track our progress.

Labour

Equality, Diversity and Inclusion

We continue to strive for greater equality and diversity throughout our business. Our EDI leader, Andrea Callendar, is currently working with the Global team on developing additional EDI training for all Arup employees.



© Fatema Karim Khaku

33.2 %

of management staff (Grade 7 to 9) who have completed diversity training.

37.7 %

of UK employees are female (2019).

24.6 %

of female UK employees in management positions (Grade 7 to 9).

5

Of the 11 UKIMEA board members that are female.

50 %

2019 female graduate intake

Supporting our employees

connect out

connect women

Connect Cultures

ConnectOut 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.

ConnectWomen 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.

ConnectSTEM Launched in 2019 in Australia, ConnectSTEM is a group of passionate Arupians who have set a mission to shift the needle for women in STEM by considering each element of the cycle of a career, from schooling and university choices, through to senior leadership, returning to the workforce and ongoing participation.

ConnectCultures was set up in 2013 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.

Labour

Outcomes and Progress

Read about our progress towards the UN’s labour principles.

© Arup

Quality

Young Engineer of the Year

© IET

Making Invisible the Visible

© Arup

Perspectives from Calais Refugee Camp

International Women’s Day

Labour

Outcomes and Progress

International Women’s Day: From This Girl Can to This Industry Will

Over 50 clients, collaborators and colleagues from Birmingham City Council and the West Midlands Combined Authority, to Birmingham City University and Highways England, joined our ‘Who Do You Think We Are’ breakfast workshop held at the Library of Birmingham to discuss the practical actions we can take to support a more diverse and inclusive workplace.

We kicked off this year’s International Women’s Day celebrations in the region, led by a thought-provoking keynote from Hanna Tammuz Davis, producer of the latest This Girl Can television advert.

This Girl Can celebrates women getting active, no matter how they do it, how they look or even how sweaty they get. The campaign highlights that women come in all shapes and sizes with all abilities and from all backgrounds.

What became apparent from the discussions was that everyone is accountable for creating a more diverse and inclusive future workforce and we all have a role to play in inspiring the next generation.

‘To be a professional inclusive network that improves the opportunities for women in Arup, to enable them to maximise their valued contribution to the firm, our clients and our industry’.

Connect Women’s Vision



Labour

Outcomes and Progress



Awarding Arupians for quality consulting in Australia

Kerry Coker, a building specialists team leader and Australasia Region Board Member – highly regarded for her work in mentoring and encouraging more female engineers into the industry – has been recognised as the recipient of the ‘Champions of Change Female Leadership Gold Award’ at the 2019 Consult Australia awards.

Kerry joined our firm as a façade engineer in 2004 and is now the Co-Chair of Arup in Australasia, responsible for the strategic decision-making for a Region encompassing over 2,500 Arupians. She is also responsible for the Sustainable Development Portfolio in the Region.

Read more about Kerry’s recent move to co-Chair for Arup Australasia [here](#).

“Our ambition is to create a sustainable future for our clients and community through collaboration, innovation and excellence.”

Kerry Coker



“I am delighted and privileged to have been recognised for this nomination and I’m excited to continue to inspire the next generation of young engineers”

Aleesha Patel

Young Engineer of the Year

Mechanical building services engineer, Aleesha Patel, was named Young Engineer of the Year 2019 at the CIBSE West Midlands Region Annual Dinner in December. Aleesha, who was selected from three finalists, was recognised for her high-level of enthusiasm and passion in her career and her work to promote engineering as a career. She regularly takes on work experience students, and presents on the Women in Science, Technology, Engineering and Maths panel as an alumna of the University of Leicester.

Labour

Outcomes and Progress

Connect Cultures Talk: Perspectives from Calais Refugee Camp

Jessie Shepherd (Calais Refugee Camp Volunteer, Care4Calais) presented a myth-busting session on the truth about the refugee crisis. The talk explored the current refugee crisis, challenges, and opportunities, drawing upon a personal first-hand experience volunteering at Calais Refugee Camp in May 2020.



Labour**Outcomes and Progress****Connect Cultures Talk: Making Visible the Invisible**

Connect Cultures with the support of Student Action for Refugees (STAR) had the privilege to host a talk by one of the 100 most influential women in the world as chosen by the BBC: Shrouk El-Attar, MEng (She/They). Shrouk also won the DaVinci Engineering Award, IET local PATW, and has been named the Young Woman of the Year by the United Nations High Commissioner for Refugees.

As an LGBT+ rights activist and a refugee woman from Egypt, she does her activism in her very own way: by belly dancing! Shrouk belly dance, in drag, as a method of protesting her country's treatment of LGBT+ people, where they are tortured, imprisoned, and sectioned to mental health asylums. She has performed all over the UK, Europe, and even as far as India and Japan. Her performances raise funds for LGBT+ campaigners in Egypt and featured on many well-known media outlets like BBC, Reuters, Pink News, and BuzzFeed.

She shared her story with us, her journey and how she could make visible the invisible.



Environment

We seek to protect the environment by addressing the complex challenges presented by population growth, climate change, biodiversity loss, increasing demand and resource scarcity to live within the natural limits of our planet.

Our approach

Our approach to the environment is set out in the following policies and processes:

- Environmental Policy, found [here](#).
- Sustainable Development Policy, found [here](#).
- Net Zero GHG Emissions Statement, found [here](#).
- Arup Management System,
- Audits and Reviews of Sustainability Performance,

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.



GRI Indicator: 201-2, 301-1, 301-2, 302-1, 302-4, 303-1, 305-1, 305-2, 305-3, 305-4, 305-5, 308-1

“Our industry is responsible for 40% of global carbon emissions. It is our responsibility to reduce emissions and contribute to a sustainable future”

Jo Da Silva

Environment

Our Commitment

As a firm of consultants, the biggest impact we can have on the environment is through our work for our clients. Achieving effective environmental outcomes requires breadth of perspective and depth of experience.

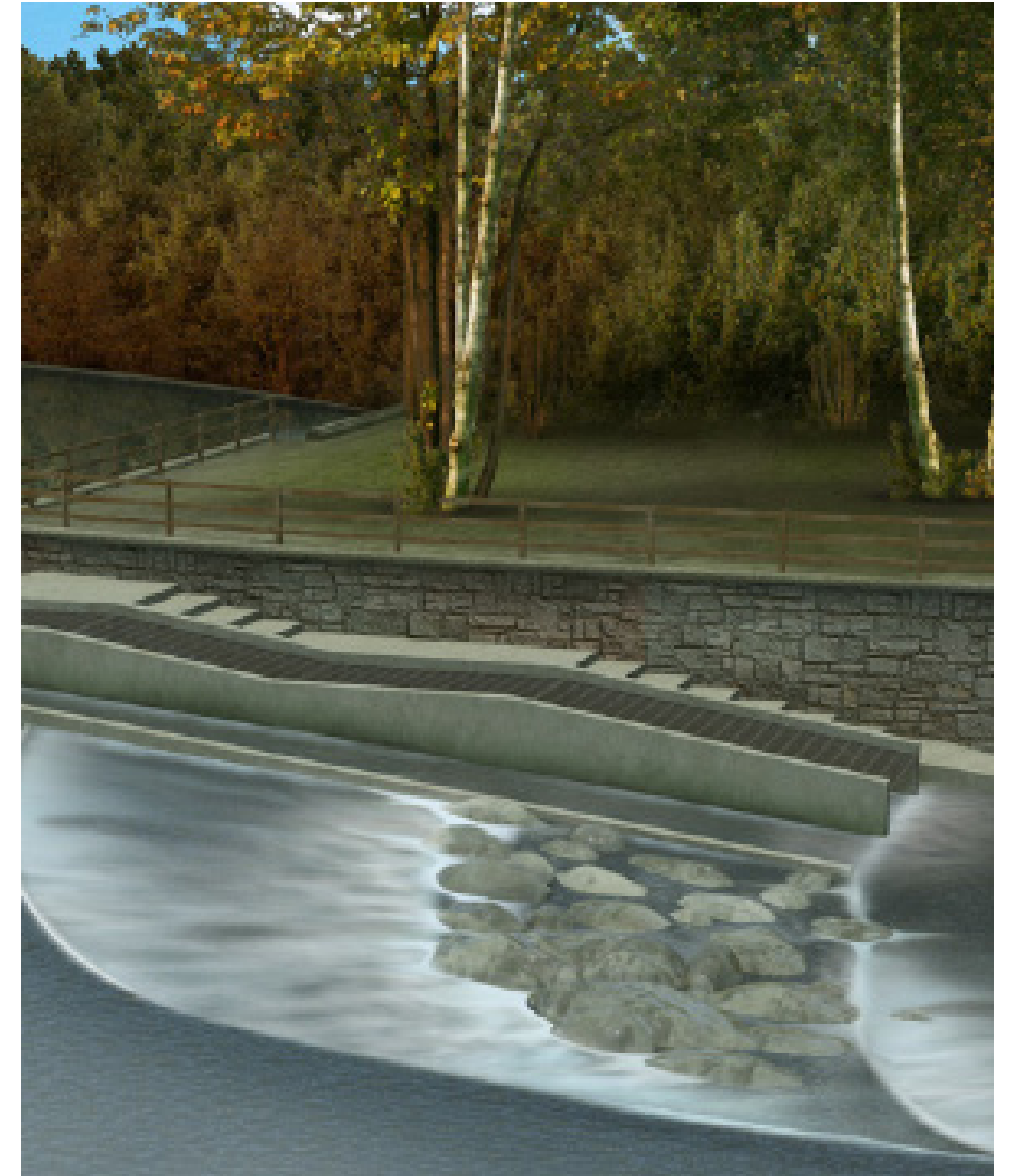
We extend our influence at every level, from individual buildings and large portfolio owners to cities and governments. Through our many partnerships and committee memberships we disseminate best practice sustainable design. We strive to deliver better solutions for our clients and create a lasting and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

We demonstrate environmental assurance by continually improve our environmental performance through our management system certificated to ISO14001.

We have committed to achieving net zero emissions across our entire operations by 2030, covering everything from the energy used in offices to goods and services purchased. To achieve this, we have set a target, validated by the Science Based Target Initiative. In addition, we are also committed to purchasing Gold Standard certified offsets for all domestic and international flights and to compensate for other residual hard to decarbonise emissions with high quality, certified GHG removal from 2030.

We are also working with organisations including the Ellen MacArthur Foundation, the C40 Cities Climate Leadership Group and the World Business Council for Sustainable Development to innovate and accelerate new approaches and business models to help world decarbonise.

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.



Armley Weir Fish Pass, Leeds, UK
© Arup

Environment

Net Zero

As a firm, we have made a commitment to be a net zero organisation by 2030 and to contribute meaningfully to the UN Sustainable Development Goals, creating shared value for our clients and our communities while safeguarding our planet. To achieve this the firm has set a target to reduce its scope 1, 2 and 3 global greenhouse gas (GHG) emissions by 30 per cent within the next five years from a 2018 baseline.

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 July 2019 to July 2020.



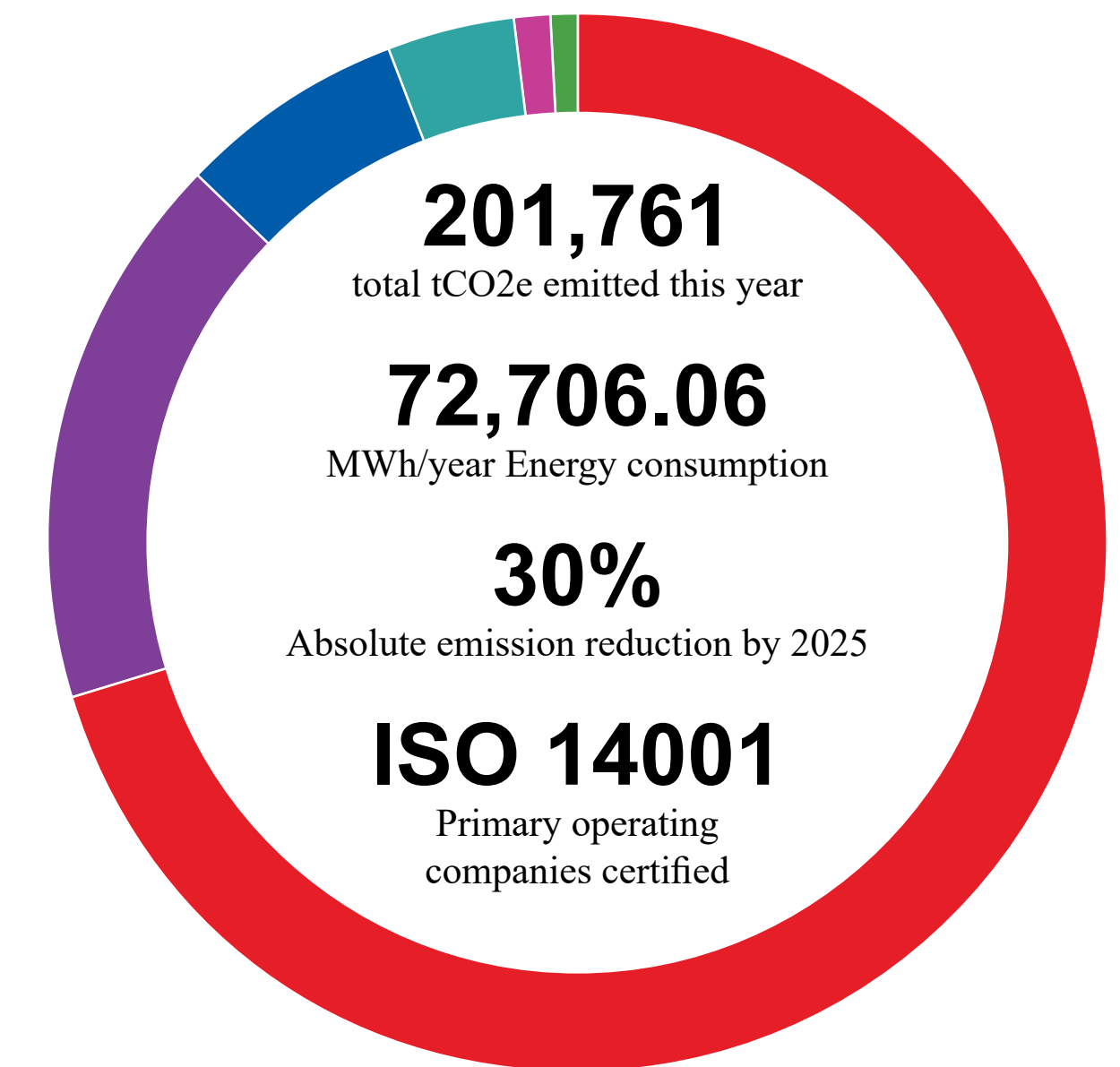
Our aim is to reduce emissions by 30%, which is equivalent to 40,800 tCO₂e.

We will meet this target through changes in purchasing, flexible working, business travel, and energy sourcing. In addition, the Arup Carbon Fund was established in September 2019 to offset our air travel at market rates and invest in other efforts to decarbonise. Business air travel is levied at \$40 tCO₂e.

We report our global performance publicly in our [Annual Report](#). We also have published our [Net Zero strategy](#).

“By setting targets that are grounded in climate science, Arup is showing that ambitious climate action and good, resilient business go hand in hand.”

Cynthia Cummis, Director of Private Sector Climate Mitigation at World Resources Institute



- Purchased goods, services and capital goods (scope 3) 71%
- Business travel (scope 3) 17%
- Employee commuting (scope 3) 7%
- Indirect greenhouse gas emissions (scope 2) 4%
- Direct greenhouse gas emissions (scope 1) 1%
- Waste generated in operations (scope 3) < 1%

Environment

Implementation

Environmental Management System

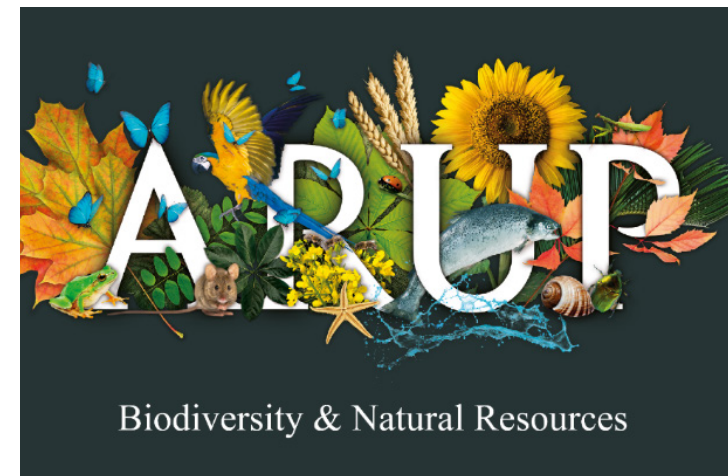
The Arup Management System embraces Health and Safety, Quality and Environmental Management. This provides the procedures, processes, and documentation to complete our projects. The AMS has achieved a “single certificate” to ISO 9001, ISO 14001 and OHSAS 18001. All the primary operating companies of Arup Group are certificated to ISO 14001. The AMS captures project sustainability objectives and is used to monitor and record achievements and outstanding actions.

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.



Environment Research



Biodiversity & Natural Resources Horizon Scan

Biodiversity is the variety of life on Earth in all its forms. It is the key resource upon which all communities and future generations depend, and it underpins the planet's health.

Human activities are causing a catastrophic decline in biodiversity, which is endangering food supply, clean water, energy systems, economies, and livelihoods for billions of people worldwide.

The Biodiversity and natural resources horizon scan cards highlight key issues around five interconnected themes: Habitat, Biodiversity, Agriculture and Resources, Pollution, and the Climate Crisis. The cards are a thought-provoking tool to shape discussion, create awareness and change mindsets.



Regenerative Design: Key Concepts and Exemplar Projects:

Designs which actively enhance biodiversity; components which are fully recyclable; buildings that clean water and better utilize its waste – all of these are examples of 'regenerative design'.

It is a cornerstone of Arup's approach to sustainable development, and is outlined in 'A better way' plan, which sets out the steps we need to take to minimise the negative impacts our work has on the environment. This project explores a crucial question we need to ask ourselves: what does regenerative design really mean for our firm, our projects and the wider built environment; and how can it enable us to align our work with the UN's Sustainable Development Goals?



Thought leadership – 2050 Scenarios: four plausible futures

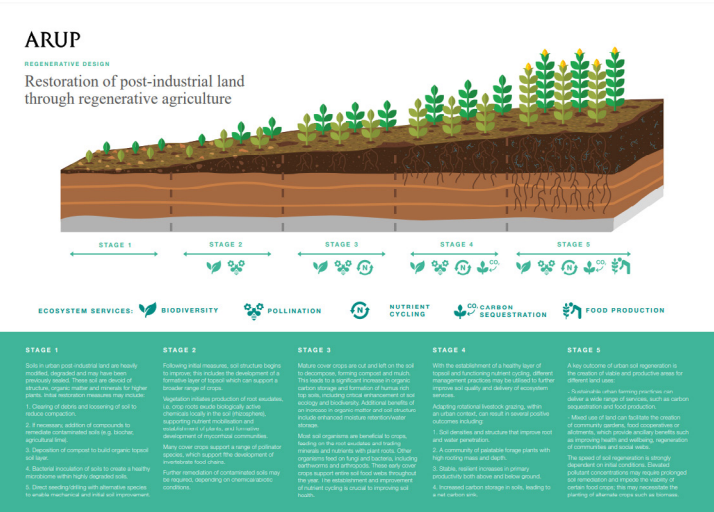
Arup Foresight specialise in identifying and analysing the major trends shaping the future of the built environment.

The 'four plausible futures' report published by Foresight in December 2019 explores four plausible future scenarios based on the intersection between our planet's health and societal conditions.

The four divergent futures – Humans Inc., Extinction Express, Greentocracy and Post Anthropocene – range from the collapse of our society and natural systems, to the two living in sustainable harmony.

It is our aim, through sharing this report, to inform decisions on the design and planning of the built environment, and show how progress towards achieving the United Nations' Sustainable Development Goals can drive change for our planet and outlook for humanity.

Environment
Research



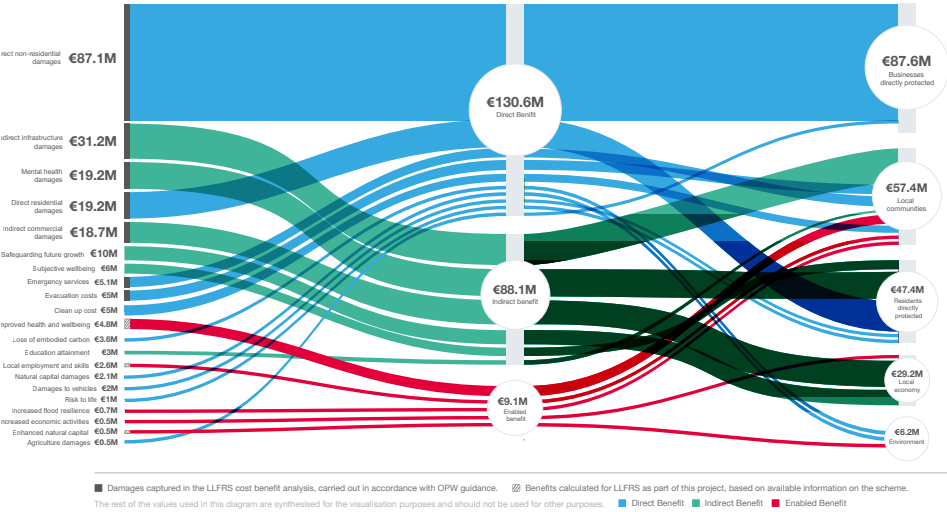
Restoration of post-industrial land through regenerative agriculture

Invest in Arup research looking at how regenerative design principles may be applied to the restoration of post-industrial land. Our societies rely on soils as a crucial resource for the provision of food, fuel, fibre and nutrient cycling. Urbanisation and industrialisation has resulted in degraded soils that no longer provide the crucial ecosystem services we need. Regenerative agriculture, a system of farming principles and practices that improve the resources its uses rather than destroying or depleting them. The research focused on this approach as a method of restoring urban soils for a variety of end land-uses including community gardens, food cooperatives and recreational sites.



Application of the UN Sustainable Development Goals (SDG) into an Environmental Impact Assessment (EIA)

The research aims to understand the relation between the SDGs in EIA, analysing how the SDGs could be applied to improve EIA outcomes, and to produce a framework for the incorporation of SDGs into the EIA framework. Overall, the assessment highlighted that there is little alignment between the EIA process and the SDGs, however, there is potential for the EIA process to be refocused to incorporate the SDGs. The second step to the research would be to explore how Arup’s standard EIA templates could be adapted to align between the effects of the project and the SDGs.



Exploring a Total Value Business Case for Flood Resilience

Total Value is one of the prioritised strategic research and innovation themes developed as part of the European Region Board Workshop series on the SDGs, held between November 2018 and April 2019. As an integrated part of Arup’s consultancy services, a Total Value framework represents a highly promising and adequate tool to support clients in decision-making due to a better understanding of the total value across the life cycle of an asset and the impact of their decisions on stakeholders and society. At this stage the team are looking to define the impact pathways, understand how those pathways could be quantified, and where possible valued. They also want to explore how we can best use and visualise total value.

Environment

Platforms for environmental upskilling and awareness



OvaGreen

OvaGreen is a growing global network of environmental volunteers in Arup's offices. Their aim is to educate, advocate and implement initiatives to shape a more sustainable office. OvaGreen activities aim to increase awareness on the environmental impact of the daily decisions we make.



UKIMEA Climate Hub

The UKIMEA Climate Hub, established in 2019, facilitates and supports UKIMEA cross business collaboration on service development and work winning relating to climate change - covering both physical risk and the transition towards a low carbon economy.



Climate Cafe

Climate Café is a series of lunchtime events hosted from our Leeds office that aims to help people at Arup become more fluent and confident in climate and sustainability related issues.

Climate Café topics have included a water company's approach to the six capitals, carbon literacy and debates on how Arup is performing against the UN's SDGs.



Environmental Consulting and Ecology Skills Network

The aim of the Environmental Consulting & Ecology Skills Network is to provide a resource for Arup staff who wish to understand and engage in projects across our diverse range of teams within Environmental Consulting. The site supports knowledge sharing, promoting best-practice, learning from past project developments, and the identification of available skills.

Anti-Corruption

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

Our approach

Our approach to anti-corruption is set out in the following policies and processes:

- OvaCode, our conditions of employment for all staff,
- Arup Ethical Standards Policy,
- Ethics Code of Practice,
- Anti-Bribery and Due Diligence Check List.

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.

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

Sir Ove Arup, 1970



GRI Indicator: 102-16, 413-2, 205-1, 205-2, 205-3, 415-1



Anti-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.

Anti-Corruption

Implementation

Global Ethics Code of Practice and Procedure

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. As a firm, we pride ourselves on our 'straight and honourable dealings' – Arup is a firm people trust to do the right thing. The world is changing rapidly and the issues and risks we face are becoming more complex. How we behave, both with each other, and with clients, partners, and the public, demonstrates that we live our values and sets expectations of how we expect others to behave. The training module "Ethics: Acting in line with our values" is an interactive online course which focuses on the following areas:

- Conflicts of Interest
- Confidentiality
- Third Parties
- Gifts, Hospitality & Financial Inducements

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.

Anti-Corruption

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.



What's Next?

In line with our commitment to UN Global Compact principles, we are proud to be selected together with Crowberry Consulting as the engineering, design and consulting firm to advise on all aspects of sustainability for the November 2021 COP 26 event in Glasgow. This will include developing a Carbon Management Plan for the event and working with key suppliers to build a sustainable supply chain.

Arup will assess the event's energy consumption, travel emissions, catering, waste and transportation to help achieve the ISO 20121 certification (the international standard for sustainable events management) and deliver a carbon-neutral conference with sustainability at its core.

The hosting of COP26 in Glasgow in November 2021 is a real driver for Arup going forward. COP26 represents the most significant climate negotiations since the Paris Agreement was adopted at COP21 in Paris in 2015. The event is the culmination of months of bilateral discussions between nations which seek to galvanize ambitious action to mitigate the climate crisis.



“We are really looking forward to working closely with the FCO and Cabinet Office to help them achieve their aim of making COP26 in Glasgow a sustainable and carbon neutral event. We will bring our global knowledge and expertise on sustainable event management to COP26 with the aim of also leaving a positive long-term legacy for the UK and Glasgow.”

Jonathan Ben-Ami
Sustainability Director, Arup

This year we will continue to focus on our net zero ambitions to significantly reduce our global emissions from our operations and particularly through our supply chain. We will also prioritise the avoidance and reduction of emissions in our projects through the actions identified in our Climate Action Plan.

We are also investing in nature based solutions and investigating nature based targets as well as climate risk and resilience through TCFD.

Get in Touch

If you would like to find out more please visit our website or get in touch with the relevant contacts below:



Natasha Connolly
Project Director – Arup UNGC partnership
e: Natasha.connolly@arup.com



Cecilia Landeros
Project Manager – Arup UNGC partnership
e: Cecilia.landeros-tormo@arup.com