

ARUP

# Consulting Excellence

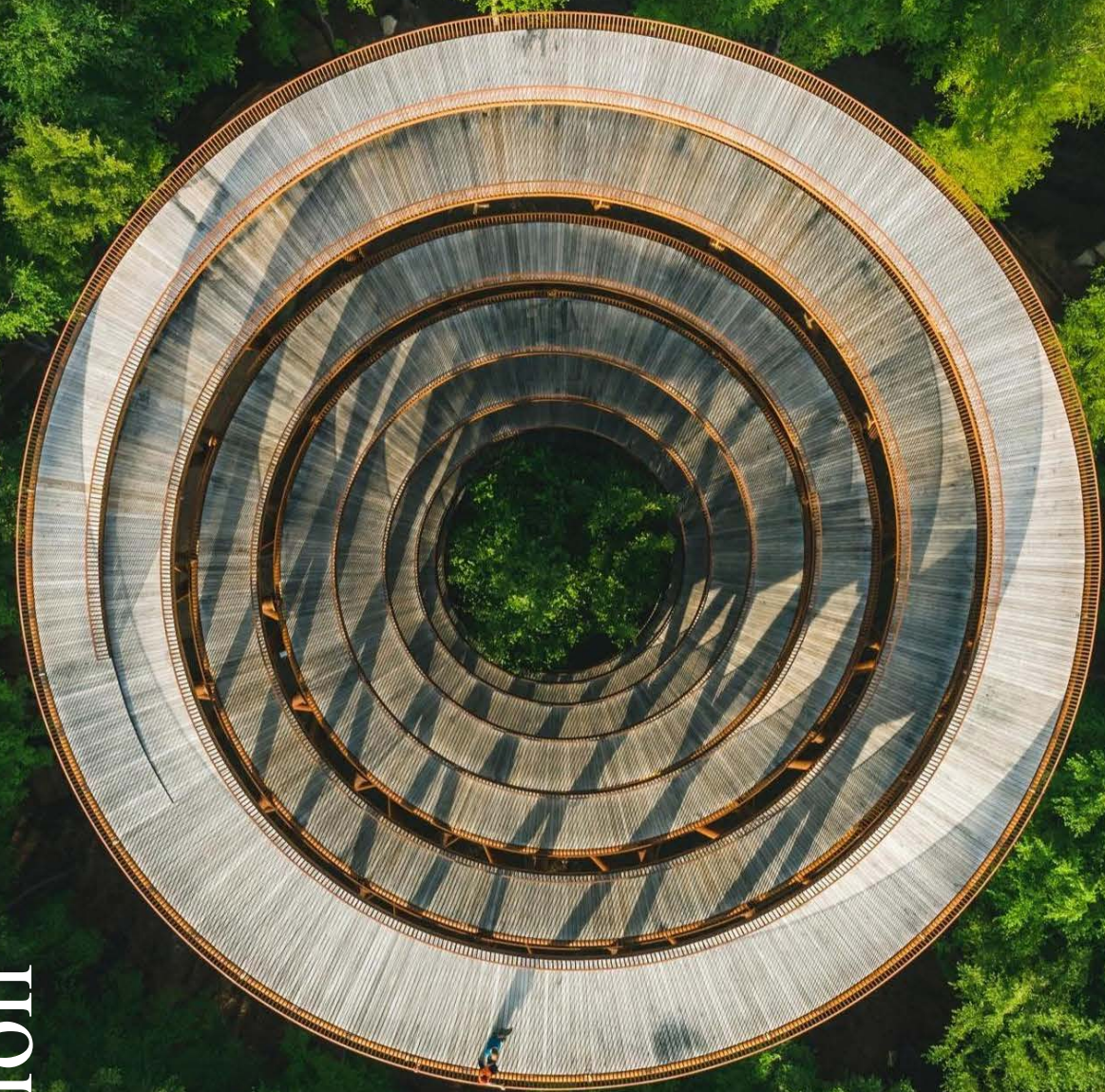


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## Dedicated to sustainable development.

Arup is a collective of designers, consultants and experts working globally. Founded to be humane and excellent, we collaborate with our clients and partners using imagination, technology and rigour to shape a better world.

Arup is a firm based on strong values and a clear ethos that aligns with the Management Consultancies Association's (MCA) principles of consulting excellence. This declaration sets out how the principles are enshrined in the way we work and provides evidence of how this impacts those who work with us.

“Arup's consulting proposition is founded on: deep expertise across the asset lifecycle to inform sustainable, practical and actionable solutions; connections across the ecosystem of different stakeholders of organisations in the built environment so we truly understand the context of our clients; and our purpose-led approach that balances the needs of people, places and planet.”

Sophie Camburn, Director -  
United Kingdom, India, Middle East and Africa Advisory Services Portfolio Lead.



**Sophie Camburn**  
Director

*United Kingdom, India, Middle East and  
Africa Advisory Services Portfolio Lead*



When our founder Ove Arup first set our values out in the early 1970s in his key speech, his ideas were pioneering. Today, it's evident they also align with current global and social priorities, including the principles set out in the UN Sustainable Development Goals (SDGs).

Arup uses the UN SDGs to guide our work and shape a better world, focussing on working closely with our clients to achieve broader outcomes for people, places and the planet. We embrace the UN SDGs as a progressive path for innovation and new thinking.

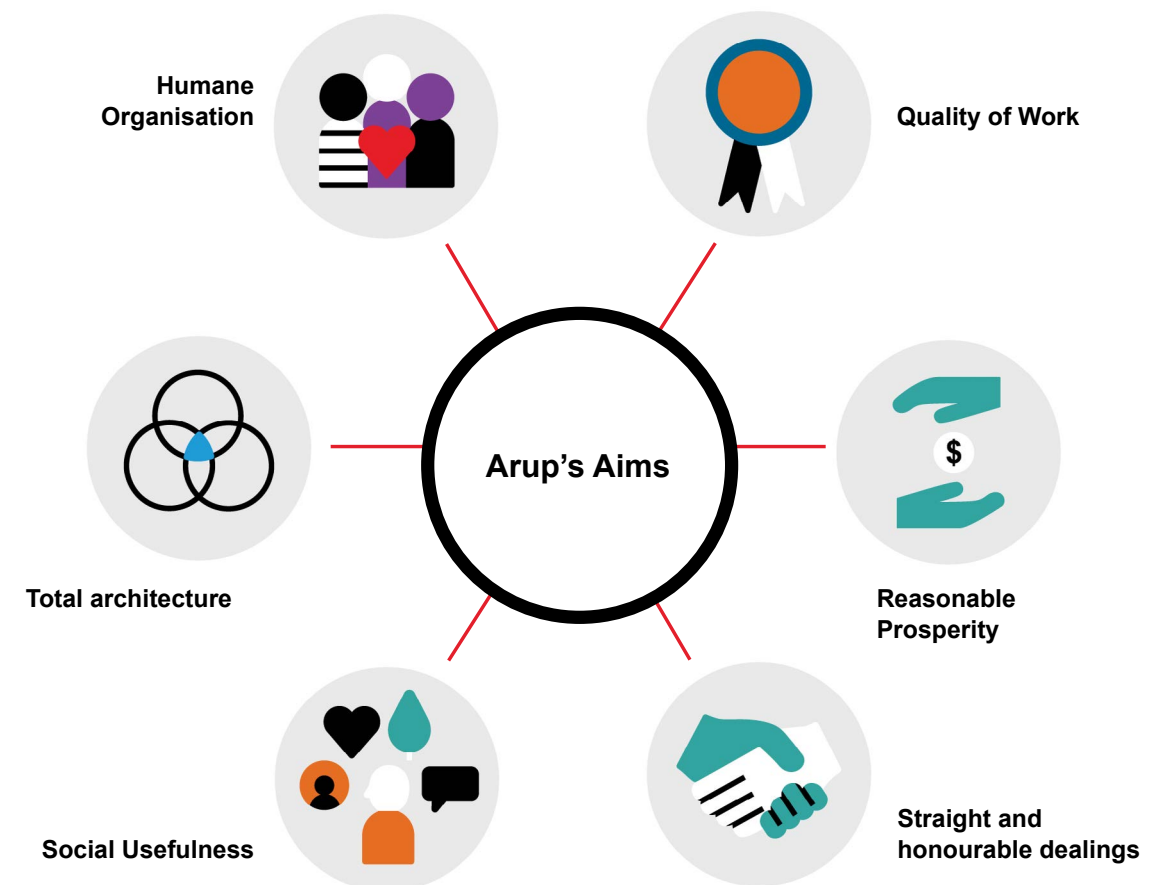
Digital technology is helping Arup to deliver breakthrough, sustainability-based solutions at the critical point where our clients' assets and infrastructure initiatives connect with their business and people issues, and with wider systems and society.

Building on the practices within the firm that reinforce the solid principles of consulting excellence, we believe that we must look to our firm's future and disrupt for good – using technology and insight to help clients innovate for a sustainable future and build resilient solutions that add value long-term.

As a trust-owned firm with no individual shareholders or external investors, we set our own independent direction. This allows us to choose work that aligns with our values, working with clients on ambitious projects that will set new standards and drive us to a better future for all.

Arup's management consultancy offering sits within our Advisory Portfolio, providing wide-ranging business insights, technical expertise and design inputs. Independent, creative and pragmatic, we are a team of strategists, economists, financial advisors, change managers, performance specialists and asset managers.

We deliver long-term impact with integrity, operating in a joined-up team of broad-ranging skills, expertise, and experience. Driven by our core values and working in alignment with the MCAs 4 pillars of consulting excellence, we are able to deliver meaningful work for our clients and shape a better world with honour and respect.



Arup's aims



# Ethical Behaviour



We know that to shape a better world, we must maintain the highest possible ethical standards. Our ethical standards policy outlines how we will do this and the outcomes this will generate.

## 1. We are responsible and good citizens

Arup is a global collective dedicated to sustainable development, using technology, imagination and rigour to shape a better world.

We are driven by this purpose and conduct our work in alignment with our core values. Specifically, we recognise that to: produce work of quality; maintain our reputation for innovation and creativity and; understand and delight our clients we need to fully embrace the skills, abilities and knowledge that only a diverse and inclusive workforce can deliver.

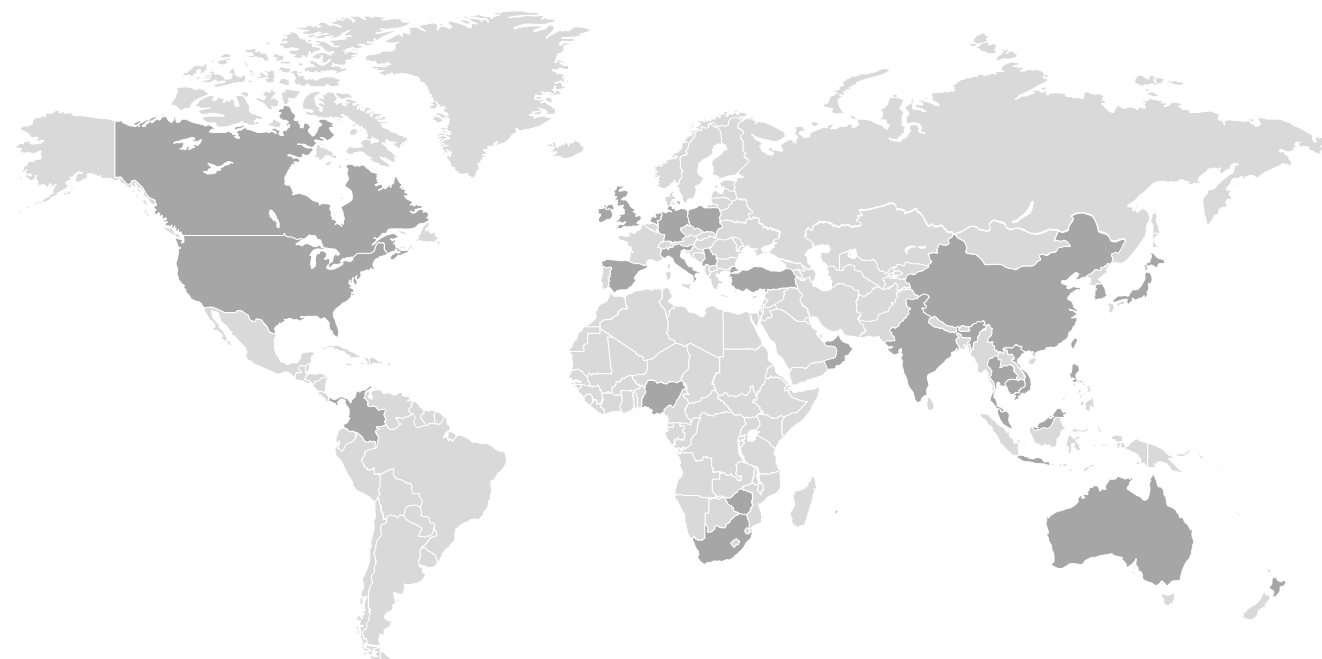
We aim to treat our people with honesty and fairness. Enable them to behave honourably and act with integrity in all our business dealings, building relationships as independent advisors and trusted professionals. As an organisation working in more than 33 countries, we recognise the value of diversity, respect each other's differences and strive to build a working environment where those different perspectives are actively harnessed to create the best solutions for our equally diverse client base.

As an organisation working in more than

**33 countries**

we recognise the value of diversity





Arup's founding principle to do socially useful work continues to shape our commercial work today and underpins our commitment to community engagement. For sustainable development to mean anything it must improve the lives of the most marginalised and vulnerable communities.

Our [community engagement](#) programme is designed to put that promise into action, tackling issues at all scales, from particular local needs like providing lighting to informal settlements to improve safety, to global challenges and disaster and emergency response. In this way, we fulfil our SDG pledge to leave no one behind, directing efforts to areas where partnerships can add the most value to addressing community needs. In 2022-2023, we committed over 50,000 hours to delivering more than 220 projects globally in over 50 different countries, reaching c.1,000,000 individuals through our projects.

**50,000**

hours delivering more than

**220**

projects globally in over

**50**

different countries

“Working with Arup’s Environmental Assurance Team on the North London Heat and Power Project has resulted in a strong presence for environmental awareness across the project and in our work with communities. Colleagues have been drivers for championing the importance of good environmental practices and educating our local communities.”

Trudi Vause, Communications & Engagement Lead, North London Waste Authority

## 2. We conduct our business ethically

Our values and commitment to business integrity stems 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.

Our [ethical conduct policy](#) outlines our pledge to treat our members, clients, collaborators, suppliers, and communities with honesty and fairness, providing mechanisms for any concerns to be raised and engaging with industry initiatives to promote business integrity.

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

Beyond our internal policies and ways of working, the strong drive to conduct business ethically also led the firm to set up its [International Development](#) arm as a specialist not-for-profit business within Arup. Our work in international development involves deploying our sustainable development expertise to develop partnerships for an equitable and sustainable future, spanning across multiple UN Sustainable Development Goals.

By harnessing the potential of Arup’s specialisms, we address vital priorities like unlocking finance for inclusive economic growth, climate change adaptation and mitigation, provision of educational and healthcare infrastructure, and the implementation of progressive regulation.

One of the International Development arm’s innovative programmes is helping refugees with suitable experience to gain employment in the UK through placements on major projects.



## We were appointed by the UK Government to advise on all aspects of sustainability for the 26th UN Climate Change Conference (COP26).

Putting sustainability at the heart of every project is one way we exert a positive influence on the wider world. We take a lead in shaping policy and providing real-life solutions toward climate change adaptability, resilience and sustainability.

We were appointed by the UK Government to advise on all aspects of sustainability for the 26th UN Climate Change Conference (COP26), and we are co-signatory to the United Nations' Open Letter: Building a resilient future through water. We influence at a regional and city scale, in addition to global, through our work with the 100 Resilient Cities (100RC); and the Cities Climate Leadership Group Partnership (C40).

### Case Study

#### Strengthening climate resilience in Asian cities

Asian cities are highly vulnerability to climate change, with ill-equipped infrastructure and rapid urbanisation creating significant challenges. We supported the knowledge management and resilience measurement of infrastructure across 17 cities and pioneered a new, more holistic method to assess climate resilience that is cost-effective and scalable.



### 3. We foster an ethical culture

The culture of any organisation can be thought of as a system of shared values, beliefs and assumptions that guide attitudes, behaviours, systems and practices. Arup's ethical culture is borne out of our values that emphasise quality, integrity and commitment to create a better world and drive us forward with purpose.

Our visible Group Board commitment to Equality, Diversity and Inclusion, Ethics and Sustainable Development drives a culture that respects their importance. With the launch of our Equity, Diversity and Inclusion Strategy 2025-2030, we are focusing on embedding accountability across the firm to deliver our vision of an ever-evolving Arup where there is universally equitable treatment.

Being an employee-owned organisation enables us to select the projects and clients that align with our values and purpose, meaning that we are able to live our ethics and values through all the work we do, and can have confidence that we are shaping a better world.

Corporate responsibility is not simply a policy at Arup, but a way of working. The firm's active engagement with humanitarian, partnerships and charitable causes is a defining feature of Arup people, and always has been from the founding of the firm.

**Corporate responsibility is not simply a policy at Arup, but a way of working.**





## Client Service & Value



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At Arup, clients are at the core of our business. With every client different, we understand the importance in taking the time to understand each client's objectives to develop tailored and unique solutions.

**4. We provide excellent consulting services which deliver the outcomes clients seek and need**

Arup's management consultants excel in delivering the outcomes clients seek and need through a combination of strategic thinking, technical expertise, and a deep commitment to sustainability.

We see our projects not only as an objective in their own right, but as strategic interventions for change in client's organisations. We foster strong, collaborative relationships with clients to develop a common understanding of their needs.

Our client-centric approach allows us to direct our expertise across strategy, operations, people and organisations, and asset management to provide tailored solutions that deliver long-term value and irreversible impact.





## Strategy Consulting

In a fast-changing world, our Strategy Consulting teams helps clients to translate investments in assets, people and infrastructure into the valuable outcomes they seek. By combining high level strategy with the latest insights into markets, user preferences, and regulation, we aim to help clients develop major infrastructure that will deliver enduring value.

## Policy and urban strategy:

City, regional or national leaders need to define the right policies, create growth models and identify the infrastructure that will lead to a vibrant economy. From advising governments on formulating long-term plans for the built and natural environment to assessing the economic impact of critical urban and policy decisions, our expertise in policy and urban strategy supports informed decision-making for economic prosperity.

## Business strategy:

We help corporations and start-ups to develop and expand their business within the built and natural environments. Our service spans from assessing and prioritising business' market entry strategy to supporting transformation plans, whether they are large-scale or targeted goals.

## Sustainability strategy:

Sustainability applies across every dimension of an organisation or business, where change is the norm. We help governments and corporations formulate sustainable strategies that go beyond mere compliance, from transitioning to green economies, to supporting green investments, decarbonisation, and circular economies.

## Innovation strategy:

Achieving meaningful innovation is a goal that requires creativity, diligence, insight and commitment. We help clients to develop digital strategies and digital transformation that builds on a deep layer of organisational and cultural understanding. Appreciating that innovation emerges when an organisation's culture nurtures it, we support organisations drive embed innovation into the way they operate and develop long-term scenario planning to help leaders make decisions with confidence.

## Case Study

### Birmingham City Council - 2022

#### Commonwealth Games

Working as one team with BCC programme staff, Arup introduced ways of working and tools that transformed cross-directorate coordination, and equipped BCC with the confidence, know-how and systems to deliver high-profile global events. This unified approach transformed decision-making, allowed challenges to be quickly identified and led to innovations in BCC's workstreams that continue to transform its service delivery for Birmingham's residents and businesses.



## Case Study

### HS2 – Phase 2b – Environmental

#### Overview Consultant

Arup, in partnership with ERM, Jacobs, and Ramboll (collectively known as Arup+), was appointed to the Environment Overview Consultant Role (EOC). A key part of this role was to develop, optimise, and maintain the overarching programme for finalisation of deliverables. Arup's successful management of these assessments for Phase 2b of HS2 played a key role in HS2 Ltd successfully depositing the Phase 2b hybrid Bill in Parliament and subsequently progressing through Additional Provisions to the Bill.



## Case Study

### Operational Readiness at Heathrow Terminal 2

The Queen's Terminal was designed specifically around the needs of the passenger and aimed to transform their experience. Working in partnership and coordinating with over 160 stakeholder organisations, we tested the terminals processes and provided training for over 24,000 airport staff. Our application of our ORAT service ensured that the airport was operational from day 1.







## People & Organisations

Our People & Organisations Service transforms the performance and capabilities of our clients' organisations using rigorous organisational psychology research methods and evidence-based practices. Our practitioners deploy organisational development skills, methods and techniques including operating model design, organisation design and governance; culture, transformation and change; team alignment, effectiveness and collaboration; leadership, talent and capability; resilience and wellbeing; and business performance improvement.

### *Operating model, organisational design and governance:*

We develop fit-for-purpose operating models, organisational structures and governance models that enable our clients to deliver on their strategic and operational objectives.

### *Culture, transformation and change:*

We support our clients through every aspect of transformation, from articulating a vision for the future and then putting the right foundations in place to mitigate risk and enable lasting and sustainable change.

### *Team alignment, effectiveness and collaboration:*

We help our clients align individuals, teams and organisations to achieve high performance across multiple contexts and levels of complexity, from business-as-usual situations to highly complex, multi-party environments.

### *Leadership, talent and capability:*

We enable our clients to lead across boundaries by building and integrating talent and capabilities across an entire enterprise (including owners, investors and suppliers where relevant) to work as one team and optimise value to the entire system.

### *Organisational Assurance:*

We help our investor clients to understand the people and organisations dimensions of potential investments, acquisitions and divestments to make well-informed investment decisions. We work across the deal lifecycle, from pre-deal due diligence to post-deal integration, separation, using our expertise in organisational design, culture, leadership and complex asset development.

## Assets & Operations

Whatever sector our clients are active in, we help them scale up, deliver their commercial ambitions, develop and implement new facilities or services, and stay ahead of the competition. It is vital to think strategically, and effective asset management and operational effectiveness is central to business success. Our team support the physical, human, cultural and operational development and help deliver strategies that lead to higher returns and greater flexibility from the assets which organisations depend on.

### *Operational Strategy and design:*

We help to define operational needs, working with current or future operators and maintainers to ensure infrastructure meets expectations and can be operated and maintained efficiently. Our people-centric approach systematically addresses factors relating to human performance and is customer needs. We support the development of cases for change, and the enhancement of operational design to achieve better outcomes.

### *Logistics strategy and transformation:*

We to assist our clients to operate in an efficient, sustainable and logical manner. By embedding ourselves in the client's environment, gain a clear understanding of the business requirements, and how a product, workplace or system can be aligned with the needs of the people who use it.

### *Operational Readiness Activation and Transition (ORAT):*

Our ORAT service is a tried and tested methodology that de-risks the activation of new services and facilities. ORAT is modular and scalable, meaning our service can cover everything from airports and stations to major public events and sports stadia.

**“The Arup+ team delivered a truly collaborative approach to meeting the project's objectives, which were met on time and to the quality expected of such a high profile programme. The EOC took up the challenge presented by the client, aligning with HS2 values and supporting a culture of open and honest engagement. This foundation enabled the project to navigate many challenges to scope and programme on multiple occasions.”**

Davinder Hothi, HS2 Ltd, Phase 2 Head of Environment





## Business and Investor Advisory

Our business and investor advisors provide a fully integrated service that assists clients in making evidence-based decisions around managing risks and optimising returns. As built environment practitioners, we are able to support clients at all stages of the asset life cycle from policy setting, strategy formulation, planning and feasibility, to commercialisation, construction, operation and exit.

## Financial advice

Our commercial and financial experts help clients to make better informed investment decisions, drawing on Arup's deep technical understanding of infrastructure assets and translating this knowledge into value creation and return maximisation. Our specialist skills in financial modelling, analysis, M&A enable alignment of economic and financial implications with targeted environmental, social and technical outcomes.

## Economics and policy

We support organisations, investors, regulators, and governments on a wide range of economic and policy advice, supported by both quantitative and qualitative techniques, and focused on ensuring evidence-based decision making. As practitioners across the built environment, we have developed deep expertise in relevant policy, regulation and markets, resulting in financial insight complemented by Arup's wider technical experience.

## Technical, ESG and commercial due diligence

As a leading global technical transaction advisor, our dedicated team of due diligence experts are focused on ensuring our clients gain a deep understanding of the technical, organisational, commercial, regulatory and ESG context of their proposed investments. Our insights identify risks, reveal opportunities and provide valuable advice about how an asset might be improved and risks managed, driving better returns.

## Procurement advisory

We provide strategic, procurement, technical and financial advice to public entities procuring public-private partnerships and other delivery methods. From feasibility and market engagement, through procurement, negotiations and financial close to construction, operations and handback, we provide advice informed by our deep sector and market knowledge.

## Programme & Project Management

Our Programme & Project Management Services help your organisation to transform strategic thinking into deliverable programmes of work. We enable robust governance, increase decision-making effectiveness, and improve certainty of delivery. Our teams bring expertise in programme & project delivery, digitally enabled PMOs and robust programme controls.

Whether it's planning, delivering and transitioning buildings & estates, large-scale infrastructure, or driving transformation, we ensure high-quality, socially valuable and sustainable outcomes are delivered on time and within budget.

## Strategy Implementation

Our Strategy Implementation Service works with Clients to define, design and deliver the changes essential to their organisation achieving their strategy.

## Change & Transformation Programmes

Our Transformation services enable Clients to achieve their vision and strategy, or to respond to critical external factors, by enabling the organisation to do things differently. We put people at the heart of change, which leads to designing programmes that deliver sustainable outcomes with an organisation invested in clear change journey.

## Capital Delivery Programme

Our Capital Delivery Programme Service supports clients in achieving the strategic outcomes they need by establishing deliverable programmes of work with a focus on efficiency, structure, and high performance. We also support the optimisation and recovery of existing programmes, applying a proportional and pragmatic approach that prioritises evolution over revolution, and promotes best practice.

## Buildings & Estates Projects

Our Buildings and Estates Projects service helps client to organise and deliver successful projects and developments, from concept and feasibility to completion and into operations, ensuring projects are delivered on time, within budget, and to the highest quality standards, with a clear focus on risk management, stakeholder alignment, and long term project success.

## Major Infrastructure Projects

We support Clients to deliver environmentally responsible and resilient infrastructure solutions, aligning projects with global sustainability goals. By embedding climate-conscious design and delivery strategies, we help clients achieve long-term value while maximising positive environmental impacts.

## PMO

We design, set-up, manage and re-fresh Portfolio, Programme and Project Management Offices (P3Os) to enable change initiatives across organisations in all sectors, both private and public. We draw from recognised methodologies and best practice, such as P3O® and MSP®, to offer tailored solutions to meet our Clients' needs.

## Project Controls

We integrate and manage schedule, risk, cost and performance data to provide valuable reporting and actionable insights that enable Clients to make informed decisions and deliver successful outcomes.





## 5. We are transparent with clients and respond to their concerns

We take pride in being trusted advisors to our clients and are committed to ensuring their success and delivering the value through our services. Our approach on all projects is underpinned by our business integrity code of practice: a combination of rules and guidance for behaviour and action.

In addition to providing guidance on matters of ethics), the [Business Integrity Code of Practice](#) sets our expectations in respect of fraud, bribery & corruption, sanctions, privacy & data protection, cyber security, conflicts of interest, confidentiality and other matters.

We recognise the value of transparency around organisational governance, how businesses are led and managed, and how stakeholder considerations are reflected in decision making, and our governance reflects that. Our [Governance Report](#) provides insights into Arup's approach in these areas. Introduced for the first time in 2021, it aims to provide a greater understanding of Arup and the importance of our Trust ownership and its impact on our culture and the values that shape our actions.

In addition to our codes of practice and transparent governance reporting, Arup has a range of commitments to wider initiatives, including – but not limited to – the following:

- [Race to Zero](#)
- [WGBC's Net Zero Carbon Buildings Commitment](#)
- [UN Global Compact](#)
- [Partnering Against Corruption Initiative \(WEF\)](#)

To find out more about our commitments at Arup, [click here](#).

### Case Study

#### Bus Back Better – Bus Service Improvement

Arup led a consortium for the Department for Transport supporting the assessment and delivery of 76 bus service improvement plans across local transport authorities in the UK. Arup took a multi-disciplinary project management role, and also developed and implemented a dedicated hub of resource and shared best practice known as the 'Bus Centre of Excellence' (BCoE).



## 6. We always strive to improve the value we can deliver to our clients

Delivering work of quality is core to our purpose and is set out by our [Quality Policy](#). This is adopted by all at our firm and sets out how we will produce work of quality and produce better outcomes for our clients, the public and our planet. As part of this, Arup's pledges to:

- Build long-term trusted, empathetic relationships with our clients and collaborators
- Pursue a culture of enquiry, strengthen internal collaboration and share our knowledge
- Invest in advancing our design, digital and professional skills, and our strategic thinking
- Continually improve quality through our management system certificated to ISO 9001

Our pledge to invest in our capabilities at Arup and improve the value we can provide underpins our significant annual investment in research and development. We carry out over 200 research projects a year globally, collaborating with clients and educational institutions to support improvements across the industry. Our investment in unlocking new knowledge encourages and enhances innovation, allowing our consultants to deliver new and exciting solutions to our clients.

We believe strongly in identifying shared ambitions and joint delivery of our services based on reciprocity in collaboration with other businesses, academia and other partners. Our research and innovation activity are coordinated through the Arup University<sup>1</sup>, our global skills networks, and the wider Arup. We share our [research freely online](#) and promote thought leadership to enhance our clients' businesses and promote the consulting industry.

**“Arup have been instrumental in this work, operating as part of a ‘one team’ approach with the DfT Bus Reform team to enable us to engage with every local authority. Their analysis helped us to understand what is working where, and what interventions we need to implement to get the best value from £2 billion government funding. The legacy of their involvement is clear to see, in the way we now engage with local authorities, the new Bus Centre of Excellence, and that we have enhanced partnerships covering the country.”**

Carl Sutcliffe, Senior Policy Advisor, Bus Capacity and Capabilities, Bus Reform, Department for Transport





## Professional development

Our people are imperative to our success. We inclusively engage our people to ensure that everyone feels their contribution is valued and their successes are celebrated through our processes, and through training and development.

### 7. We undertake training and professional development planning every year

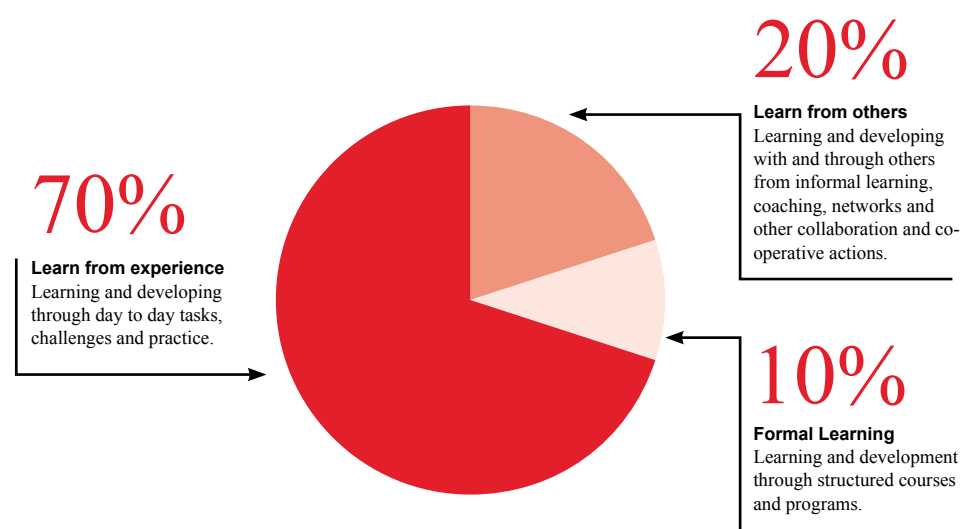
All staff undertake training and professional development planning each year and are appraised annually to a competency framework which is designed to encourage knowledge sharing as well as development.

At Arup, qualifications are only the start. We fund professional accreditation and Chartership and all consultants undertake training and professional development planning each year supported by Arup University.

### 70:20:10 model

70:20:10 is a way of explaining how learning occurs at work. It represents a ratio of learning from experience (70%), learning from others (20%) and learning in a formal setting (10%). This ratio is not fixed and will flex throughout our consultants' careers – for example, members of our Early Careers Cohort may undertake a higher proportion of formal learning as they are onboarded and oriented to their role at Arup.

As the 70:20:10 model indicates, the majority of learning takes place on the job, which may include projects, stretch assignments, placements, secondments, shadowing and increased interaction with senior stakeholders.





### Arup University

Arup University sits at the heart of our firm as our internal professional development framework that co-ordinates learning and development, foresight and research, information and knowledge management along with skills networks. Arup University is dedicated to expanding our knowledge, strengthening our collective capabilities, and accelerating our progress towards a sustainable future. It is where our members continuously learn, develop and share knowledge.

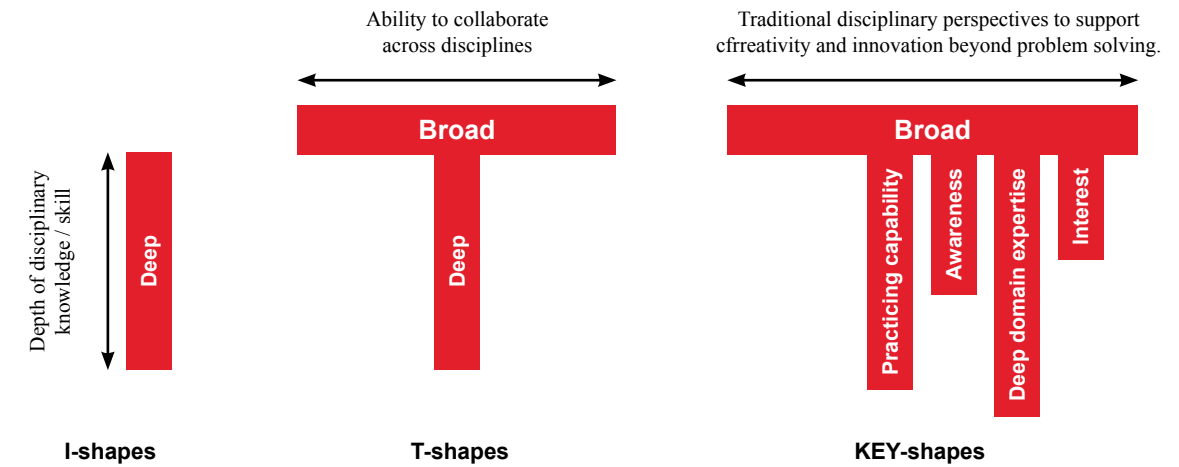
A significant proportion of our formal learning takes place through our Arup University learning programmes, which are focused on critical strategic priorities to ensure we develop our competencies as individuals and are able to meet the specific needs and requirements of our firm - both now and in the future.

### 8. We promote strong core consulting capabilities and specialisms in our consultants and teams

We promote strong core consulting capabilities and specialisms through our One Arup Approach: we work in teams to collaborate, share knowledge and experience between staff to ultimately deliver excellence to our clients. Our structured approach to professional development provides our members with the capability required to deliver quality work as a team.

#### “Key-shaped” people

At Arup, we encourage and provide opportunities for our consultants to develop themselves as “Key-shaped” professionals -with one very deep area of knowledge and skill which is accompanied by several areas of disciplinary capability at varying depths. Developing this expertise and variety of knowledge allows us to work more effectively as One Arup and collaborate with technical expertise across the many disciplines that comprise our firm. Being key shaped in competency allows us to tackle the many global challenges in an increasingly complex world and the consequential impact on the markets within which we operate.



**Dan James**  
Strategy & Transformation  
Associate Director

“Becoming a Chartered Management Consultant allowed me to: Reflect on my career accomplishments and the value I bring to clients and the market; helped me identify areas for personal development; and given me a framework to promote myself and the consultancy industry better. I was one of the first Arupians to become Chartered and have subsequently created a team that are committed to growing the numbers across the organisation that can benefit from this external recognition of their technical and professional excellence to clients.”



## 9. We support our employees career progression, professional development and welfare

Our Skills Networks have overarching responsibility for the maintenance of best practice in their discipline area, providing guidance, tools, case studies, and training to their respective membership. Our consultants at all stages in their career can pursue their professional development through these networks and support that of others. Further professional development may involve connecting with external bodies and universities and engaging in development projects and research through Arup University funding – all of which are avenues supported and enabled by our firm.

### Funded Academic Study

Arup has a positive record of successfully funding individuals' academic study aspirations. By investing in our members' development in line with the core competencies required for their career progression, Arup strengthens its ability to provide our clients with the latest knowledge and best-practice and deliver value through work of the highest quality.

### Apprenticeships

At Arup, we believe in nurturing the next generation of talent. Our apprenticeship programme offers a unique opportunity for our members to gain hands-on experience, develop essential skills, and build a rewarding career. Our apprentices are valuable members of our teams, with responsibilities and work on a range of projects, balanced with time completing off-the-job training at university or with an independent training provider.

### MCA Apprentice of the Year 2023: Olivia Sullivan

Since beginning her Project Management Apprenticeship journey in January 2021, Olivia has excelled both in her academic studies and ability to deliver trusted, reasoned support and advice across a range of projects. She has since passed her Association for Project Management Qualification (APMQ) and has been awarded a 1st class degree in Project Management.

“Choosing to start my career in the Consulting sector and Project Management in particular has been the most incredible and rewarding journey. I get to work on projects that genuinely make a difference and it makes me love my job in so many ways. Doing a degree apprenticeship, where I am learning the trade of Project Management both in an academic environment and in a practical way on the job has been the best decision I have made. Thank you so much to Arup, I am so proud to be part of such an incredible company who strive everyday to make a difference.”



Olivia Sullivan  
Apprentice

### Early Careers Development Framework

We recognise that at the beginning of our members' careers, the development and refinement of technical skills and expertise is crucial. The ECDF enhances these foundations by also focusing on the essential professional skills that are important for personal effectiveness and impact. To use the ECDF effectively.

#### Technical skills:

These learning opportunities focus on the expertise specific to a consultant's discipline, for which continuous development is critical, especially in the first two years.

Self: Arup provides specific training on further developing the core interpersonal skills and personal leadership skills required to navigate dynamic environments and diverse projects. Modules focus on areas such as developing an understanding of unique learning styles and understanding how to make the most out of feedback from leaders, clients and peers.

#### Clients:

This element recognises the importance of strong client relationships, which enable us to fully understand client's needs and influence the work they choose to do. Arup's Early Careers learning pathway provides a range of training and resources to support our members ability to build their reputation, progress their career development and contribute to the prosperity of our firm.

### Knowledge Shares

Our Management Consultants often have the opportunity to engage in informal knowledge shares, where our members share non-confidential insights into recent projects and the skills that have been instrumental in delivering them successfully. Knowledge shares may cover specific topic areas or provide a forum for wider discussion and peer-learning. This promotes a culture where our work is celebrated, and our members at all grades have an opportunity to learn something new and develop themselves professionally.

### Health, Safety and Wellbeing

Our [Health, Safety and Wellbeing Policy](#) sets out our commitment to meeting all applicable standards of health, safety and wellbeing and supporting the welfare of all of our members. We pledge to promote positive leadership, behaviours and actions that create a psychologically safe environment in which our members can bring their best selves to work and continue to learn and improve. We are committed to embed a culture that celebrates our individuals and teams, where wellbeing is integrated with our design, advice and decisions.

Arup also supports employees through its employee assistance programme, activities promoting health and wellbeing, and loans for travel and tenancy deposits.





### 10. We support the adoption of the Chartered Management Consultant (ChMC) Accreditation across the industry and champion its values

#### Chartership of Experienced Professionals

The launch of Chartered Management Consultant (ChMC) Accreditation marked a significant opportunity for Arup to demonstrate the excellence of our Management Consultant professionals according to a defined set of industry standard.

A concerted effort has been made to support and encourage consultants across our firm to attain chartership. With an initial focus on leaders with the most experience we have provided industry-level recognition to those who are already operating at ChMC-level of expertise utilising the MCA's ChMC Competency Framework. Having our leaders chartered provides a source of inspiration to our more junior cohorts and an aspirational goal to guide professional development and career direction. Leaders are able to then support others through the process and champion the accreditation to support its growth.

#### Advisory Learning Pathway and route to ChMC

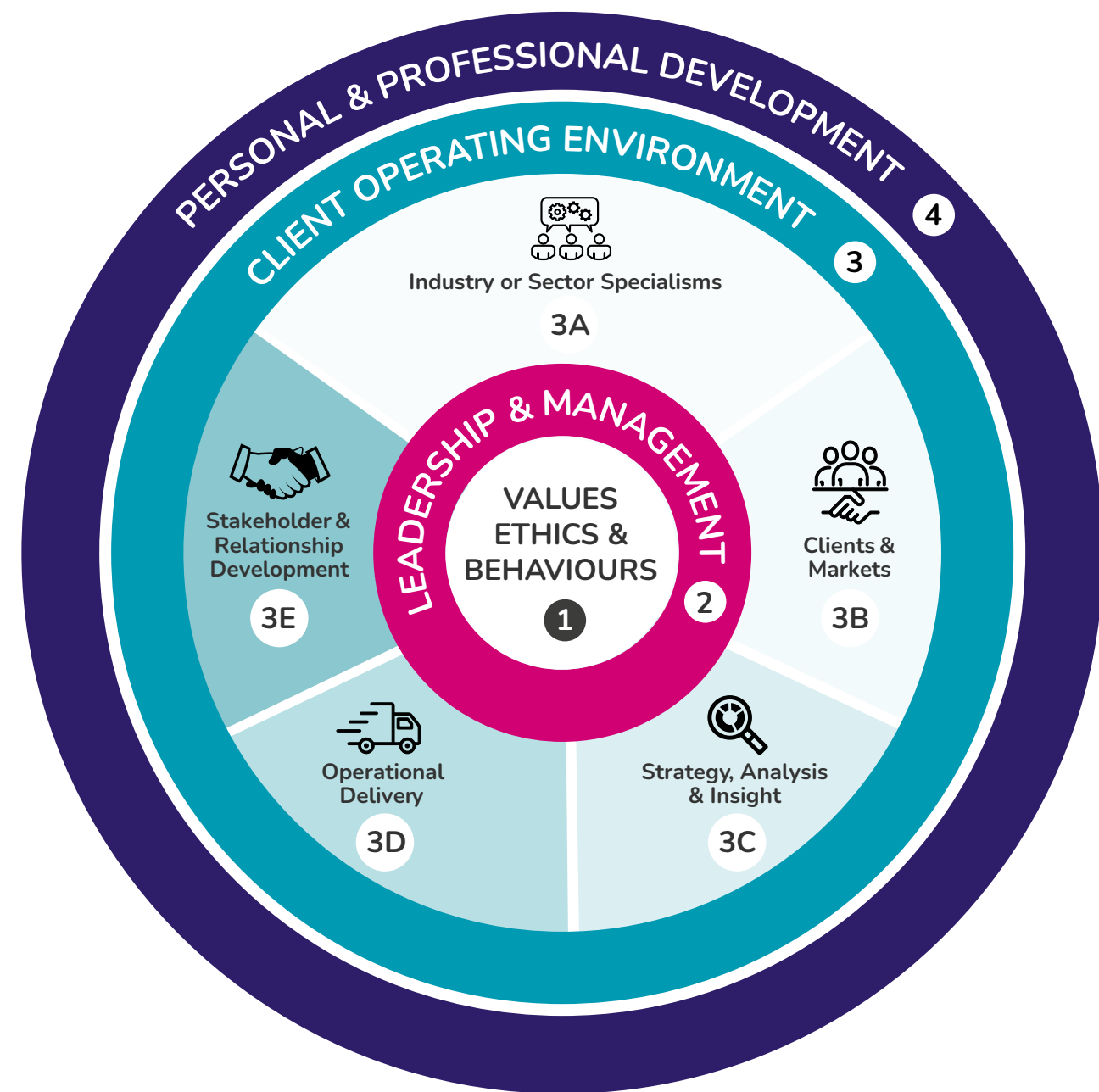
Our Advisory learning pathway was launched in 2018, providing a guide to the capabilities and behaviours that are common and essential for all those delivering advisory services. Since then, our programme has been fully accredited as compliant allowing us to deliver an On-Programme route.

The award in Arup is recognised as setting and maintaining the highest standards in the management consulting profession and acknowledges consistent and high levels of professional competency and achievement. We are proud to now have over 50 receiving the chartered award, with another 50 currently working towards their accreditation – including 37 Junior Consultants registered on our programme to progress to chartership.

“I recently completed the long interview option to achieve chartership with the MCA. Until I went through this process I really struggled to articulate the value that I could bring to clients and to recognize the skills that I have developed since starting work. Becoming chartered through this process helped in a few ways. It made me reflect on the work that I have done and how I have done it and the positive impact I can have through my work. The competency framework tested my view of my capability, helpfully pointing out my areas of weakness to improve on. It made me value the broad skill set that we possess as consultants and the value that the profession brings to client organizations.”

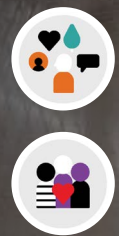


**James Shaw**  
Senior Consultant  
MCM ChMC



**Chartered Management Consultant (ChMC) Competency Framework**  
© Management Consultancies Association (MCA)





# Diversity & Inclusion

Arup's vision is for One Arup, where everyone belongs and thrives, where members feel palpable inclusion, accessible without barriers to entry or progression. We aim to have teams that are diverse and working at their best, delivering remarkable outcomes to shape a better world for our clients and communities.



**Loraine Martins**  
Global EDI Director, Arup

“We are caring, curious and innovative, and we’re driven to deliver excellence. These are important features for an inclusive organisation like ours, striving to create a culture where our people feel that they belong and that they can do their best work for our clients and communities.”





## 11. We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients

As a humane organisation, we embrace the skills, abilities, and knowledge of a diverse and inclusive workforce. By championing the diversity of our people, we create a stronger, more resilient organisation that positively impact our people, our culture, projects, clients and communities.

We have recently launched our 2025-2030 Equity, Diversity & Inclusion Survey. Titled 'From EDI to Belonging', it sets out our new, global approach to equity, diversity and inclusion. It is shaped by input from across our membership and is intended to bring us together and embed EDI further into our business, building consistency of outcomes and impact for our people and our clients and partners.

Our commitment to create an inclusive environment based on fairness, respect and merit, seeks to create equal opportunities for everyone to grow and develop within the firm. We provide opportunities for people regardless of their background or circumstances, whether through recruitment, retention, career progression, reward or learning and development. Our employee-owned structure ensures we can make decisions independently.

Arup has received acclaim for its excellence in diversity and inclusion. Since 2021, we have scored 100% on the Human Rights Campaign's Corporate Equality Index, identifying us as a leader in lesbian, gay, bisexual, transgender, and queer (LGBTQ+) workplace inclusion. We continue to measure and improve our progress on LGBTQ+ inclusion and have placed second on Stonewall's Workplace Equality Index as a gold employer. Arup are the WGEA Employer of Choice for Gender, a Disability Confident Employer, and a Race at Work Charter Signatory. We are also proud to be the first engineering consultancy firm to receive certification from the National Equality Standard (NES).

### Connect Networks

Our Connect Networks are employee resource groups, designed to foster a sense of community, support and belonging among members who share similar characteristics, e.g. Gender. We have 5 Connect Networks that bring together our members globally and play a crucial role in providing safe and supportive spaces for discussion and collaborate. They advocate for positive change within the firm, support organisational alignment with Arup's values and ensure that the voices of underrepresented groups are heard and valued.

## We are proud to be the first engineering consultancy firm to receive certification from the National Equality Standard (NES).

### Highly Commended for Inclusion: Dean Cavanagh

Dean is a Consultant in Arup's Access and Inclusive Environments team. A proud disabled person, Dean has advocated for equality, especially for disabled people his whole life and has been hugely influential in shaping Arup's inclusivity practice. At Arup, he has helped transform public buildings and spaces, commercial spaces, and more. Dean also Co-Chairs Arup's Connect Ability Network.



"We have to remember that because structural discrimination has been generations in the making, wholesale improvement can't happen overnight – it requires stepped and consistent progress. Having started moving in the right direction, now is the time to build on those foundations and enhance the scale and pace of change. This will require bold sustained reach to potential disabled talent – with positive action measures that state lived experience is a significant asset to our building sector. It will also require building an inclusive culture in which all forms of diversity are normalised if we are to retain and grow disabled talent."



**Dean Cavanagh**  
Access & Inclusive  
Environments Consultant



## 12. We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.

From EDI to belonging - as outlined in our 2025-2030 EDI strategy – is a measurable and integrated approach designed to bring a consistent experience of EDI and belonging across our firm and to create an environment where everyone can thrive. We recognise the strength that comes from how we respect, share and connect our diverse experiences, perspectives and ideas and are committed to ensuring diverse representation at every level of our business from apprentices and interns to directors and board members.

We ensure that EDI is integrated throughout our career pathways and cultivate leadership and working environments that are intrinsically inclusive. This involves rewarding and encouraging behaviours that are inclusive.

### Behaviour Charter

Our Behaviour Charter strengthens our inclusive and collaborative culture by setting out how we work together through a common framework that is currently translated into 11 languages. It contains six core commitments of our members as members of a Humane Organisation:

- Respect for all
- Equity for all
- Responsible for all
- Care for all
- Candid with all
- Kindness for all

### Inclusive Leadership Framework

Our inclusive leadership framework, based on leading global research, outlines six core skills of inclusive leaders. The framework is currently being integrated into the capabilities expected of leaders of Arup, and our aim is that they become fully embedded into our culture as implicitly known facets of good leadership at Arup. We conduct training and development opportunities focused on building the equitable and inclusive capabilities of our leadership.

### Arup Accelerate

Our UKIMEA Board are committed to delivering a leadership development programme for our Global Ethnic Majority\* (GEM) members, and we have recently piloted our Arup Accelerate programme, aimed at our global ethnic majority members and their line managers. The programme is a package of development activities designed to help release the leadership potential of our GEM members at mid-career grades. It has been developed on the premise that Arup and our global ethnic majority create change together and involves line managers to help them ‘manage the difference’ and utilise their influence and power to remove the barriers that are restricting the advancement of our GEM members’ careers.

\* We have now moved away from using the B.A.M.E acronym, following UK Government guidance. Instead, where possible, we use specific language e.g., Black, South Asian, East Asian etc. Following engagement with our Connect Race network, we are currently utilising the term Global Ethnic Majority (GEM) as a collective term.







## 13. We support industry efforts to improve progress on diversity and inclusion, implementing best practice and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report

We use our expertise and influence to lead on and advocate for improving diversity, equity, and inclusion in our sector, in the built environment and in the wider communities within which we operate. We have applied our knowledge of the built environment and ambition to do socially valuable work to designing inclusive cities.

An example of this our publication [Racial Equity and the City: Experiences of People of Colour in London](#). Developed as part of our [Cities Alive](#) series, the report explores the racial inequities that are created or reinforced through the built environment. By understanding how communities experience racial equity, we can empower designers and planners to shape more inclusive urban environments. .

### Improving our collection of EDI Data

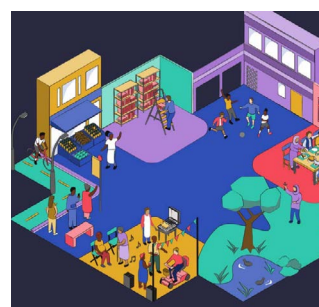
We collect, analyse and report on diversity data such as annual pay/promotion equity reviews and retention metrics to keep track of how equitable our processes and outcomes are. We also have data from our Working at Arup engagement surveys and regional inclusion surveys, which give us a snapshot of our culture and levels of engagement of our people.

As part of our 2025-2030 EDI strategy, we are focusing on gathering more data across out LGBTQIA+ community, nationalities, and religious beliefs to enable us to know our people better and inform continuous improvement in our decision-making.

### Case Study

#### Racial Equity and the City: Experiences of People of Colour in London

The Arup University collaborated with external partners, and residents from marginalised communities in London to explore how communities experience the built environment. The research identifies factors that are most impactful and provides resources to support more inclusive development and city planning.



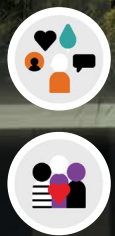
### Case Study

#### Neuro-Include: A Toolkit for Organisations

Arup have developed tools to help clients create inclusive environments for neurodivergent individuals and those with mental health conditions. Our workplace change offering comprises a Neuro-Include Toolkit supported by an immersive simulation tool, providing evidence-based recommendations of how adjustments can be made to create a more equitable experience of the workplace for all.







# Sustainability



We commit to ensuring that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

“2023 marked the first time that combined investment in renewable power and grids overtook the amount spent on fossil fuels across the globe, according to a report from the International Energy Agency. At Arup, we’re seeing this positive transition to net-zero in action, with public and private sector clients continuing to recognise the benefits of working with our teams to capitalise on new technologies that address the impacts of climate change.”



**Paula Walsh**  
UKIMEA Chair, Arup





### Commitment to Net Zero

Arup has committed to achieving net zero emissions across its entire operations by 2030, reducing its scope 1, 2 and 3 greenhouse gas emissions by 30% within the next five years and set out a plan of how this would be achieved – via our Net Zero Carbon Strategy. Furthermore, we have committed to undertaking whole lifecycle carbon assessments for all buildings projects – new and retrofit - and we will not be taking on any new energy commissions involving the extraction, refinement, or transportation of hydrocarbon-based fuels.

Arup became a signatory of the UN Global Compact in 2010, committing to the initiative and its ten principles with respect to human rights, labour, environment and anti-corruption and to take actions that advance societal goals. This strongly aligns with our sustainability focused approach to our business, our people, our facilities and our external clients.

Arup was one of the first partners in the Hydrogen Global Charter in 2020, a global initiative to drive hydrogen-based projects worldwide, led by the World Energy Council (WEC). The agreement will see Arup draw on its global technical expertise to support the evaluation, application and deployment of effective hydrogen-based solutions to help promote clean hydrogen worldwide.

### We can only meaningfully contribute to sustainable development if we work in partnership with others

Arup collaborates with globally influential bodies and institutions to push for step-change outcomes in issues like climate resilience, energy efficiency, the circular economy agenda and the push for greater infrastructure resilience. For example, our work with C40 cities, and World Business Council for Sustainable Development and Ellen MacArthur Foundation enables us to collaborate with city decision makers, business leaders and others to help shape a more sustainable approach to the use of materials and resources.

Arup is part of an unprecedented network of organisations worldwide which share the ambition of the Earthshot Prize to incentivise change and help to repair our planet over the next ten years. Arup – as the only built environment firm currently taking part – is helping the Finalists develop their solutions faster to have the greatest possible impact, lending our engineering and consultancy expertise to supercharge their work to restore the planet.

### Case Study

#### North London Heat and Power Project (NLHPP)

Working with the North London Waste Authority, Arup have been developing an ambitious plan to create a new sustainable waste hub. We have worked collaboratively with project partners through iterative design development, public consultation and stakeholder engagement to develop a facility in which the community takes pride, and which produces more affordable, reliable and sustainable energy.



### Arup's Community Engagement Programme enables us to provide our professional and technical skills pro bono.

The programme aims to deliver lasting value to communities through projects conceived in partnership with local communities and community-based organisations. We are guided by the ethos of the UN SDGs and share its commitment to a world where the most vulnerable aren't left behind.

Arup has been supporting medical humanitarian NGO, Médecins Sans Frontiers (MSF) since 2012. MSF is recognised worldwide for its contribution of health and medical services in conflict zones and in countries facing endemic diseases. Arup members provide pro-bono support through their technical engineering, design, and sustainable development expertise, as well as broader (non-technical) professional skills, to enable MSF doctors and clinicians to work safely and with confidence so their focus can remain on supporting those most in need.

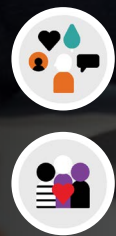
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# 2030

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# 30%





# People



## Arup's involvement with MCA Working Groups

Arup regularly attends MCA events in the interest of furthering our knowledge across the Management Consulting sector, and networking with individuals from other organisations to share and develop ideas.

We also contribute to both councils and working groups, where we discuss emerging trends and contribute to the advancement of the sector.



**Dan James**

Council Representative & Consulting Excellence Champion



**Matt Kaged**

Young MCA Council representative



**Katie Rogers**

Communication Committee member



**Asha Devi**

Health & Social Care Sector Working Group member



**Kerry O'Loughlin**

Diversity & Inclusion Working Group



**Amruta Bhalerao**

Women in Consulting Working Group



**Sally Prickett**

Sustainability Working Group



**David Bush**

Chartered Management Consulting Award

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