

Consulting Excellence Declaration 2024

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.

We are a firm based on strong values and a clear ethos that align with the principles of the Management Consultancies Association’s Consulting Excellence programme. 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.

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 new path for innovation and new thinking.

In parallel, 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 direction – independently. This allows us to choose work that aligns with our values, working with clients on ambitious projects that will set new standards.

Our core values encompass both the values and aims of the organisation and align with the four Consulting Excellence pillars.

	<u>Ethical behaviour</u>	<u>Client service and value</u>	<u>Professional development</u>	<u>Commitment to diversity and inclusion</u>
Aims from the key speech	Humane organisation	Quality of work	Satisfied staff	Eschew nepotism or discrimination
	Straight and honourable dealings	Total design	Staff of quality	Have many kinds of people
	Social usefulness	Satisfied clients	Unity and enthusiasm	Include as many as possible as often as possible
	Good reputation and influence	Efficient organisation	Reasonable prosperity for our members	
		Solvency		

As a member of the Management Consultancies Association (MCA) we pledge to endorse the Consulting Excellence pillars across our consulting business.



Dan James

Associate Director, Strategy & Transformation. Advisory Services

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.

We believe in being responsible and good citizens who recognise that to produce work of quality, to maintain our reputation for innovation and creativity and to 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 and 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.

We conduct our business ethically with values and commitment to business integrity stemming 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.

We aim to foster an ethical culture and every aspect of this is guided by our values. Our visible Group Board commitment to [Equality, Diversity and Inclusion](#), [Ethics](#) and [Sustainable Development](#) drives a culture that respects their importance

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. One of its innovative programmes is helping refugees with suitable experience to gain employment in the UK through placements on major projects.

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*. And we continue our work with the 100 Resilient Cities (100RC); and the Cities Climate Leadership Group Partnership (C40).

We foster an ethical culture; 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.

Arup's founding principle to do socially useful work continues to shape our commercial work today and forms the beating heart of our commitment in [community engagement](#). Through our Community Engagement programme, we aim to deliver lasting positive outcomes for the most vulnerable and marginalised people and communities. Our programme enables us to specifically use our skills, expertise, and network to ensure we fulfil the SDG pledge to leave no one behind. We direct our efforts to areas where in partnership we can add value to addressing community needs. In 2021-22 we delivered more than 170 collaborative projects globally across over 34 countries reaching c.1,000,000 individuals through our projects.

We continue our knowledge partnership with the [Ellen MacArthur foundation](#)



Reaffirmed our commitment to become net zero by 2030, by signing up to the [Rate to Zero](#).



Joined forces with leading [water charity Frank Water](#) to launch [digital tools to tackle water scarcity](#)



Client service and value

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 value propositions.

Arup provide excellent consulting services which deliver the outcomes our clients seek and need. We are focussed on identifying and capturing total value for our clients, realising wider benefits for clients and stakeholders. Our services deliver long-term economic value, irreversibly impact and enhance our clients, their organisations and their business objectives. We see our projects not only as an objective in their own right, but as strategic interventions for change at client's organisations to enable enhancement of outcomes.

We are transparent with our clients and respond to their concerns. We are aware of the roles that our clients entrust to us. Therefore, we feel responsible to ensure our clients' success. This is why we are receptive to developments and insights outside our sector, we blend these into our work, and stretch ourselves to achieve greater outcomes. Arup's [privacy policy](#) is in compliance with the Data Protection Act 2018. All staff are made aware of the policy and its implications. We understand that all project-related material is considered confidential unless explicitly stated otherwise.

Our beliefs mean **we always strive to improve the value we can deliver to our clients.** We make significant annual investments in [research and development](#) as we believe that this 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 University¹, our Foresight + Research + Innovation group, our global skills networks, and the wider Arup. We share our [research freely](#) and promote [thought leadership](#) to enhance our clients' businesses and promote the consulting industry.

What our clients say:

- The provision of resilient services for our customers and the environment has always been at the heart of the way we operate our business. Working with Arup to produce the Resilience in the Round framework and the independent maturity assessment has enabled Anglian Water to bring the various resilience strategies together in a coherent framework and will form the foundation for our future business strategy and management of risks.

Peter Simpson, CEO, Anglian Water
- The redevelopment of 1 Triton Square has been significantly enhanced through Arup's Total Architecture approach. The advantages of using a single designer across key professional disciplines are clear - shortened lines of communication ensure the team move seamlessly through the project at the same pace. More importantly however, is a single culture ensuring the team operate with a highly collaborative approach, and challenge one another's ideas which is considered essential to achieving a successful outcome for the client.

Development Director, British Land
- Arup is an engaging, innovative, and committed firm that has shaped and delivered outstanding leadership programmes. They are helping to make our visions become reality and our midwives reach their true potential.

NHS East of England Strategic Health Authority

¹ Arup University offers online educational modules, structured workshops, and partnerships with more than 150 universities.

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 training and development.

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. This is the firm's internal professional development framework that co-ordinates learning and development, research and foresight, information and knowledge management along with skills networks.

Development needs are met by in-house and external courses, workshops / seminars, e-learning, intranet, skills networks events, coaching and mentoring, secondments, on-the-job training, toolbox talks, and engagement in research projects.

The firm is uniquely placed to support individual development through its own evolution. Roles are opening and changing as strategic aims focus on digital and sustainable development. This enables it to reshape the firm's approach to working.

We promote strong core consulting capabilities and specialisms in our consultants and teams through working in teams to collaborate, share knowledge and experience between staff. Our review process is a fundamental part of our management system, important not only to ensure the quality of our work, but also to exchange best practice and share knowledge across teams.

Our advisory learning development path 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 with the [Chartered Management Consultant Award \(ChMC\)](#). This initiative has been developed for the purpose of setting and maintaining the highest standards in the management consulting profession and creating an award which recognises consistent, high levels of professional competency and achievement.

Arup takes various approaches to the delivery of learning that are supported by its collaborative culture and emphasis on sharing knowledge. Individuals are exposed to a variety of methods including lunchtime talks, formal learner-centred training, coaching & mentoring and online learning all of which are regularly reviewed to ensure effectiveness. Our [independent ownership](#) structure encourages our staff to explore new ways of thinking and to [shape their careers](#).

We support our employees' career progression, professional development and welfare through an extensive and collaborative range of skills networks. Our skills networks have an over-arching responsibility for the maintenance of best practice in their discipline area. There are 58 skills networks, each reflecting the needs and focus of the relevant discipline or cross-disciplinary community, providing guidance, tools, case studies, training, etc. to their respective memberships. Achieving Chartered status is actively encouraged throughout the firm and we encourage specialists in key areas to engage in development projects, and to connect with external bodies (standards/codes drafting, universities and the professional institutions), to contribute to the best practice guidance that they publish for the rest of the industry.

[Glassdoor's Top 10 Best Places to Work UK](#)



[One of the UK's leading management consultants 2023](#)



[Targetjobs Most Popular Graduate Recruiter in construction, civil engineering and surveying 2023](#)



Commitment to diversity and inclusion

Arup is committed to creating an inclusive working environment based on merit, fairness and respect - one that encourages talented people of all backgrounds to produce their best work and to achieve excellence.

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 that only a diverse and inclusive workforce can provide, to create solutions, and give advice, that improves society as a whole.

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.

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. 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.

We will increase diversity across all decision-making roles in Arup, and our leadership in each region will better respond to the diversity of the communities we serve.

We will establish a forum through which a much broader range of members, including our members who belong to a minority group, will have a voice and exert influence at board level. The ability to lead inclusively and create environments that foster diversity will be part of our definition of leadership – and so will be integrated into our leadership development programmes, appointment and promotion criteria, appraisals, the stories we tell and the role models we make.

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 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.

We are improving our D&I data. We are developing our 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.

[Stonewall LGBTQ+ Inclusive Employer Gold Award](#)



[Signed the Race at Work Charter](#)



[Women's Engineering Society, Women in Engineering Award, Winners](#)



Sustainable Development

We have made global commitments to contribute meaningfully to the United Nations Sustainable Development Goals, work closely with partner organisations in their achievement and commit our own staff time to deliver meaningful impact.

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. In addition 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.

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

[Global commitments](#) to environmental, social and governance priorities



Meaningfully contribute to sustainable development [working in partnership](#) with others



Humanitarianism through [community engagement](#) with 200+ organisations last year

