

# Consulting Excellence declaration 2019

At Arup, our mission is 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 founder Ove Arup first set our values out in the early 1970s in his [key speech](#), his ideas were pioneering. Now it's evident they also align with current global and social priorities, including the principles set out in the UN's Sustainable Development Goals (SDGs). Arup is using these to help focus and shape a better world, focussing on working closely with our clients to achieve broader outcomes for people and the planet. It sees them as a progressive new path for innovation and new thinking.

In parallel, digital technology is helping Arup to deliver breakthrough solutions at the critical point where our clients' assets and infrastructure initiatives connect with their business and people issues, and with the 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.

The core values of the firm encompass both the values and aims of the organisation and align with the three Consulting Excellence pillars.

	<u>Ethical behaviour</u>	<u>Client service and value</u>	<u>Professional development</u>
Aims from the key speech	Humane organisation	Quality of work	Satisfied staff
	Straight and honourable dealings	Total design	Staff of quality
	Social usefulness	Satisfied clients	Unity and enthusiasm
	Good reputation and influence	Efficient organisation	Reasonable prosperity of members
		Solvency	

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



Steven Lloyd  
UK Advisory Services Leader

## 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 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.

As an organisation working in more than 34 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 and are fully committed to ensuring we create an inclusive environment based on fairness, respect and merit. This creates 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.

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 pledged our support at the 2018 UN Climate Change Conference in Poland (CoP24), 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) whom we renewed pro-bono \$1m per year partnership with in 2019.

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. Firm-wide campaigns in 2018 include *Business Integrity* with a focus on fair and honest dealings in the 21<sup>st</sup> century – and on demanding the same from collaborators.

Our contribution to [community engagement](#) includes 10,300 unpaid hours to community engagement work, with over 170 projects in 38 countries and 23 strategic partnerships. Arup has committed £5m to a Global Challenge Fund dedicated to projects with potential for global impact, such as Emergency WASH, a co-creation partnership with the British Red Cross to improve sanitation in displaced populations.

Knowledge partner of the  
[Ellen Macarthur foundation](#)



Signed [agreement to supply zero carbon electricity to UK offices](#)



Our contribution to [community engagement](#) has increased again



## 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 to be confidential unless explicitly stated otherwise.

Our beliefs mean we always strive to improve the value we can deliver to our clients. We invest heavily 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 is coordinated through the Arup University<sup>1</sup>, 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:

“ Arup's advice on the impact of Crossrail for our business improvement district in midtown was invaluable. It was instrumental in shaping debate on the future of central London.

**Tass Mavrogordato**, Chief Executive, inmidtown business improvement district, London

“ Arup has provided excellent support to the Council in the preparation of their Local Plan – working in partnership with Council officers, their team has gone the extra mile to provide a bespoke service. Always willing to adjust to changing demands, they have met challenging deadlines and produced high quality work.”

**Derek MacNab**, Deputy Chief Executive, Epping Forest District Council

“ From the early stages Arup impressed us; it was clear they understood our vision and strategy, setting a strong foundation for forming an effective relationship and pushing the project forward.”

**Madalina Ursu**, Infrastructure Manager, Greater London Authority

<sup>1</sup> 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 up 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 new 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. It articulates the baseline of competency and can be used to identify individual learning needs, as well as point towards specific learning and development options that are available to guide personal future development.

We encourage all our staff to present their projects at regular morning, lunchtime and evening meetings to seek constructive feedback, and encouragement from peers. It is this challenge and the ability to bring ideas and experiences from elsewhere to apply these locally to a project that ensures we can keep at the cutting edge of the industry. 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 over 70 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.

[Named a Top 50 employer for women by The Times](#)



[One of the UK's leading management consultants 2018](#)



[Recognised as a Top Graduate Employer 2018](#)

