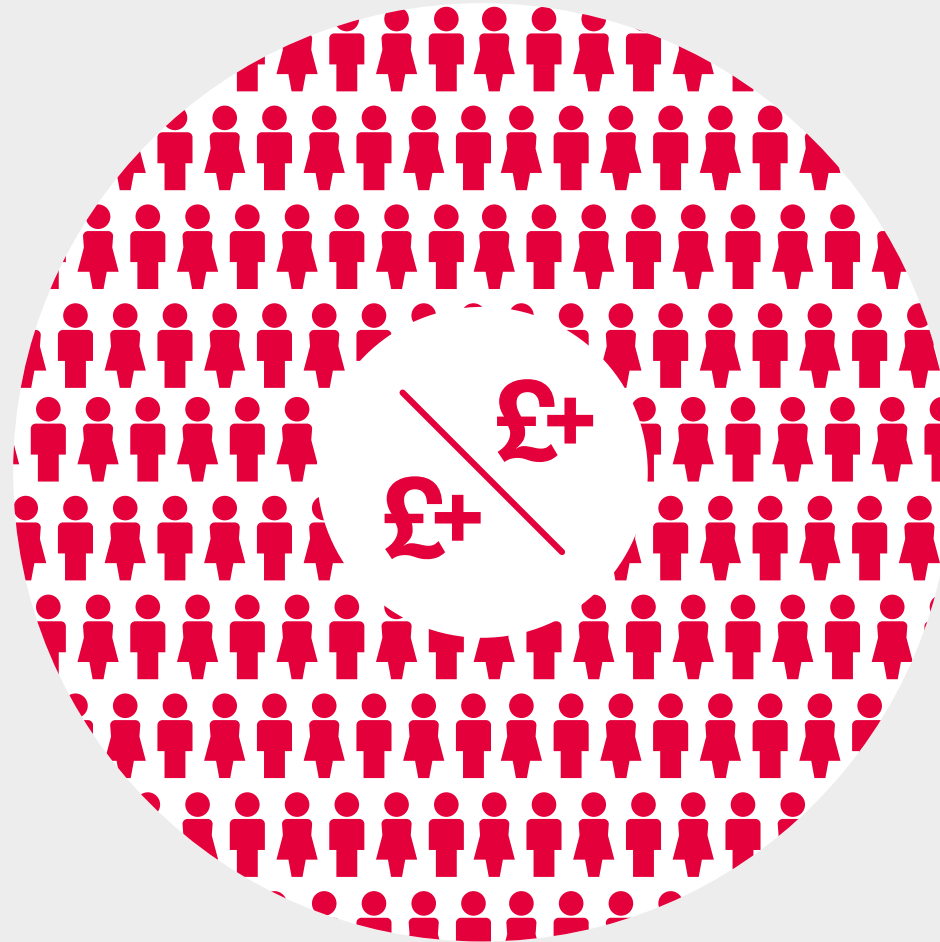


2018

UK Gender Pay Gap Report

ARUP



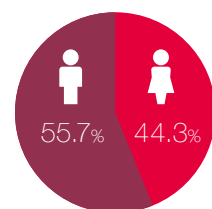
At Arup our ambition is to shape a better world. Creating an inclusive workplace that promotes fairness, respect and merit is not only the right thing to do, it helps us build a stronger business. Improving the representation of women across the firm and ensuring that everyone has equal opportunities to progress and contribute is vital to our collective success.

What is our 2018 gender pay gap?

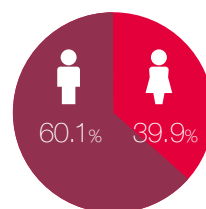
16.9% Median hourly pay gap

17.7% Mean hourly pay gap

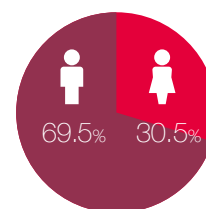
Proportion of people by pay band quartile



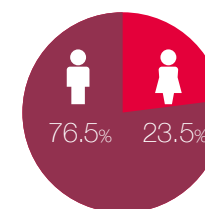
Pay Band A (Lowest)



Pay Band B



Pay Band C



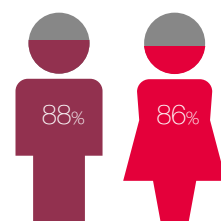
Pay Band D (Highest)

What is our 2018 bonus gap?

31.4% Median bonus gap

38.9% Mean bonus gap

Proportion of people receiving a bonus



Understanding our gap

We know that our gender pay gap is driven by the fact that we have a significantly higher proportion of men than women across our firm, particularly in leadership grades where pay is higher.

Men and women at Arup are paid equally for doing equivalent jobs across the firm and we continue to review pay regularly to ensure that this remains the case.

Arup has been owned in trust for the benefit of our staff since 1977 and our bonus equivalent is our profit share scheme.

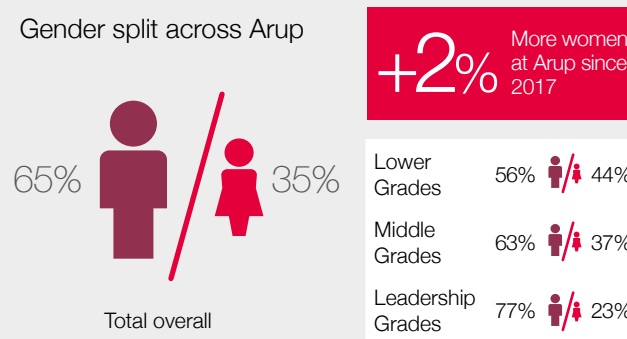
All of our people share in the collective success of the firm and profit share – which is announced twice a year – applies to all permanent and fixed-term roles, with men and women participating equally.

Our bonus gap is higher than our pay gap because we have more men in leadership grades. Not only do these roles have higher pay, but the number of shares members are allocated also increases by grade. As profit share is pro-rated, our bonus gap is also impacted by the fact that women make up 73% of our part-time workforce.

Increasing the number of women employed across Arup in the UK

Improving the representation of women across the firm continues to be a priority for us and we are committed to employing 40-60% of each gender at all levels of the firm. The representation of women has increased over the last year from 33% to 35%, predominantly at lower grades. The proportion of women in leadership grades has also increased, but at a slower rate. While our gender pay gap figures will always depend on where our representation increases across the firm, our focus is now on ensuring that we have a better balance of talent at the middle and leadership grades.

Gender split across Arup



While we are making progress towards a better gender balance in our firm, we know that it will take time and that we have more to do. We are committed to fostering diversity and inclusivity in every aspect of our business and making Arup an organisation where everyone can thrive.



Dervilla Mitchell
Dervilla Mitchell
Chair – UK, India, Middle East and Africa Region



A. Lovell
Tony Lovell
Corporate Services Leader

We have reviewed our programmes and are running initiatives to attract, develop and retain the best people – both men and women. Work to date includes:

Attract

- A STEM ambassador programme involving more than 470 Arup employees, designed to encourage young people to consider STEM subjects as a career.

Develop

- Reviewing our job advertisements to ensure that we are using gender-neutral language.
- Centralising our recruitment, enabling us to take a consistent approach to sourcing and hiring the best people.
- Continuing our training in fair selection and managing bias for anyone involved in recruitment.
- Monitoring the diversity of staff being nominated for promotion.
- A new women's leadership programme for high potential women in middle grades.

Retain

- A successful pilot of a reverse mentoring programme.
- A coaching programme to support new parents.
- Encouraging flexible working and shared parental leave for men and women.