



UK 2019

# Gender Pay Gap Report

ARUP

At Arup we aspire to shape a better world. We believe in creating an inclusive workplace where there is equality of opportunity for all.

We are committed to closing our gender pay gap by gaining a better gender balance across the firm at all grades. Progressing this report gives us a snapshot of how we are doing and where we can continue to improve as part of our long-term strategy to close the gap.



*Dervilla Mitchell*

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



*T Lovell*

Tony Lovell  
Corporate Services Leader

ARUP

What is our 2019 hourly gender pay gap?

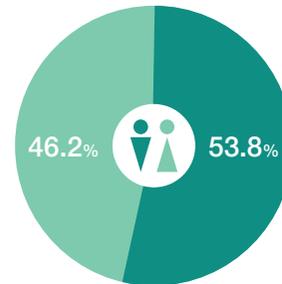
**Median** hourly pay gap

17.1%

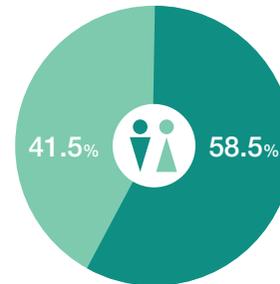
**Mean** hourly pay gap

17.8%

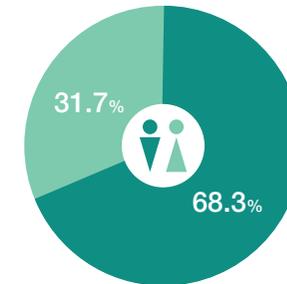
Quartile Pay Bands



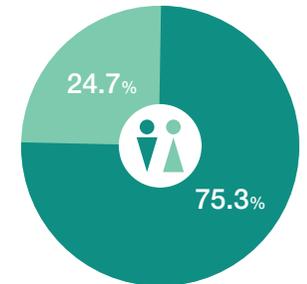
Pay Band A (Lowest)



Pay Band B



Pay Band C



Pay Band D (Highest)

● Female ● Male

What is our 2019 gender bonus gap?

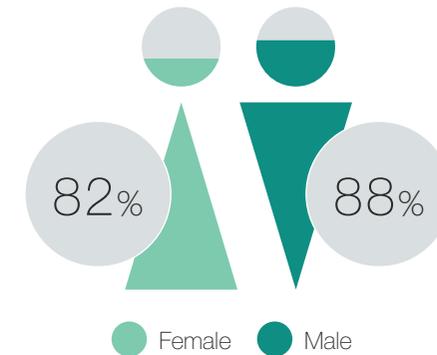
**Median** bonus gap

29.4%

**Mean** bonus gap

38.2%

% receiving a bonus



● Female ● Male

The above graphics show our regulatory reporting numbers as at 5 April 2019

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

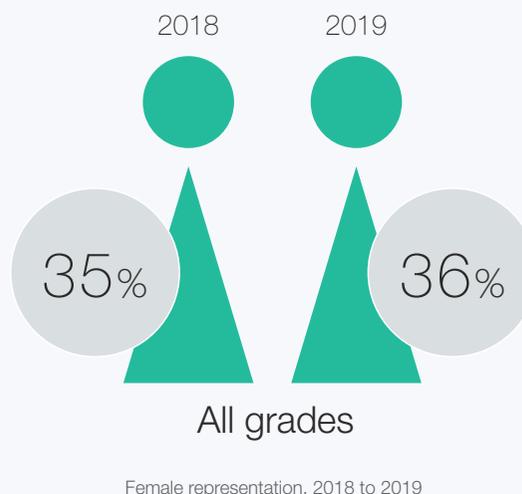
### Our Gender Pay Gap in 2019

The gender pay gap measures the difference in male and female pay across all grades collectively.

The main driver of Arup's gender pay gap continues to be the significantly higher proportion of men than women, particularly in leadership grades where pay is higher.

We have been successful in increasing female representation across all grades, with 36% of our entire workforce made up of women. The largest increase in representation has been at grades where pay is lower, which has had the effect of increasing the pay gap.

Our mean pay gap increased by 0.1 percentage point this year and 0.4 percentage points since we began reporting in 2017.



ARUP

### Our Bonus Gap

Arup is owned in trust for the benefit of our people and each year they partake in the collective success of the firm through Profit Share. The profit share scheme is our bonus equivalent and applies to all permanent and fixed-term roles, with men and women participating equally.



applicable to all permanent and fixed-term roles

The bonus gap is larger than the pay gap because the roles in leadership grades have a higher share allocation. We also have a larger number of men than women in these grades.



Our bonus gap is further impacted by part-time working as bonuses paid to part-time employees are not converted to a full time equivalent in the statutory calculations. Women make up 74% of our part-time work-force.



## Initiatives

We have a programme of initiatives to attract, develop and retain the best people at every level across the firm. You can find out about some of them below.

### ATTRACT

#### *Inclusive Recruitment*

The recruitment team at Arup uses a wide variety of methods for sourcing candidates. We promote flexible working in our job advertisements, with all roles put through gender de-coding software to be attractive to both men and women.

Diverse interview panels are encouraged and we work with a number of agencies that help to source diverse talent.

For the year-to-date, 48% of our external experienced hires are female, with c. 50% of our graduate intake female over the last three years.



### DEVELOP

#### *Women in Leadership*

We piloted a Women in Leadership programme (WLP) to provide a structured approach to the development and career progression of high-potential women.

Following a successful pilot, 30% of women who took part in the programme are now in leadership roles, so we decided to roll it out on a wider basis.

Nominated by leaders in collaboration with HR Business Partners, we now have 80 UK-based participants at mid-career level in the programme.

The focus is on unleashing the potential of future women leaders in Arup by giving them space to reflect on their personal leadership styles and goals, and equipping them with strategies to be successful.

#### *Reverse Mentoring Pilot*

To help some of Arup's male leaders better understand the experiences and ambitions of female staff, we launched a reverse mentoring scheme, with leaders acting as mentees rather than mentors.

This was initially deployed in our West UK sub-region, a part of Arup that is home to c.900 staff spread across five offices.

A group of male leaders were mentees to more junior female mentors, meeting regularly to discuss topics relevant to women working at Arup.



This reverse mentoring pilot was part of an ongoing and multifaceted EDI programme but included a focus on the significant shortfall in the proportion of women reaching mid-career grades and above in our West Region.

The reverse mentoring was such a success that it is being expanded to give all West directors the chance to participate as mentees.

### RETAIN

#### *Flexible Working Pilot*

To promote gender equality, we ran a pilot in our Liverpool office giving our people the freedom to manage when and how they worked their monthly contracted hours.

Our aim was to empower staff to find a balance suiting their individual needs, helping them to be their best at home and at work.

The option was given to work from other Arup offices, from home or other remote locations, with over 82% of staff flexing their hours at some point.

Participants reported being more productive, having a better work-life balance and an increased sense of wellbeing. The success of the pilot means that we will be looking to see how we can roll out flexible working across the firm.

