



UK 2020

Gender Pay Gap Report

Our people are both the reason Arup exists and the means by which we achieve our goals. Our diversity and the common values and culture we share make us who we are.

The Gender Pay Gap report is an important part of our commitment to Equality, Diversity and Inclusion. Our aim is to achieve a better gender balance across all grades, which will result in the gender pay gap closing. This report shows some of the ways in which we are doing this.



Dervilla Mitchell

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



Tony Lovell

Tony Lovell
Corporate Services Leader

What is our 2020 hourly gender pay gap?

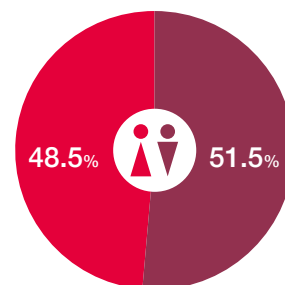
Median hourly pay gap

18.0%

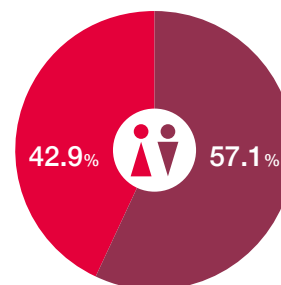
Mean hourly pay gap

17.3%

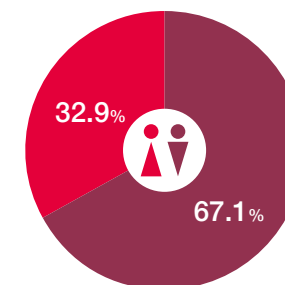
Quartile Pay Bands



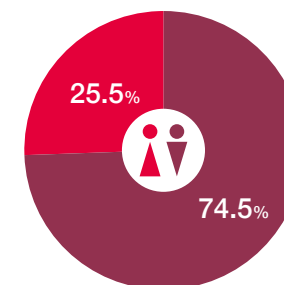
Pay Band A (Lowest)



Pay Band B



Pay Band C



Pay Band D (Highest)

● Female ● Male

What is our 2020 gender bonus gap?

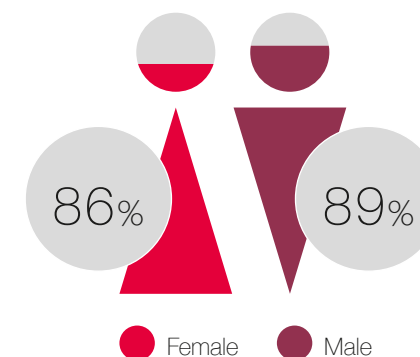
Median bonus gap

30.4%

Mean bonus gap

40.3%

% receiving a bonus



● Female ● Male

The above graphics show our regulatory reporting numbers as at 5 April 2020

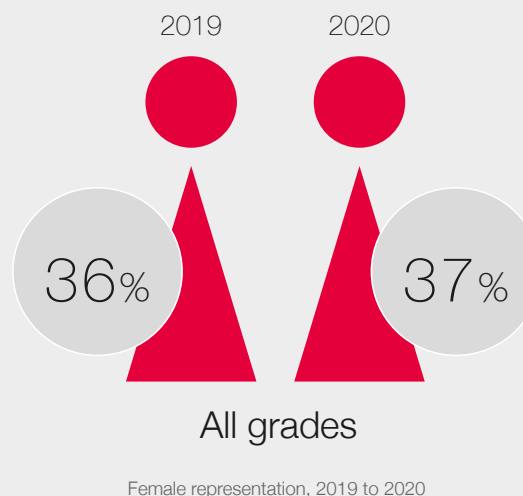
Men and women are paid equally for doing equivalent jobs across the firm and we continue to monitor this regularly to ensure that remains the case.

Our Gender Pay Gap in 2020

Arup employs more men than women in the UK, which reflects the gender imbalance prevalent in the industry and is the main driver of our pay gap. This is particularly the case in the leadership grades where pay is higher.

However, in line with our commitment to increasing our firm's gender balance, we have been successful at increasing the representation of women within these leadership grades. This has had a positive effect on our mean pay gap which decreased by 0.5 percentage point this year, taking it from 17.8% in 2019 to 17.3% in 2020, and by 0.1 percentage point since we began reporting in 2017.

The largest increase in representation remains at grades where pay is lower, which has had the effect of increasing the median pay gap. Overall, 37% of our workforce are now women, compared to 33% in 2017.



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

Our bonus gap has increased due to our success at recruiting women in the early career grades, where profit share is lower.

The bonus gap has been 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.

Part-time roles also play a part, as the statutory calculations do not convert bonuses paid to part-time employees to a full-time equivalent. Women make up 73% of our part-time workforce.



73% part-time women employees

Strategy

Our Total Inclusion strategy forms part of our wider commitment to Equality, Diversity and Inclusion (EDI) and ensures that our firm's focus is on talented people whatever their age, ethnicity, disability or gender.

 **ATTRACT**

Our aim is to employ the right person for the right role and to help us do this free of bias, all of our resourcing team undertake unconscious bias training, along with all hiring managers. Our job advertisements are run through decoding tools to strip them of bias, while we have also undertaken a pilot to anonymise applications to ensure candidates are judged on their achievements and potential.

We are also utilising social media, with an EDI-focused page on LinkedIn and posts across social platforms recognising International Women's Day and celebrating the diverse women who work for our firm.

Away from screens, we host the annual Future Female Engineers event, with usually 100 attendees each year, for women students studying STEM subjects, that looks to help them build their professional networks and capture some of the soft skills that can help them thrive in the world of work.

 **DEVELOP**

Our Women in Leadership Programme helps to create a visible pipeline of women who are contenders for leadership roles in our firm, demonstrating our commitment to creating opportunities for all. The programme also raises awareness of some of the perceived challenges to women's progression at Arup, how these can be navigated, and how participants and their sponsors can help influence a more inclusive culture.

In 2019 we held four separate programmes across the UK for a mid-career audience, developing 79 women across four different sectors.

 **RETAIN**

Arup's Connect Women network exists to encourage and improve opportunities for women in Arup and is open to all employees, regardless of gender or background.

Each of our UK sub-regions has Connect Women representatives who visit local offices, engaging with employees and office leaders through lunchtime sessions and hosting speakers covering a range of topics.

Each year the network focuses on three days around which it hosts events, talks and discussions to engage and educate: International Women's Day; International Women in Engineering day; and International Men's Day.