Clients continue to come to Arup because of the way we think and do. This year is no different. Increasingly diverse projects bring innovations and leaps of imagination that benefit our clients and the environments in which we all live and work. We call this ‘shaping a better world’.

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Performance highlights

Financial

Our revenue grew to £1.24bn in the year to March 2016, an increase of 10.2%. Across every Region, we’ve done well financially by winning and delivering great projects for clients, meeting and exceeding their varied needs.

Clients

One of the best measures of how clients value us is through our forward order book. In the year to March 2016, our forward orders stood at £1.04bn continuing the upward trend of recent years.

Forward order book (£bn)

- 2014: 0.83
- 2015: 0.99
- 2016: 1.04

Recognition

The awards that we have won this year are a tribute to the quality of our people, partners and clients. They recognise our core belief in innovation, commercial excellence, thought leadership and the continued investment in our staff.

Impact

We were proud to be named as one of Fortune’s top 50 companies who ‘do well by doing good’. We were the only firm included from the architecture, engineering and construction industry.

Number of awards this year

200+
Chairman’s statement

Arup was founded on the belief that the built environment can change people’s lives for the better. This year, across all our operations and markets we’ve continued to meet this aim – helping clients solve their biggest challenges by harnessing our diverse skills and constantly expanding what’s technically possible.

I am pleased to report on another positive year for our firm – in a challenging global environment requiring some difficult choices and decisions.

By attracting and retaining high quality people we have been able to play a central role in a large range of outstanding projects for our clients around the world. This has maintained our reputation for excellence and resulted in a robust performance in all our markets. For Arup, growth is always a result not a driver, but it does ensure that we have the stability and resources to continue doing the best possible work, wherever we operate.

Markets

Our markets strengthened in the US, Canada and parts of Latin America, reflecting a key aim of our five-year strategy. The UK also enjoyed a positive year despite uncertainty ahead of the EU referendum (‘Brexit’) and Australia performed strongly in both infrastructure and buildings. In Europe, our operation in the Netherlands performed notably well, while uncertainty related to sanctions and low oil prices had a continued impact in Russia.

2016 has seen us successfully weather the continued property market slowdown in China, which remains one of our key strategic areas. We also saw modest growth in India, which continues to be a market of great interest despite its present challenges. South East Asia needs significant infrastructure development and we’ve seen promising signs in Indonesia and a continuing strong performance in Singapore.

We have seen growth in our aviation-related business. We’ve worked on a number of large Chinese airports, new airports in Istanbul, Turkey, and Mexico City, as well as expansions in Abu Dhabi, New York’s JFK and Los Angeles International in the US.

However, we’ve also seen some slowdowns in areas dependent on oil revenue, including parts of the Middle East, Western Australia and Texas.

Holistic thinking

A great challenge in our industry is that almost everything we make is effectively a prototype, with limited scope for refinement as a ‘product’. A change of mindset, which sees a fragmented supply chain working much more effectively, offers exciting possibilities. I’m delighted that we are working on this in partnership with the Ellen MacArthur Foundation and that the European Commission adopted new circular economy proposals last December.

Thinking in terms of a circular economy requires a holistic approach. That’s something we’ve long embraced. It sees us increasingly involved with our clients in the earliest stages – from initial strategic advice through to detailed design – and is supported by our ever-expanding digital expertise which places us at the forefront of new thinking in the planning, design and operation of today’s built environment. The Vision Masterplan for the Causeway Centre Business Park, just outside London, is a prime example of this kind of approach in action.

This year, there has also been greater global demand for ‘design and build’ solutions. Working in close collaboration with leading partners worldwide, we’re increasingly providing clients in construction with these services, which typically combine the benefits of quality, value and speed to market. A ‘total design’ approach has always been central to how we operate, and recent projects such as the Long Beach Civic Center in California, have illustrated how well placed we are to support clients in this current design and build trend.

In an increasingly digital age we face growing competition for people with the science-based skills we need. Shaping the built environment provides the immeasurable satisfaction of making a tangible impact on people’s day-to-day lives. As a result I’m confident we’ll continue to be able to attract the brightest and best, wherever we are working.

Gregory Hodkinson
Chairman, Arup Group
Founding values
We’re a progressive firm focused on positively shaping the future. That said, it’s clear to me that the values on which our firm have been built are more relevant than ever. We’ve always been concerned with using our skills to meet global challenges – social, economic or environmental.

As a trust-owned firm with no individual shareholders or external investors, we don’t have a profit imperative to guide our priorities.

Our first priority has always been and will continue to be, doing all we possibly can to help our clients meet their biggest challenges. Ultimately, this dedication is driven by our deeply ingrained desire to bring about positive change for people, wherever we are working.

Our business model provides other benefits too. Staff members share in our annual operating profit, ensuring that everyone benefits when the firm performs well. We have created what we believe to be a virtuous cycle that underpins our continuing success; we attract the best talent, who produce high quality work for clients and that creates further opportunities. We also invest in our people’s future through both ‘on the job’ and training opportunities and encourage them to have a voice in how our business develops.

This ethos sustains the ‘unity and enthusiasm’ that Sir Ove Arup recognised as critical for lasting success. It has also ensured that we’ve continued to grow organically and been profitable in every year since the firm was founded 70 years ago.

I am particularly pleased to report that our approach and culture resonates in the communities in which we work, allowing us to recruit based on personal interests and values, as well as professional skills. The 8,000 applications we had for 275 UK graduate positions this year is just one example of this success. In an increasingly digital age we face growing competition for people with the science-based skills we need. Shaping the built environment provides the immediate satisfaction of making a tangible impact on people’s day-to-day lives. As a result I’m confident we’ll continue to be able to attract the brightest and best, wherever we are working.

Community engagement
Ten years ago we chose to celebrate our 60th anniversary by establishing a fund that enables our people to apply their skills to solve challenges faced in developing countries. Supporting and supplementing the volunteered time of staff members, together we have brought technical expertise to reduce suffering and improve the lives of those in need. Shaping the built environment provides a direct democratic link to their need. Shaping the built environment provides a direct democratic link to their need.

City governments have a direct democratic link to their people and have often responded more quickly than national governments when it comes to climate change. This year, we played an active role supporting the C40 Cities Climate Leadership Group, a network of more than 90 cities taking action to reduce greenhouse gas emissions.

Agreeing global targets and sharing best practice are important steps but ultimately they are a beginning not an end. Mitigating impacts on our environment, creating greater resilience and thinking in new adaptable ways are the approaches we are adopting together with our clients to address climate change across all our markets. Doing this will help us play our part in turning global accords into meaningful action.

A decade on and I’m pleased to report that the fund has delivered substantial and lasting value to communities around the world. Projects like Sabre Kindergarten in Ghana, Ntunga Maternity Hospital in Rwanda and the W2Q Bridge project in Gansu, China have all delivered terrific benefits. They also show how bringing our skills to bear to meet real community needs can have a multiplier effect that’s greater than fundraising alone.

I look forward to seeing the firm have an even greater impact in the years to come.

Financial performance
Our revenue grew to £1.24bn in the year to 31 March 2016, an increase of 10.2% from 2015. I’m pleased to report that all five of our Regions recorded growth, with Asia’s 10.1% proving our fastest growing region. Wherever we are working, we’ve prospered by meeting and exceeding the varied needs of our clients across the world. We’ve collaborated with clients on more than 160 projects and increased our operating profit margin to 10.1%. By continuing to view growth as a result, not a driver, we’re confident we will enjoy further success.

The future
As always, political events will have a major influence on our business environment. To date, uncertainty around the US election, China’s slowdown, Brexit and political turbulence in other parts of the world have not had much negative impact on our firm, but we will continue to watch developments closely.

As a global firm with a proud history, a shared set of values and wide-ranging expertise, Arup has a distinctive identity. By focusing on our clients, sticking to our principles and deploying our skills to have a positive impact, I believe we will continue to play a leading role in shaping a better world.

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At a glance

626 Graduates recruited
33% New graduates were women
12,800 Average number of staff members this year

Our people

Attracting the best

Attracting the very best people to join us is always important. It begins with a graduate programme that’s designed to appeal to a diverse range of bright people with strong technical skills – future leaders who want to join us in making a real difference across the built environment.

Receiving over 16,000 applications for 626 graduate posts across the world is a clear measure of the scheme’s success but we are constantly looking to do more. A new initiative in East Asia, which saw us making better use of social media to build stronger connections with graduate recruits in just one example.

Graduates aren’t the only young people with something to offer our firm and our clients. A record 46 new UK apprentices joined Arup in September 2015, working across consulting, infrastructure, buildings and corporate services. We also continued to play an active role in the Technicians Apprenticeship Consortium and launched qualifications in transport planning and rail engineering design.

Getting better and better

Across all our markets we operate at the forefront of new ideas and new technology. To ensure that we maintain this leading position we encourage everyone – apprentice to senior leader – to embrace opportunities to enhance their professional development.

Arup University sits at the centre of this learning programme. It offers members of staff the opportunity to undertake diverse professional training modules and Masters-level studies. This ensures our people develop as individuals with access to broader and deeper thinking than would normally be available through their day-to-day roles. This year we provided training and development opportunities for more than 9,500 of our staff around the world, a clear reflection of the emphasis we place on helping everyone in the firm reach their full potential.

Providing clients with access to transformative thinking goes beyond training our people. This year we invested over £22m in research and innovation, fuelling our ability to ‘find a better way’. Doing this means that we can meaningfully live by Sir Ove Arup’s “as well as it can be done” ethos, providing ground-breaking solutions for our clients beyond what was possible just a year or two ago.

Going where we are needed

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Going where we are needed

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We are a vibrant, diverse firm working across five Regions, yet scale alone isn’t our strength. We’re united by a common ethos, enduring values and a desire to harness our global expertise for the benefit of the clients and communities we work for.

Our work

We’re a senior process engineer in our transport and resources team in Melbourne.

There are so many things which I enjoy about Arup. The people that we work with – how technically brilliant they are and how they’re keen to share that knowledge. There’s also the broad, interesting global projects we get to work on, and the opportunity to be involved in community engagement.

Rhys joined Arup in 2008. He is a senior process engineer in our transport and resources team in Melbourne.

Creating a consistent experience

In today’s connected world, clients in markets like property, retail and manufacturing look at their operations with the goal of setting the same standards and ensuring the same experience wherever they are.

Our work for fashion retailer Zara is a case in point. In the last five years we have worked with the business in Melbourne, Rome, Porto and Barcelona. In the latter we helped create the first store in Spain to gain LEED® Gold certificate. This year’s work in Oslo expanded that relationship still further, providing Zara with the assured access to quality and innovation that comes from working with a firm with a global footprint as wide as their own.

Expertise across the world

Whilst some clients look to work with our teams in multiple locations, others benefit from the access our global network gives them to world-class expertise.

Our Skills Networks underpin part of this story, allowing our engineers and consultants to seek input from experts in their field, anywhere in the world. Sharing best practice and innovative thinking in this way means every client has access to our best minds, 24/7.

Whilst advice from experts in other parts of the world is hugely valuable, some projects require deeper, hands-on involvement from our world-class specialists.

The National Forum of Music in Wrocław, Poland (see page 28) is a perfect illustration. Across a 12 year development process, experts in our Wrocław, Amsterdam and New York offices provided specialist advice on pre-design planning, auditorium design, theatre consulting, acoustic consulting, and audiovisual systems. The 1,800-seat facility that opened in September 2015 demonstrates the benefits an integrated way of working can bring.

Meeting the world’s challenges

Our strength and growth as a global firm provides one further important benefit. As the world faces increasingly pressing challenges in areas like climate change and the management of important natural resources, perspective on the most effective responses is vital.

As our Chairman, Gregory Hodkinson explained (see page 4), we drew on global insight in support of this year’s COP21 agreement. We also recognise that impact at an individual city level will be critical if we are going to play our part in building a more sustainable future. The work described on the opposite page shows what this means in practice. We combined local knowledge of specific challenges with access to the latest thinking on global issues ranging from community energy to sustainable transport systems. For us, this work is a perfect illustration of what being a global firm can mean for our clients and partners.

The Rockefeller Foundation

As part of 100 Resilient Cities, we have helped Byblos in Lebanon and Vejle in Denmark, for example, develop and release tailored Resilience Strategies. We’re currently supporting ten more cities to do the same, including Glasgow, Rome and Santa Fe.

Working in partnership

City Resilience Index and 100 Resilient Cities

We are working in partnership with The Rockefeller Foundation and with 100 Resilient Cities, to help cities understand and measure their capacity to endure, adapt and transform, demonstrating the social value our expertise can have.

In the 21st century cities face diverse challenges ranging from climate change to ageing infrastructure, and from rapid growth to pandemics. We’ve developed a new planning and decision-making tool called the City Resilience Index, with support from The Rockefeller Foundation. It helps cities measure their resilience through a range of indicators associated with 12 goals relating to health and well-being; economy and society; infrastructure and environment; and leadership and strategy.

The City Resilience Index helps cities understand and plan for such challenges and stresses, and is being used by 100 Resilient Cities, a network pioneered by The Rockefeller Foundation.

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The City Resilience Index is an excellent tool that highlights areas of improvement, identifies weaknesses and concentrates minds towards finding innovative ways to mitigate against risk.

The city wasn’t designed by economic forces; instead it was designed by social engineering. Maybe we need social engineering to change it again?

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This ongoing research will help a city improve its parameters like infrastructure, economy, livelihood and employment, security, law and order. This programme will be included under our city’s development plan.

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Our work in the Americas has had a positive impact on millions of lives by adapting to environmental changes and focusing on people’s future needs.

Across the Americas a constantly evolving mix of social, economic, environmental and technological developments pose new questions for our clients. Our breadth of expertise and holistic approach have seen us well equipped to meet these challenges – whether we are securing dwindling water supplies, providing leading-edge earthquake protection or creating inspiring places to live, work and learn.

Energy efficiency, naturally

At 246m Torre Reforma in Mexico City is Mexico’s tallest building. It also stands out for its sustainable design. The slim structure maximises natural light to illuminate interior spaces and facilitate natural ventilation. Windows open automatically before dawn, releasing warm air and allowing cool air in, and wind power helps to supply its energy needs. Its triangular shape is not only iconic, but is designed to be resilient by twisting with strong winds or earthquake tremors.

Our sustainability consultancy and engineering solutions ensured the new 1.1mft² Samsung Headquarters in San Jose, California, saves energy while encouraging interaction. Energy efficient features include thermal energy storage, innovative LED lighting and low-flow water fixtures. The extensive courtyard helps maximise daylighting in the open plan office to create a healthy and productive working environment.

Making Las Vegas water a safe bet

Lake Mead is the biggest man-made reservoir in the US and supplies drinking water to over 25 million people, including 90% of Las Vegas’s supply. Its continued viability was in doubt as a decade-long drought saw water levels drop 100ft to within metres of the lake’s two existing intakes. We led the pioneering solution that secured the future water supply with a ‘race against time’ challenge described as the subaqueous equivalent of “landing on the moon”.

Lake Mead Intake Tunnel No. 3

The length of the world’s deepest sub-aqueous tunnel, creating a vital new intake for Lake Mead, securing drinking water for more than 25m people.

4.6km

This project demonstrates Arup’s ability to produce a design meeting Samsung’s vision of creating a sustainable and collaborative workplace which inspires innovation and attracts talent in Silicon Valley.

Bruce McKinlay
Project Director, Samsung Headquarters

Lake Mead Intake Tunnel No. 3

0m

4.6km

Torre Reforma

Rising 246m on Mexico City’s famous Paseo de la Reforma, Torre Reforma is Mexico’s tallest building. It’s also one of the greenest: the 57 storey tower is the first in Latin America set to achieve a LEED Platinum international certification.
Lake Mead Intake Tunnel No. 3 was the most ambitious project ever undertaken by the Southern Nevada Water Authority, with Arup as an instrumental part of the team. Our focus was to work together to overcome the challenges, literally fighting for every inch of that tunnel alignment. Now that the work is complete, we can look back and clearly see the magnitude of what we accomplished and feel a great sense of pride for what we achieved as a team and for our community.

Erika Moonin, Engineering Project Manager, SNWA
Our innovative solution involved assembling the new intake structure on a floating deck and sinking it to the lake bed. We then drove a tunnel boring machine nearly 5km under water before hitting a ‘bull’s eye’ target a few centimetres wide to connect to the intake. The result is the world’s deepest subaqueous tunnel and the safeguarding of the region’s future water supplies.

Guiding San Francisco into the future
Presidio Parkway replaces San Francisco’s primary approach route to the Golden Gate Bridge, opening up new vistas and improving driver safety. We updated the 1.6-mile 1930s design with 1,800ft of cut-and-cover tunnels and extensive landscaping to blend the road into its surroundings and reconnect the core of the US’s only urban national park to the waterfront. Arup’s involvement covered everything from designing civil and structural aspects to advising the client on financing and delivery.

Our structural and geotechnical expertise is also proving vital to planning 181 Fremont Tower, a mixed-use 56 storey building in a high-density district of the earthquake-prone city. Arup’s approach is informed by the Resilience-based Earthquake Design Initiative (REDi) developed by our experts researching building responses to earthquakes around the world. The building has achieved REDi Gold certification, meaning the tower could be reoccupied almost immediately after a major earthquake.

Optimising acoustic performance through our SoundLab facility, we’ve enabled a disused New York sawdust factory to become an intimate music venue.
Across Australasia we’ve created positive links of many kinds – connecting people with places, cities with the natural environment and design with conservation. It takes agile minds to better connect people without sacrificing the environment or risking the character of their cities. We’ve applied intelligence and imagination as always. But most of all, we understand what change entails on the ground to successfully regenerate areas posing a complex combination of geological and conservation concerns.

**Thoughtful architecture**

*Elizabeth Quay Pedestrian and Cyclist Bridge* in Perth, Australia, adds to our history of delivering iconic bridges that unite urban landscapes with nature. Our complex, curved design features a 110m ‘S’-form bridge deck. This provides the necessary length to clear the navigation channel whilst providing dynamic and changing viewpoints. The deck has the width to allow simultaneous enjoyment by pedestrians and cyclists and is accessible to all. We also redesigned aerials on public ferries to reduce channel clearance by 1.5m, which saved 75m of bridge length and delivered sizeable cost savings. A key component in the transformation of Perth’s waterfront, the bridge gives substance to the Metropolitan Redevelopment Authority’s (MRA) vision: ‘The River. The City. Together Again’.

**Creating new connections**

Our work on Singapore’s *Downtown Line (DTL)* is making stations more accessible as well as saving on construction costs. Arup has played a number of significant roles on Downtown Lines 1, 2 and 3. We provided advanced consultancy on DTL1 and 2, producing the concept designs and base-lining for 10 underground stations and 11km of running tunnels. Our work on DTL 1 included detailed design for the award winning Bugis Station – a busy interchange in the heart of the Central Business District.

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*Arup’s design excellence has resulted in a 110-metre bridge that responds exceptionally to the MRA’s core brief of an iconic structure that is timeless and refined in its simplicity.*

Sean Henriques, Chief Executive Officer, MRA

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*The design at Elizabeth Quay is everything the MRA sought to achieve in terms of simple and pure structural forms, complemented by our thoughtful, modular architecture. The design solution overcame every technical and construction challenge whilst ensuring the bridge’s visual appeal remained at the forefront.*

Nick Birmingham, Associate, Elizabeth Quay Pedestrian and Cyclist Bridge

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Public transport is the most efficient way for our people to get around in a compact city like ours. Ultimately we aim to make Singapore a safe, green, car-lite city.

Prime Minister Lee Hsien Loong on DTL2 opening 26 December 2015, reported in the Straits Times
On DTL 2, our specialists in station planning, geology and tunnelling focused on minimising depths to platforms and passenger transfer distances, as well as enabling barrier-free access to platforms. Due to open in 2017, we continue to deliver excellence on the design for five underground stations and 5km of tunnels on the DTL3 Package A.

We’re working on three Light Rail schemes in the Region following our work on Queensland’s Gold Coast Light Rail, which opened in 2014. On the other side of Australia, our services ensured the new Perth Airport, T1 Domestic Terminal and T1 International Departures Expansion worked efficiently right from its opening. The facility allows passengers to transfer seamlessly between regional, interstate and international services. Working with airport and airline stakeholders, we used our Operational Readiness, Activation and Transition (ORAT) process to deliver 28 trials testing systems, people and processes.

Pushing for platinum performance
We faced challenging conditions working on the South Beach mixed-use eco-quarter under construction in Singapore. The site sits on filled earth and soft marine clay with several conservation buildings nearby. Our geotechnics team designed 89m and 85m diameter cofferdams to stabilise the soil and provide dry pockets for safe excavation. The design exemplifies Singapore’s ideal of a ‘city in a garden’ and the project has already won Green Mark Platinum awards.

Combating challenging geotechnical conditions with innovative ‘cofferdam’ designs, we’ve turned ambitious plans for a mixed-use eco-quarter in Singapore into award-winning reality.
A dynamic region like East Asia demands dynamic thinking. From efficient mass transport to inspiring cultural centres, we’ve brought fresh ideas to a wide range of client challenges.

Designing for large populations, improving resilience and making the most of resources are just some of the challenges that faced our teams in East Asia. Their technical excellence and imaginative design approach has seen them develop solutions in all our markets – from crucial public services to buildings that reflect their location and cultural heritage.

Buildings that inspire and protect

This year, Arup has created inspiring environments that integrate efficient use of resources and resilience against natural disasters. Traditionally, museums have been ‘closed boxes’ but Oita Prefectural Art Museum on Kyushu island in Japan offers a modern, accessible alternative. Visitors enter through bi-folding glass doors that form a two storey high transparent façade whilst easing energy consumption for heating, cooling and ventilation. Inside, invisible walls of jetted air protect against heat, humidity, dust and insects. The geometric outer grid of the upper exhibition space is made of timber, making full use of this sustainable material. Finally, the whole structure is set on rubber bearing devices to protect against earthquakes.

At 530m high and with 111 floors, CTF Finance Centre in Guangzhou, China is one of the world’s tallest buildings. To make the most of the fabulous views over the Pearl River, our client wanted to minimise the exterior columns. Our solution of eight mega columns and a central core was unusual in China but has now set a precedent for the country’s future seismic skyscraper design.

Connecting people through culture, business and travel

We have experience in developing leading-edge solutions for modern airports. Hong Kong International Airport Midfield Concourse offers more than 35 green features to maximise sustainability while providing a comfortable environment to in excess of ten million extra passengers a year.

At a glance

- 20% Percentage of total Arup income
- 3,644 Number of permanent staff
- 22 Number of offices

Office locations

Brunei
- Bandar Seri Begawan

Cambodia
- Phnom Penh

Greater China
- Beijing
- Chongqing
- Guangzhou
- Hong Kong
- Macau
- Shanghai
- Shenzhen
- Taipei
- Tianjin
- Wuhan

India
- Hyderabad
- Mumbai

Japan
- Tokyo

Malaysia
- Kuala Lumpur
- Kota Kinabalu
- Penang

Philippines
- Manila

Thailand
- Bangkok

South Korea
- Seoul

Vietnam
- Ho Chi Minh City

Hong Kong International Airport
Midfield Concourse

Aspiring to be one of the first buildings to be awarded with a BEAM Plus Gold Rating by the Hong Kong Green Building Council. The building provides a comfortable environment to in excess of ten million extra passengers a year.

Oita Prefectural Art Museum

Ryota Kidokoro
Associate, Oita Prefectural Art Museum

10 million passengers

Oita Prefectural Art Museum

Ryota Kidokoro
Associate, Oita Prefectural Art Museum

We were driven to think outside the box – both literally and figuratively. To realise Shigeru Ban’s vision of an open-box museum, we implemented a base isolation system to attain the highest level of earthquake performance while enabling the desired long span obstruction-free exhibition space.

The Agency for Cultural Affairs in Japan made various detailed requests for the air environment to keep the artworks in optimal conditions at the museum. With Arup’s flexible mindset and skilful simulations, we were able to propose a deliberate solution at the planning stage. Arup has played an important role to realise this open-box museum.

Keita Sugai, Director, Shigeru Ban Architects

Ryota Kidokoro
Associate, Oita Prefectural Art Museum

""
Using their capabilities in structural, MEP and environmental design, Arup provided us with comprehensive and coordinated solutions for this complex project, and successfully helped us achieve a unique mixed-use development of high performance and sustainability. We see Arup as our long-term partner, and value their commitment to quality and professionalism.

Albert Chan Kai Bon, Director of Development Planning and Design, Shui On Land Limited
comfortable environment to in excess of ten million extra passengers a year. North-facing skylights increase natural lighting while also reducing solar heat gain. This in turn saves on air-conditioning, which runs on water-cooled chillers using recycled water. The five level concourse is located between the two runways and the extended automated people mover to Terminal 1 provides ready access.

Gifu Media Cosmos is an avant-garde cultural centre in central Japan. Our teams were intimately involved in all aspects of the design and construction, from the iconic roof and globes, to lighting design and embedding high levels of energy efficiency. The 11 giant ‘globes’ suspended from the roof are the most distinctive feature of the design. In keeping with the organic design, each forms a ‘bell-mouth’ that enhances natural ventilation and defines reading, resting and study zones without physical walls. Non-dazzling daylight is filtered through the polyester globes ensuring visitors enjoy an optimal reading environment.

In collaboration with the design and construction teams, we developed new methods for the structure of the timber roof to realise the fluid geometry of the space.

The Hub, Shanghai, features a range of sustainable solutions to help make Hongqiao Central Business District (CBD) a low-carbon and green construction zone. We deployed energy-saving strategies such as a solar hot water system, stormwater and greywater recycling, and supplying chilled and hot water through co-generation from a central district plant. A futuristic ‘Starship’ exhibition centre for art, cultural and business events appears to float at the CBD’s heart, surrounded by offices, hotels and malls.

Working with water
Baotou is situated in northern China’s Inner Mongolia region. It suffers water scarcity due to wide seasonal variation in rainfall and flooding caused by poor drainage. We’re helping tackle these issues through a report on Water-Sensitive Urban Design as part of China’s ‘Sponge Cities’ initiative. Green corridors, open space, parks and pocket gardens will help manage and provide routes for extreme rainfall and mitigate flood risks. We also aim to revitalise the river as a setting for public recreation.

Hong Kong’s Harbour Area Treatment Scheme, Stage 2A (HATS2A), is significantly improving water quality in Victoria Harbour. Our sewerage infrastructure project is helping to protect marine life while enabling the city to meet its future development needs. It also means the entire HATS system now serves a population of more than five million people.

We designed and project managed HATS2A, which has been operational since late 2015 and provides a positive example of how to engineer utilities for high-density cities.

Green corridors, open spaces, parks and pocket gardens are key elements of our approach to mitigating and managing flood risks in China’s ‘Sponge Cities’.

At a glance

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- **Number of permanent staff**: 3,644
- **Number of offices**: 22

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- **Cambodia**: Phnom Penh
- **Greater China**: Beijing, Chongqing, Guangzhou, Hong Kong, Macau, Shanghai, Shenzhen, Taipei, Tianjin, Wuhan
- **India**: Hyderabad, Mumbai
- **Japan**: Tokyo
- **Malaysia**: Kuala Lumpur, Kota Kinabalu, Penang
- **Philippines**: Manila
- **Thailand**: Bangkok
- **South Korea**: Seoul
- **Vietnam**: Ho Chi Minh City

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The Concourse is an important development project that will help Hong Kong International Airport meet increasing traffic demand in the medium term, as we work towards completion of the Three-runway System. Incorporating numerous green features, the facility was designed with environmental sustainability in mind.

Jack So Chak-kwong, Chairman of the Airport Authority Hong Kong

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**Project**

- Hong Kong International Airport Midfield Concourse

**Location**

- Hong Kong, China

**Client**

- Airport Authority Hong Kong
Across Europe our teams carefully balance respect for the region’s rich heritage with the need to create a built environment that’s fit for the future.

This year our major European projects have seen us link architectural expression to human behaviour, promoting sustainable 21st century travel and regenerating areas of major historic cities.

A virtuoso performance
The National Forum of Music in Wrocław, Poland, is a landmark venue in a city with a proud musical heritage dating back to the Baroque era. The project involved four Arup offices in New York, Wrocław, Warsaw and Amsterdam, whose challenge was to create a versatile, acoustically state-of-the-art facility that does justice to the city’s historical musical roots. The 1,800-seat concert hall features a range of adjustable elements that enable both the acoustics and the scale of the stage and seating areas to be tailored for each performance. We sat the entire building on rubber vibroisolators to help provide silence in which artists can work. Wrocław is a 2016 European Capital of Culture and the forum, which also features three smaller performing spaces, is already being hailed as one of the world’s best concert halls. We were awarded a Medal of the City of Wrocław for our contribution to the cultural life of the city.

Revitalising great cities
Distrito Castellana Norte Madrid is one of Europe’s largest regeneration schemes, extending the north of the Spanish capital across more than 300 hectares. We’re leading design and planning of the scheme, which also features three smaller performing spaces, is already being hailed as one of the world’s best concert halls. We were awarded a Medal of the City of Wrocław for our contribution to the cultural life of the city.

12 years
Distrito Castellana Norte Madrid
The extension of the north of Madrid creates a new environmentally focused city with 80% given over to public space, including interconnected transport systems, urban services and green areas. It also reduces the use of private vehicles thanks to a new sustainable mobility strategy which sees users only having to travel up to a mile to find any existing or planned interchanges.

Arup’s support, advice, global experience, and multidisciplinary skillset were indispensable throughout development. We chose them for the amazing track record they have in concert hall design around the world and they’ve really delivered a fantastic facility for us. They’ve been a great partner in this project.

Dr. Andrzej Kosendiak, CEO of National Forum of Music

The National Forum of Music
Location
Wrocław, Poland
Client
City of Wrocław

We have planned a very people-focused development model, promoting social exchange and the interaction between neighbours. Castellana Norte will provide an identity to represent the values of Madrid as an open and high-quality city.

Flavio Tejada
Project Director, Distrito Castellana Norte Madrid

Flavio joined Arup in 2004. He is an associate director in our Madrid office.

At a glance
Office locations
Denmark
Copenhagen

Germany
Berlin
Düsseldorf
Frankfurt

Ireland
Cork
Dublin
Galway
Limerick

Italy
Milan

Netherlands
Amsterdam

Poland
Krakow
Warsaw

Russia
Moscow

Spain
Madrid

Turkey
Ankara
Istanbul

8% Percentage of total Arup income
1,254 Number of permanent staff
16 Number of offices
Problems and challenges in the project were dealt with in close collaboration with the contractor. Knowledge and expertise combined to enable progress and to arrive at the right solution for everyone concerned. Arup helped drive this project, and the ultimate goal was achieved: a bridge that can last another 30 years.

Cecile Haffmans, Surroundings Manager, Rijkswaterstaat
In Ireland, we’re helping to create a vibrant new city quarter with diverse uses in Dublin’s north inner city through the Grandeggerman Masterplan. After winning an international competition, we became the master planners and undertook an early sustainability appraisal to ensure a focus on sustainable approaches. We’ve adapted six 200-year-old protected hospital structures (approx. 8,300m²) into educational facilities for the Dublin Institute of Technology. New facilities include a new glass entrance, lecture theatres, a library and an IT hub.

Previously an unfinished hotel in central St Petersburg, our work on this new global headquarters for Gazprom Export involved the reconstruction and shell and core layout rearrangement of the building premises. The total area of this upper floor structure is 20,000m² and significant changes to the building have been made. These include transforming its atrium extension and functional modification from its previous life as a hotel into a high-end corporate office. Besides administration and support areas, the building also houses a bank, catering and recreational space. We provided architectural support, planning, structural, mechanical, electrical, public health services, along with site supervision.

Intuitive transport infrastructure

The tight building footprint for Den hem Central Station in the Netherlands posed a difficult engineering challenge. Working with architects UNStudio we solved this challenge with a column-free structure, designed around the people who use it. We understood the city’s vision for a modern facility that makes transfers between modes of transport quicker and more efficient. Our freeform use of concrete generates elegant, sweeping shapes and gently inclined surfaces. Passengers are intuitively guided from the platforms to the transfer hall and on to their next connection. Building above and below ground created room for offices, shops, homes, an additional platform, an underpass, a car tunnel, bicycle storage and expanded parking, as well as the spacious main hall.

Also in the Netherlands, Galecopper Bridge is a 326m long steel cable stayed bridge that was built in 1970. Heavy freight traffic caused fatigue problems in the deck. Strengthening the bridge involved the addition of a layer of high strength concrete to the top of the deck, along with two large steel box girders alongside the full length of the bridge. Each girder weighs 1,500 tonnes and was installed in three pieces. The installation of these girders and the jacking of the bridge was a complicated process, involving large floating cranes, pontoons and mobile cranes all in action simultaneously. Together with our joint venture partners we worked on this project as managing contractor. Arup was responsible for technical management, site engineering, project and contract management.

In Copenhagen, the Cityringen underground metro will form a 16km loop around 17 new stations, connecting key areas of the city and interchanging with existing metro, rail and bus infrastructure. We are working as part of a Joint Venture to create stations that meet travellers’ intuitive demands in a way that is as efficient and sustainable as possible. Our engineers, architects, acoustic consultants, wayfinding, lighting, façade and materials specialists are collaborating to realise this vision. When complete approximately 80% of all homes, workplaces and higher education institutions will be within 600m of a train or metro station.

The Irish city of Galway is challenged by traffic congestion, unpredictable journey times and lack of alternatives to cars. The Galway Transport Strategy sets out a series of actions and measures, covering infrastructural, operational and policy elements to be implemented in Galway over the next 20 years. The N6 Galway City Ring Road forms part of the Galway Transport Strategy and is the road component of the N6 Galway City Transport Project which is an integrated, sustainable solution that provides an alternative to the east coast corridor and recognises the area’s rich natural heritage and wide variety of species and habitats. We’re collaborating with local and national authorities to encourage cycling, walking and bus usage, and to create an additional crossing of the River Corrib to ease congestion.

Our designs for the 16km Cityringen metro will help bring 80% of Copenhagen’s homes, workplaces and higher education institutions within 600m of a train or metro station.
Taller, longer, further and safer – across the UK, Middle East and Africa, we’ve used our advanced technical and creative expertise to turn our clients’ diverse ambitions into practical reality.

Our work in UKMEA this year has been at the forefront of today’s essential efforts to enhance transport systems, create inspiring spaces for learning and adapt to rapid changes in technology and climate.

Upgrading urban transport
Our work on Crossrail Place in London’s Canary Wharf was informed by a desire to attract tenants and the public three years before the station below begins operation. The 115,000ft² development features a spectacular addition to the London skyline for which our team provided specialist technical advice – one of the world’s longest timber roofs. Five storeys of flexible retail units, restaurants and large landscaped gardens make it a destination in its own right. We also developed a solution that will allow future changes to Crossrail Place without disrupting the station’s operation.

Upgrading Birmingham New Street, the UK’s busiest railway station outside London, was a highly complex process and Arup’s biggest ever fire project. Our fire engineering expertise was critical to allowing rail and retail operations to continue throughout construction. Our team created a dynamic 3D model of the station, concourse and shopping centre that responded to the changing structure during construction. This helped us reassure stakeholders such as Network Rail and West Midlands Fire Service by showing how we mitigated each risk to arise. The five-year project was completed without fire incident in September 2015.

Our multidisciplinary consultancy services are ensuring the Midfield Terminal Building (MTB) at Abu Dhabi International Airport will be ready for 30 million annual passengers by its opening date in July 2017. Passenger facilities in the 700,000m² terminal will include extensive airline hospitality lounges and a transit hotel.
The delivery of the BiBB in 12 months from conception to completion is entirely unprecedented in my experience. To design and deliver a unique timber framed building on this scale needs technical skill, dedication and collaboration on a level that only world-class teams can deliver. I have no doubt this was a world-class team who certainly delivered for Sky and who never stopped believing in better.

John Nicholson OBE, Director, Sky Property

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**At a glance**

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<th>Percentage of total Arup income</th>
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**Office locations**

- Botswana
  - Gaborone
- Mauritius
  - Bagatelle
- Nigeria
  - Lagos
- Qatar
  - Doha
- South Africa
  - Cape Town
  - Durban
  - Johannesburg
- UAE
  - Abu Dhabi
  - Dubai
- UK
  - Belfast
  - Bristol
  - Cardiff
  - Edinburgh
  - Glasgow
  - Leeds
  - Liverpool
  - London
  - Manchester
  - Newcastle
  - Nottingham
  - Sheffield
  - Solihull
  - Winchester
- Zimbabwe
  - Bulawayo
  - Harare
High performance angled glass is a key component of the design, reducing heat and increasing air-conditioning efficiencies.

**Inspired spaces**
The *Believe in Better* Building for Sky was briefly designed and constructed in less than a year. This timescale meant that timber was the chosen material for the structure, floors, façades and many finishes resulting in the tallest commercial timber building in the UK. The form and transparency is driven by designing for people and a strong environmental response. The building also integrates many advanced features such as the Arup-invented rainwater harvesting WC, ecological and PV roof, mixed mode ventilation, and adaptable interiors. This multiple award-winning project forms a key part of our work on the Sky campus in West London, which also includes Sky Studios, Sky Central and the BSkyB Health and Fitness Centre.

After our initial work for the Strategic Rail Authority on ‘High Speed Routes to the North’ in 2001, we have been working on HS2 since the UK Government announced the project in 2009. Our role as Environmental Overview Consultant on Phase 1 involved taking the route to Preliminary Design phase and producing the Environmental Statement, in order to provide HS2 Ltd with the level of detail needed to deposit a Hybrid Bill and obtain Royal Assent. In late 2015, we were appointed the civil engineering and environmental consultant contract for Phase 2a of HS2, helping develop the preferred route running 50 miles north from Birmingham to Crewe. Our involvement has also widened to include work on behalf of local Government’s decision-making.

**Leading the way**
Arup is working to improve public safety as part of the UK Home Office’s Emergency Services Mobile Communications Programme. The project will provide 300,000 police, fire and ambulance staff with an extensive communication and data service using 4G technology. It’s the first scheme globally to manage emergency services operations at scale across a commercial network. Arup is providing project management support, technical assurance and specialist training services and transition.

Our in-depth understanding of railway systems infrastructure and climate change scenarios is proving key to improving railway resilience. We’ve led a consortium of eight organisations promoting step change in the British rail industry’s ways of working through a project entitled Tomorrow’s Railway and Climate Change Adaptation. We led the way in identifying timely, cost-effective actions and developing decision-making tools, while also ensuring information sharing is maximised.

In London, we’re working with The Crown Estate to establish a green corridor bigger than Wembley Stadium’s football pitch across its portfolio. The *Crown Estate Ecology Masterplan* seeks to increase biodiversity, improve air quality, reduce the heat island effect, increase storm water retention and create a more attractive environment across some of the city’s most densely built-up areas.

Our multidisciplinary consultancy services are ensuring the Midfield Terminal Building (MTB) at Abu Dhabi International Airport will be ready for 30 million annual passengers by its opening date in July 2017.
Sustainability

Throughout our history, we’ve used design and engineering to improve people’s environments. Today, climate change and population growth make it more important than ever that we go on leading by providing our clients with sustainable solutions. The COP21 agreement was a watershed moment to fight climate change and opens up new opportunities for forward-thinking businesses. Our Chairman signed the Paris Pledge, along with hundreds of cities, businesses and other organisations. In doing so, he reaffirmed our focus on acting sustainably in all we do.

Improving urban environments
Our Living Wall Façade System is designed as a cost-effective way to enhance urban well-being and biodiversity, and to mitigate pollution. After installing a number of demonstration walls, we’re engaging with partners to bring the concept to market.

Cutting energy consumption
Supermarkets use more energy than any other commercial building sector but we helped our client create an industry benchmark. The H-E-B Austin Mueller store in Texas is 64% more energy efficient than the US grocery store median by using advanced refrigeration/cooling systems, glare-free indirect daylight and all LED lighting. The Dutch Green Building Council awarded an Outstanding BREEAM sustainability award to the new Energy Academy Europe building in Groningen. An expanded atrium maximises daylight and natural ventilation will be used for almost half the year. A thermal labyrinth will cool air in summer and warm it in winter.

In Sydney, 50 Martin Place shows that historic buildings can be retrofitted and still deliver world-class working environments. Viewed from the street, the building retains its essential character. Inside, its modernity is apparent throughout: interconnected spaces enhance interaction, cooling units are integrated into desks, and an onsite treatment facility captures and processes storm water. The air conditioning system utilises the expanded atrium to draw fresh air across the floors and up through the void.

Creating more resilient cities
As utilities become more customer-focused, our survey with the Australian Water Association provided insights into consumers’ views. Most Australians are worried about future water supplies, but 90% see water recycling as a sustainable non-drinking source and 82% support desalinated drinking water. In China, our knowledge of water-sensitive urban design is helping us plan for seasonal water scarcity and flooding in the Baotou shanty area. New parks and gardens will help manage rainfall and mitigate flood risks, while also providing areas for public recreation.

Putting sustainability at the heart of every project, we’ve used materials, resources and technology to provide maximum return with minimal negative impact.

**At a glance**

| Percentage of projects over £150k reporting specific sustainability objectives – a 15% increase from the previous year | 38.7% |

Macquarie acquired 50 Martin Place in 2012 and in doing so, made a commitment to preserve and reinvigorate this historic building to meet the needs of its clients and people. We decided to work with Arup because of its track record in delivering complex projects to the highest standards.”

Will Walker, Head of Business Services, Macquarie Group

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Managing our Venturing Initiative gives me the opportunity to work with colleagues to bring their innovative concepts to life. By developing technologies that have sustainability at their core, and that are built on viable business models, we can create real, lasting impact in the built environment.

Ralph Wilson
Ventures Manager

Ralph joined Arup in 2010. He manages Arup’s Ventures Portfolio in our London office.

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**Project**
50 Martin Place

**Location**
Sydney, Australia

**Client**
Macquarie Group Ltd.
We’re used to making a difference for our clients. Making a real difference for the communities in which we work is equally important. We bring our practical, strategic and inventive skills to whatever challenge we’re set, locally or globally.

Our humanitarian values underpin our work for clients and our diverse Community Engagement (CE) activities. By volunteering our time and skills we change communities for the better and show people how our expertise and enthusiasm can affect change in a direct way.

We donate some money directly to charity, but believe we can achieve the greatest impact by donating our time and skills. Engineering solutions can have long-lasting benefits, so we actively encourage and support our people to volunteer. Our founder Sir Ove Arup spoke about “a wish to do socially useful work, and to join hands with others fighting for the same values”. Through Arup’s CE programme, our people continue to honour his legacy by fulfilling both these ambitions.

We engage with charitable causes that deliver positive impacts across four principal strands of activity: local engagement in areas where we have offices; projects that support economic, environmental and social development; disaster response; and education. We support these across the world through the Ove Arup Foundation.

A positive impact
This year we’ve celebrated ten years of the Arup Development Fund, which was introduced in our 60th anniversary year. The fund has helped us in our mission to ‘shape a better world’ by supporting projects that are inclusive and have a positive impact. In the past 12 months alone, we’ve worked on 153 community engagement projects and many smaller ones across 39 countries. One in ten of our staff globally contributed, volunteering more than 6,500 hours of their time.

Empowering young people and helping children
Our Brisbane office has developed a work experience programme with The Smith Family, a children’s charity helping disadvantaged Australian children to get the most out of their education. Called Work Inspirations, the programme is aimed at students from local Smith Family schools who have an interest in STEM studies (Science, Technology, Engineering, Maths). This programme has been very successful in the region and has been extended to Perth, Sydney and Melbourne.

In London, we’re empowering disabled young people by supporting Elfrida Rathbone Camden’s Young People for Inclusion project. This involves young people helping organisations and businesses improve their provision for disabled people and our team is equipping members with the skills to become a self-sustaining social enterprise.

Volunteers from our Shanghai office visited Shufu Sowers Children’s Home in Yunnan province to provide fun summer activities and explore possibilities for expanding the home. We’ve done extensive fundraising and helped with Christmas decorating at Ireland’s only children’s hospice, Laura Lynn. We also advised on building an extension to allow parents to sleep close to their children in the hospice.

Engineering a better future
Two Arup engineers travelled to Nepal to help improve seismic resilience following the devastating 7.8-magnitude earthquake of April 2015. Hayley Gryc, from London, and Timurhan Timur, from Turkey, worked with ASEF, a local NGO, to enhance its structural engineering team’s capabilities.

They focused on retrofitting options for reinforced concrete buildings appropriate to the local context.

In Australia, we’ve provided engineering assistance for a new water intake structure in Queensland’s Stewart River as part of Engineering Without Borders’ EWB Connect scheme. Around 50 Lama Lama people will benefit from improved supply as a result of the project, which involved working in conjunction with Yintjinga Aboriginal Corporation. In Germany, we’ve supported housing provider Berlinovo in developing a prototype modular housing unit to help provide accommodation for the high number of refugees coming into the country.

Promoting hygiene and health
We’re embedding environmental sustainability considerations in the planning of Water, Sanitation and Hygiene (WASH) programmes run by FRANK Water in India. Over 300,000 people in marginalised communities have already benefited from WASH projects and the charity asked us to help ensure their solutions are sustainable and resilient to future changes. Our team is developing a methodology with potential to also be used in different geographies or developmental sectors. We’ve also designed a bridge for Atiok Hospital in the Solomon Islands, which will run across a gully between the main hospital building and a new Tuberculosis Isolation Ward. The next stage is constructing the bridge with local materials.

Arup’s contribution to CE in 2015/16 (includes over 12,000 hours of pro bono work, expenses and cash donations)

£1.6m

Working with communities
WaterAid in Nicaragua

Villagers in remote Truhlaya used to hike two hours uphill for potable water but now they can access it whenever they want from a village tank supplied by gravity-based piping. This is one example of the work WaterAid does in Nicaragua, with support from our New York office. Working with communities is crucial to WaterAid’s approach, ensuring local people are trained to use and maintain new systems.
We were challenged by Sir Ove Arup to do everything “as well as it can be done”. Constantly improving our own environmental performance is an important part of this ethos.

Stand up and be counted
Our 15 key performance indicators (KPIs) allow us to measure our annual progress against targets for everything from paper use to diversity and inclusion training. We review the results firm-wide and across our five regions to understand where we can seek further improvement.

We’ve achieved a 13% annual reduction in carbon emissions per employee for the second year running. We also reduced yearly paper consumption to 28.3kg for each of our people, well below our target of 34kg.

Sustainable suppliers
Our sustainable procurement plan ensures we select only responsible suppliers. Examples include working with our catering supplier to source and purchase Fairtrade and Rainforest Alliance Certified coffee, tea, sugar and bananas, and ensuring all disposable packaging is biodegradable and/or recyclable.

Carbon mitigation and reduction
In support of the landmark agreement on carbon reduction made at COP21 in Paris in December 2015 we have reinvigorated our efforts to address carbon emissions arising from our own operations to build a more sustainable business. To this end, we are developing a carbon mitigation and reduction programme to drive improvements in emissions caused by:

1. Employee commuting
2. Office and facility energy use
3. Business travel for internal purposes
4. Business travel for client projects

We recognise that we have varying degrees of influence in each of these areas. We are, for example, developing operational plans to ensure our offices are easily reached by public or other low-carbon transport. New offices are required to meet strict global energy efficiency standards like LEED or BREEAM, and all offices are required to purchase ‘green’ electricity either through their supplier or via renewable energy certificates. In order to maximise our impact through our projects all staff will have access to sustainability resources, guidance and learning opportunities. We will also provide direct investment for projects that have a measurable impact in reducing carbon emissions.

We aim to lead the way in meeting the global challenge of climate change by setting a good example through our own business practices and by providing the best possible advice to our clients to help them reduce their environmental impact.

Our robust financial performance provides real strength – sustaining our ability to undertake projects across the world, whatever the scope and scale.

At a glance

£1.24bn
Revenue

10.2%
Revenue growth

10.1%
Operating profit before staff profit-sharing as a percentage of revenue

During the year to March 2016, Arup delivered a robust financial performance, generating an operating profit before staff profit-sharing of 10.1% on revenue of £1.24bn. This represents a strong result for our staff members, our clients and for the long-term prospects of the firm.

Our profit has continually improved over the last four years, with this year’s figure inline with our strategic aims. This result reflects our position as a strong, stable business whose strategy is working well across our operations. Achieving our target provides scope for us to continue investing in the research, innovation and staff development activities that allow us to provide world-leading solutions in all our markets.

Profit-sharing distributed to staff as a percentage of total employment costs is 13.1%. Distributing profit in this way ensures that everyone in the firm benefits from our success – enabling us to attract and retain the brightest and best people across our diverse geographies and disciplines.

The end of this financial year saw us with a strong forward order book – a key measure of sustained client satisfaction and trust. At the end of March, forward orders stood at £1.04bn, continuing the positive trend of the past four years.

Each of our Regions grew last year. The UKMEA performed well and remains a cornerstone of our business despite the uncertainty that preceded the EU referendum. Europe has been stable and our performance in the Netherlands has been notably good. Greater China (mainland and Hong Kong) has suffered a slow-down in property and infrastructure investment but our position at the upper-end of this market has enabled us to weather this development effectively. Growth in the Americas (particularly North America) is a key strategic focus for the firm and has seen positive progress over the past year. The Australasia Region has likewise performed well, with a strong platform in Australia.

For our clients, our performance underlines that we are a strong, stable and ambitious firm that’s focused on building ever-stronger capabilities to help them meet their biggest challenges. For our staff, it demonstrates that we have the desire and resources to attract, retain and invest in high quality people, capable of delivering the kind of challenging, high quality work our clients demand.

Matthew Tweedie
Group Finance Director
Structure and leadership

We believe good and fair-minded governance, together with our independence, creates the conditions for our people to flourish. Our strategy is set by the Group Board, appointed by the firm’s Trustees. The Group Board is responsible for Arup’s long term success, financial security, unity, well-being and sustainability.
Arup is an independent firm of designers, planners, engineers, consultants and technical specialists, working across every aspect of today’s built environment. Together we help our clients solve their most complex challenges – turning exciting ideas into tangible reality as we strive to find a better way and shape a better world.

arup.com