

# ARUP

Annual Report 2016



# Staying true to the values of Sir Ove Arup, we work hard to foster an open, progressive culture where new ideas and real ingenuity are nurtured for our clients' benefit.

Our identity as a humane organisation was clearly expressed by our founder, Sir Ove Arup. He talked about our firm having “a special contribution to make which our very size and diversity and our whole outlook can help to achieve”. With over 12,800 staff in 89 offices, our size and diversity are greater than ever. As Arup grows, a shared understanding of the values that form our bedrock will be as crucial to our future as they have been to our past.

In our early days, Sir Ove Arup would personally interview all job candidates before employing them. In the same spirit, we seek out like-minded people who will thrive in an open and collaborative culture where new ideas and fresh thinking are always valued. We then provide the support, development and resources they need to reach their full potential and deliver the high quality work our clients expect. Consistent investment in every aspect of this journey underpins our future success.

### 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 is 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



“I enjoy working with many different types of people at Arup. Each brings something different, but special, to every project, and these different approaches to common goals produce the best outcomes.”

Jacqueline Strzeletz  
Project Manager

Jacqueline joined Arup as a trainee in 2009, graduating in 2010. She is based in our Berlin office where she is part of the Project Management team.

Arup in September 2015, working across consulting, infrastructure, buildings and corporate services. We also continued to play an active role in the *Technician 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

Across all our markets we aim to be wherever our clients need us to be. Achieving this goal means encouraging our people to broaden their experience internationally.

This year between 4–5% of our staff will have worked away from their home country at any one time. For our clients this provides access to the skills and best practice developed across the firm. For our people it provides the opportunity to engage with different cultures and address new challenges – with the insights and contacts they bring back further enriching our abilities.

This year we put in place a range of initiatives to strengthen this *Global Mobility programme* still further, particularly for staff at more senior levels.

### Inspiration and inclusion

This year we've seen new efforts across the world to inspire our people and strengthen our teams.

Senior leaders in East Asia explained how they practise Arup's core values in their day-to-day work through a series of ‘Walk the Talk’ speeches. In Australasia, a new *Diversity and Inclusion Executive* is drafting a strategy on issues including gender, culture, ethnicity, age and sexuality. In the UK, we developed a new *Heath and Wellbeing strategy*, recognising that performance during the working day is strongly influenced by how each of us feels in mind and body.

All told it's about investing in our greatest asset. Our history and track record provide an important foundation to build on, but everything we achieve for our clients in the future will be driven by people with the skills and mindset to push new boundaries.



626  
Graduates recruited

33%  
New graduates were women

12,800  
Average number of staff members this year

**Mike Banfi**  
Institution of Structural Engineers IStructE Service Award

**Kate Fairhall**  
Management Consultancies Association Change Management Consultant of the Year Award Winner

**Mark Fletcher**  
World Water Leadership Congress Awards Leadership Award for Outstanding Contribution to Water Efficiency

**Gabrielle McGill**  
Australian Water Association Young Water Professional of the Year Award

**Ikuhide Shibata**  
Japan Structural Design Award

**Faith Wainwright**  
Oxford University Honorary Fellow of St Edmund Hall

**Sir Jack Zunz**  
Wits University Honorary Doctorate from Faculty of Engineering and the Built Environment