

Corporate Report

2011/2012



ARUP



Steady performance in a tough global climate

Focusing on diversification and resilience provides a solid platform to face the uncertainties of the global economy



The 2011-2012 financial period has undoubtedly been another challenging year for a sector beset by continuing uncertainty in Europe and Middle East. Yet Arup has maintained our strategic focus, worked hard with our clients and continued to deliver steady results in a tough economic environment.

At the end of the financial year, the Group Board was pleased to report that Arup managed to maintain rising income and profits in a very competitive global marketplace. Income grew modestly to hit £991.8 million, while full-year profits stayed positive at £31.1 million.

This resilience stands as a testament to the commitment and hard work of everyone across the Arup family. Yet we are also aware that we cannot afford to be complacent and it is important we guard against that across the firm. As a result, we remain just as keenly focused on improving efficiency and productivity as we are in achieving the highest design standards for our clients.

The firm also continues to follow a path toward becoming more diversified both across businesses and geographies – a strategy that has helped provide stability in the choppy waters generated by the global economic environment of recent years. As a result, we remain well placed to meet the uncertainties of the market in the year ahead with excellent people on board and a strong pipeline of both talent and projects coming through.

The highlight of 2012, though, is the chance to showcase our abilities to deliver to a gold medal standard in this Olympic year. London 2012 represents a boost in income for the firm, but far more importantly it once again highlights our ability to deliver complex projects on time, to budget, and to the very highest standards – a benchmark we fully intend to continue to strive for on every project we tackle.

A handwritten signature in blue ink that reads "Philip Dilley".

Philip Dilley, Group Chairman



Timber Wave, London, UK

© Dennis GilbertVIEW



Metro de Santiago, Chile

© MetroSantiagoChile



Baku Tollgate, Heydar Aliyev International Airport, Azerbaijan



Kingkey 100, Shenzhen, China

© Kerry Ip



Marina Bay Sands, Singapore

© Darren Soh



International Finance Centre, China

Owned in trust for a secure, independent future

Arup's ownership structure has been the foundation for decades of solid growth and sound finance. Most importantly, it allows the firm to maintain its independence

The ability to offer impartial, trusted advice is the foundation for much of Arup's success over the decades. Whether on major infrastructure works like High Speed 2 in the UK, building projects like the International Finance Centre in Guangzhou, China, or consulting projects such as providing transaction advice on the re-development of the Presidio Parkway in San Francisco, USA, our independence is never in doubt.

That independence of thought is a key component of our business model, putting us in a trusted position with clients and external stakeholders. At the same time, it has also proved important to the firm's financial foundation over the years. As a Trust-owned firm, Arup is owned for the benefit of the employees, past and present. In practice, this leaves us free to pursue long-term business strategies without the distraction of serving the needs of short-term shareholder profits.

Today, the responsibility for maintaining that legacy falls to the Trustees who administer the Ove Arup Employee, Charitable and Service Trusts. Among other things, the Trustees are responsible for appointing the Group Board. The Group Board is led by the Chairman, Philip Dille, along with 13 Directors, including two non-executives, and supported by three officers. The Group Board is responsible for setting the overall direction, strategy and policies to deliver the firm's objectives.

To reflect the complexity of our multi-disciplinary work, the Group Board has devised a matrix structure for the firm. This runs along strategic lines featuring Regions, Practices, Businesses and a number of senior level executive bodies tasked with supporting specific areas such as design, people and operational management.



© Ronald Tilleman

Government office, Groningen, The Netherlands

design markets people operations

The regional structure covers five areas in total – the Americas, Australasia, East Asia, Europe and UKMEA (UK, Middle East and Africa). The three Practices cover the overarching disciplines of Building, Consulting and Infrastructure and help drive our focus on technical expertise and skills development. Meanwhile, the 18 Businesses are outward facing in recognition of the need to support our clients in key sectors such as rail, aviation, waste and energy.

Overall, the structure is managed in such a way as to provide internal cohesion between the many skills we have, while maintaining external clarity across the intersecting multi-disciplinary activities that feature in the firm's work.

In combination, Arup is able to develop the skills and careers of our people, while engaging with clients and stakeholders at all levels across multiple disciplines and business areas. This allows Arup to provide the highest quality work and make the most of new opportunities.

Strategic approach

Arup is widely recognised as a world leader in delivering design and consulting engineering services, as well as numerous other architectural and professional skills. Spanning these multiple skillsets and business areas, the Group Board has set out a strategy that aims to promote excellence in four key areas:

- to be leaders in design
- to invest in markets for the future
- to invest in our people and make Arup an employer of choice
- and to inspire operational excellence across the board

These four overarching strategic objectives have implications for everything we do. For example, our ambition to be leaders in design has driven Arup to become partners on cutting edge schemes such as the Rokko Observatory in Japan, as well as developing a global series of 'Penguin Pool' events to engage with artists and designers across the globe.

The strategy of investing in markets for the future has prompted a number of initiatives from the expansion of our activities in fast-growing markets in China to the development of a new induction charging technology for electric vehicles in the form of HaloIPT, which proved to be a success for Arup and for low carbon transport.

Making Arup an employer of choice means not only reinforcing our commitment to career progression through continuous professional development and the Arup University programmes, but also through developing robust diversity policies across the globe.

In each area of the firm's activities, we also aim to promote operational excellence by cutting red tape and focusing on the quality of the work rather than pursuing growth targets, for example, as well as ensuring that sustainability and innovation remain at the heart of our design approach across the board.

In short, Arup's strategy is framed around attracting the best and brightest people and then developing their skills so that Arup can deliver the best projects for our clients and stakeholders. In doing so, we strive to shape a better world.

Group Board



Peter Bailey



Jenny Baster



Alan Belfield



Robert Care



Tristram Carfrae



Andrew Chan



Philip Dille



Greg Hodgkinson



Michael Kwok



LM Lui



Mahadev Raman



David Whittleton

Non-Executive Directors



Michael Bear



Ngaire Woods

Officers



Martin Ansley-Young



Cathy McNulty



Matt Tweedie



Bill & Melinda Gates Foundation, HQ, Seattle, USA

Resilience drives progress in competitive global markets

Arup aims to stay profitable and build a better business for our people and our clients

Arup's business performance in 2011-2012 was influenced by a number of external factors, not least the continuing after-effects of the global financial crisis and uncertainty in the Eurozone and the Middle East. Despite the impact of these geopolitical difficulties on specific markets, the picture for the Group as a whole has been characterised by solid returns and a resilient performance.

In a very competitive global market, Arup Group's resilience saw income rise 2.6% to £991.8 million, while operating profits climbed 16.4% to £28.7 million. Performance was helped by the integration of the previously independent Arup Ireland into the Group and the sale of the HaloIPT electric vehicle venture, which pushed full-year profits to a positive £31.1 million.

These solid financial results demonstrate how the Group has responded to the challenges brought to bear in a patchy and cautious global investment climate. It also highlights the effectiveness of a strategic approach that emphasises excellence in design and operations alongside sound strategic investment in key markets and the people who are at the core of all our businesses.

Critically, the firm will maintain its tradition of adding value through innovative and sustainable design approaches across the business – the underpinning element that has helped guide Arup's success over the years.



© Marcel Lam Photography

Harbour Area Treatment Scheme, Hong Kong

Across the regions

Analysis of the Group's performance over the year highlights the resilience of Arup's global diversification strategy. Increased turnover in Asia (up 18.1%), Australasia (up 9.5%) and the Americas (up 10.9%) helped offset declines in the Middle East and Africa region (down 18.2%).

At the same time, income in the UK and Europe held relatively steady, which the Board believes represents a commendable performance for the Group overall given the economic climate. There is no doubt that turnover is a useful metric for the firm, but the Group's key interest remains in delivering great projects for our clients as part of our ambition to shape a better world.

Looking across the regions there is no doubt that some outstanding projects were delivered over the period in each of the three main Practice areas – buildings, consulting and infrastructure.

In the buildings arena, a number of schemes stood out, not least the AAMI Park Stadium in Melbourne, Australia, the Education Executive Agency and Tax Office in Groningen (one of the most environmentally-friendly buildings in the Netherlands) and the Bill and Melinda Gates Foundation HQ in Seattle, USA. AAMI Park set new benchmarks in efficiency and sustainability, while the Seattle HQ demonstrates the true value of delivering sustainable design at scale as the Bill and Melinda Gates scheme became the largest non-profit LEED Platinum building in the world.

In a similar vein, the consulting teams have been enhancing the firm's global reputation with world-class projects such as the Singapore Sports Hub, which uses an energy-efficient spectator cooling system, as well as through work such as the joint publication of a Low Energy Lighting Guide for the BBC, which has helped the UK broadcaster cut energy use as well as costs.

In the other main Practice area – infrastructure – the firm's success is a truly worldwide phenomenon with several major projects nearing completion such as the prestigious A30 Autoroute in Montreal and the Harbour Area Treatment Scheme in Hong Kong – a new sewage system that will serve a population of five million on both sides of the Victoria Harbour.

In all these areas, the Practices work tirelessly to ensure that Arup maintains its world-beating edge in technical expertise and thought leadership, as well as maintaining our reputation for innovation and sustainability across the board.

The Group's key interest remains in delivering great projects for our clients

Selected awards

Moses Mabhida Commuter Station, Durban, KwaZulu Natal, South Africa

Kwazulu Natal Institute for Architecture (KZ NIA) Award
Southern African Institute of Steel Construction (SAISC)
Steel Award Winner

Sabiha Gokcen International Airport, Istanbul, Turkey

European Steel Design Award

Evelyn Grace City Academy, London, UK

Royal Institute of British Architects (RIBA)
Stirling Prize

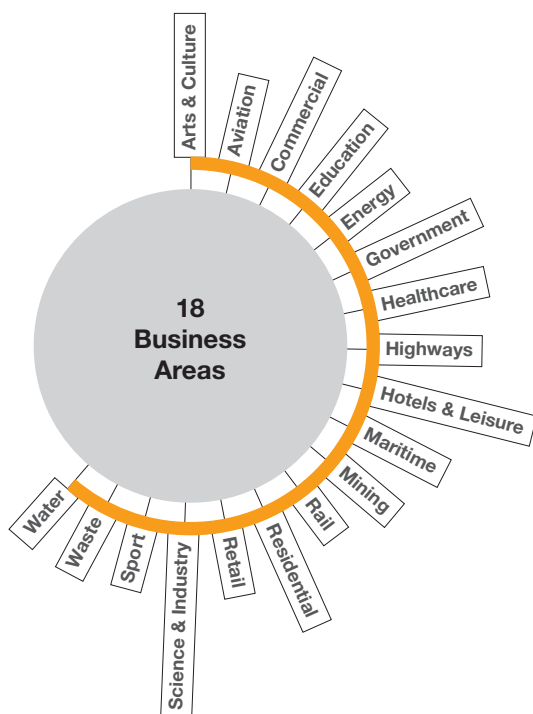


Gautrain, South Africa



A30, Montreal, Canada

© NAS30 CIV



Arup Businesses

When it comes to dealing with clients, our approach is to strive to ensure that our teams ‘talk the same language’ as the people we deal with, both figuratively and metaphorically. This is why Arup aims to employ a diverse workforce, work with clients who share a passion for innovation, and run 18 Businesses across the firm, so that a complex mix of seamlessly integrated services are targeted and tailored to specific client audiences and stakeholder groups.

Rail, for example, is one of the firm’s largest Businesses and in this sector any project of significant scale requires a huge number of different skillsets. As a result, we have a dedicated global rail team which works with clients and at the same time each individual project team can draw on a wealth of in-house expertise. For example, environmental experts can be deployed to examine the route and look at impact mitigation such as the tunnels created for the Gautrain project in South Africa. The team might draw on high-level operational expertise to inform the design engineering for highly complex projects such as the Second Avenue Subway in New York. Or the firm’s acoustics expertise can be used to engage the public during consultation as Arup did on the HS2 high speed rail line in the UK.

The story is the same for other major Businesses such as Highways. The firm's internal networks allow internationally recognised experts from across the globe to collaborate seamlessly on vast infrastructure schemes including the Forth Bridge Replacement near Edinburgh in the UK or the Presidio Parkway in San Francisco, USA, where the project team is tasked with delivering a new approach to the Golden Gate Bridge while maintaining traffic flows of some 100,000 vehicles per day.

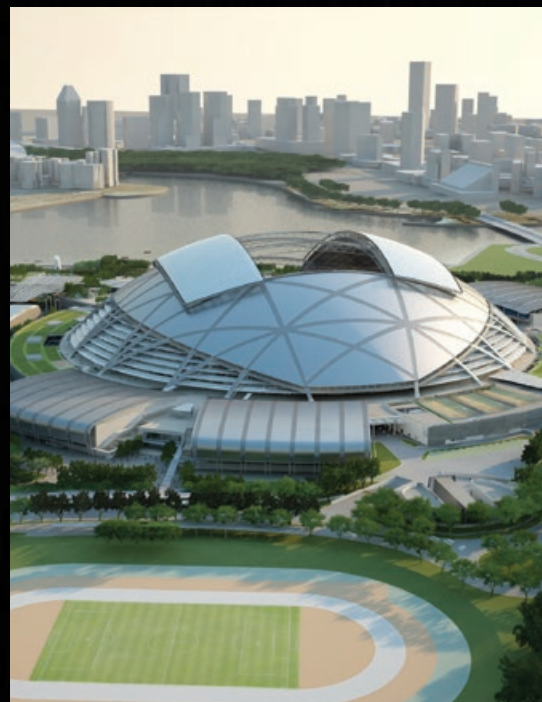
Across all our Businesses, we actively seek to work with clients who share our values and vision in terms of sustainability and this is clearly evident from many of the projects undertaken in another of Arup's major business areas – Commercial Property. A particularly interesting example is 1 Bligh Street in Sydney, Australia, which was the city's first 6-Star Green Star high-rise building. The project is the first high-rise in Australia to employ a double skin façade on this scale and set new standards for sustainability and innovation in high-rise development in the country. At the same time, the firm is enhancing our reputation for innovation with projects such as BSkyB's Harlequin building in London, UK, where Arup has helped design arguably the most sustainable broadcasting studio of its type in the world. The studio includes eight state-of-the-art, naturally-ventilated studios, offices and free-cooled data rooms, all following the client's design brief to create a world-leading, genuinely sustainable HQ.

These examples represent just a few of the many schemes where Arup once again combines innovation and sustainability.

Global outlook

Despite the inevitable challenges created by a soft global trading environment, Arup approaches the year with confidence, safe in the knowledge that the firm boasts many of the world's best people working in fields ranging from sustainable masterplanning and acoustics to high speed rail and airport design.

The firm's Trust-owned structure also means that Arup retains the ability to plan for a long-term future. That advantage, allied with another solid financial performance and the rising number of existing and potential clients around the globe who share the group's culture and passion for excellence, innovation and sustainable solutions means that Arup is optimistic the firm will see an even better 2012-2013.



Singapore Sports City

© Oaker





Employee engagement is a key factor in Arup's success

The art of being an 'employer of choice'

Attracting, nurturing and developing the skills of people who share our values is key to the Arup model

It is often said that Arup is 'unique'. One of the reasons for this is that Arup is a Trust-owned firm run for the benefit of the employees. As such, the group values its people greatly. This is why one of the strategic goals Arup has set itself is to invest in our people and have Arup recognised as 'an employer of choice'. It is a critical ambition for the firm as it is one of the key ways in which the group can sustain its culture, its expertise and its talent pool, and in turn maintain and grow Arup's reputation and standing around the globe.

As a professional services company, practically everything the firm does for clients and partners depends on the quality of the people who work at the group. So at every level, Arup is committed to attracting those who share our core values, nurturing their talents, developing their skills and striving to provide the best projects and working conditions to enhance our ability to deliver for clients and stakeholders.

This long-term commitment to excellence and being an 'employer of choice' manifests itself in a number of ways. For example, Arup actively promotes and pursues a global diversity policy, action plan and associated training to ensure that we attract and retain the broad range of people needed to reflect the diverse global stakeholder base the firm serves. Arup's approach means that these principles of diversity and inclusion extend to our clients, our suppliers and all of those with whom we choose to work.

The firm has also sought to maintain graduate recruitment in an uncertain global economic climate to ensure that we sustain the lifeblood of the firm, maintaining the pipeline of new talent coming into the group. Indeed, in the past year Arup took on more than 400 graduates, on a par with pre global recession levels. This reflects the group's confidence in the future and ensures that Arup's people continue to be supported – and challenged – by the pool of new talent coming through.

Once on board, new Arup staff are regularly given responsibility for key deliverables during the early stages of their careers. This helps promote responsibility and engagement, which is then reinforced in other ways, for example, via the firm's commitment to promote global mobility and ensure the group is well-placed for the best international projects. Today, 1 in 20 of our people around the globe are on secondment at any one time, providing tremendous scope for individual development, as well as helping Arup to nurture the global perspective and leadership needed to sustain an international firm serving clients in the long term.

Selected awards

Ric Snowden

Consulting Engineers South Africa (CESA) Aon Engineering Excellence Awards - Mentor of the Year

Tim Chapman

Institution of Civil Engineers (ICE) President's Medal

Dervilla Mitchell

Women of Outstanding Achievement Award

Phil Nedin

Institute of Healthcare Engineering and Estate Management (IHEEM) Lifetime Achievement Award



Global mobility is an important goal



Arup University is a visible commitment to continuous learning

86%

"I feel proud to work for" Arup

84%

"I would recommend Arup as a place to work"

Source: 2010 Arup Staff Survey

The firm's ambition to promote continuous development is apparent at every level, including the development of critical technical expertise gained via external professional bodies; senior leadership courses designed to reinforce the ethics and culture of the group; and through the Arup University – an organisation established within the firm to increase the return on intellectual capital.

Among other things, Arup University accelerates the development of staff capabilities through the provision of modules, workshops, e-learning and formal courses at Professional, Masters and Doctoral level. Just in the past year, for example, Masters Modules on topics such as Sustainability Leadership and Business Economics were completed by 65 students, while a further 90 students were accepted and enrolled on Modules for the coming period. The Arup University continues to work with internal and external partners such as Imperial College and UCL to develop our engagement in this area.

Learning and development has always been highly valued within Arup, because it is so critical to the future of the firm. By attracting, developing and retaining a talented and diverse group of people who share Arup's values and ambitions, the firm enhances its relevance and sustainability for current and future generations, putting great design at the service of our clients, partners and communities.



Sludge Treatment Plant, Hong Kong

Turning thought leadership into action on sustainability

Thought leadership is not enough, which is why Arup is determined to pursue 'do leadership' on sustainability and resilience

Arup has a tradition of being in the vanguard of new thinking about how we should operate as a firm and this is very much the case when it comes to the wider sustainability agenda. From the earliest days, the firm's founder, Ove Arup, set out the importance of having a joined-up approach to design, which included sensitivity to the environment and aiming to achieve a social purpose. This early example of thought leadership has been fundamental to the firm's development ever since and remains embedded in the group's thinking, reflected in how we approach our business, our people, our relationships and even our facilities.

The firm's long-held aspirations in these areas are formalised in Arup's Sustainability and Policy Strategy. The key elements of the strategy are found in the Group's philosophy, not least the overarching mission to 'shape a better world'. By detailing the agenda across four specific areas - business, people, relationships and facilities - Arup has developed explicit policy goals against which to match progress across the group (see indicators on page 14).



In many of these areas, the firm is doing relatively well. For example, in a short time Arup has managed to ensure that 99% of its people work in offices certified to ISO14001 environmental management standards. Inevitably, though, there are areas where further progress can be made, such as boosting gender diversity. Yet arguably the most important aspect of the Sustainability Strategy is that it represents a commitment to further progress across the regions and ensures that sustainability remains firmly at the core of the business.

Today's focus on sustainability is evident across the four main planks of the strategy. For example, we work with clients to optimise social, economic and environmental performance on extraordinary projects such as the Hong Kong Sludge Treatment Facility. This particular project combines a striking architectural design with sludge treatment and energy production, spas, and environmental, educational and exhibition facilities. Not only is it set to be one of the world's largest sludge treatment works, it also opens a new chapter in the integration of work, education, health and social wellbeing.

In the same way, we encourage people at all levels in the firm to put sustainability high on their agenda as part of their everyday work by providing targeted training. As a result, Arup nurtures the level of environmental awareness the firm is noted for, while developing the high calibre personnel who can make their mark as thought leaders in the field, supporting and encouraging clients, partners and other stakeholders following the same path.

This is why Arup is known as a 'go to' global firm for sustainability projects such as the pioneering study – 'Copenhagen: Solutions for Sustainable Cities'. Here, Arup and the City of Copenhagen authorities collaborated on an in-depth study into how the Danish city could develop the principles of green growth to deliver real-world economic and environmental benefits. The partners hope to build on the report's findings in the future to help Copenhagen lead the green growth agenda as the city works to create a smarter, cleaner and healthier environment in the future.

Selected awards

Central Park and Canals, Songdo City, South Korea

American Council of Engineering Companies (ACEC) –
Diamond Award for Engineering Excellence – Special Projects

Arup

2012 Sustainability Leaders
Best Environmental Consultancy Award

HaloIPT

CleanEquity Monaco Awards
Award for Excellence in the Field of Environmental Technology Research

BSkyB HQ, London, UK

Energy Efficient New-Build Project Winner

Yale School of Forestry & Environmental Studies, USA

American Council of Engineering Companies (ACEC)
Excellence Award



Halo IPT electric vehicle induction charging



New Songdo, South Korea

KPI	2009-2010	2010-2011	2011-2012
Projects setting sustainability objectives (%)	22.9	25.3	27.3
Profit (% of turnover)	2.6	4.8	6.1
Investments (% of turnover)	1.5	1.2	1.3
Cash at bank (weeks of costs, before profit share)	7.7	6.9	5.3
Repeat clients (%) ^[2]	76.4	65.1	83
Women in the firm (all grades (%))	29.5	30	30.5
Women in management positions (grades 7-9 (%))	12.8	13.7	14.3
Staff who have received relevant sustainability training (%)	40.7	33.2	23.6
Staff working in offices with and EMS certificated to ISO 14001 (%)	70.1	99.1	99.7
Carbon emissions per full-time employee per year (tonnes CO ₂) ^[4]	3.4	3.6	3.3
Paper consumption per full-time employee per year (kg) ^[5]	—	35.5	40.1
Lost time accidents per 100,000 employees	99.7	120	120
Charitable donations (£, to nearest £000)	742,000	749,000	743,000
Pro bono engagement (£ equivalent staff cost, to nearest £000)	582,000	560,000	843,000

The firm's ambition to engage with organisations that share our values and ambition to promote sustainability leadership means Arup has worked closely with partners such as the World Economic Forum to highlight the multi-billion dollar market potential for energy-efficient buildings. This is a vital contribution as buildings are responsible for 40% of the world's energy consumption and generate 40% of all carbon emissions. As such, retrofitting buildings to improve their energy efficiency presents a tremendous opportunity to reduce costs and impact on the environment.

Another example of cooperation in this area is the joint venture created between Arup and the Japanese group, Mitsui, aimed at sparking a wave of green investment around the globe. Arup and Mitsui signed a deal to form MBK Arup Sustainable Projects in 2011 with the aim of getting low carbon investments off the ground.

Moving to the final plank of the Sustainability Strategy – the firm's own facilities – Arup is well aware of the responsibility to practice what it preaches, endeavouring to minimise pollution, waste, and energy use. Here, the indicators show the firm is doing better on carbon with some work to do on paper consumption. At the same time, the group can point to some excellent high points over the year such as the Brisbane office's award for being the National Signatory of the Year for improving office energy efficiency under the national CitySwitch Green Office Program. The judges in this particular award were also impressed with Arup's Office Realtime data visualisation system, which allows staff members to directly see their energy, water, paper, and flight consumption trends, ensuring a correlation between individual actions and overall outcomes.

In short, the group is committed to turning a tradition of thought leadership into 'do leadership' in very practical ways. The concept of sustainability is constantly evolving as evidence, knowledge and understanding is accrued around the globe. Arup plans to play its part in both learning and disseminating best practice as a thought leader in the field.



WZQ Bridge, Yunnan Province, China

Working in partnership around the world

Connecting with partners and stakeholders in communities around the globe is a key element in our work

Arup's aspirations to shape a better world put the firm at very heart of communities around the globe. Every day, the firm's work is helping to regenerate neighbourhoods, forge new physical and social infrastructure and transform lives for the better.

The nature of the work Arup undertakes means that people across the firm are acutely aware of the responsibilities we have toward partners and stakeholders in the wider community. This goes some way toward explaining why one of the many things that sets Arup apart from other firms is a deeply held commitment to communities and causes.

The founder, Ove Arup, established the firm to be 'an organisation which is human and friendly' and one that carries with it 'a wish to do socially useful work and to join hands with others fighting for the same values'. Today, Arup fulfils this commitment through:

- Giving – via corporate donations through our charitable trust and regional community engagement committees
- Doing – by funding staff to provide technical assistance to humanitarian and development organisations around the world through the Arup Cause, strategic partnerships or local charities
- Developing – encouraging staff to undertake networking and shared learning activities on charitable and community issues under the umbrella of Arup's Community Engagement Skills Network.

The end result is that Arup engages with communities around the globe in a vast array of direct and indirect initiatives.



Arup people engage with global communities through pro bono work and fundraising

One of the most straightforward indications of this commitment is charitable donations, which amounted to some £743,000 over the year (2011: £749,000). Some of the most sizeable contributions are listed below (see Top 10 Donations) and include the founder's own charitable body, The Ove Arup Foundation, as well as some well-known international organisations such as RedR and Habitat for Humanity.

In addition, the Group provided thousands of hours of pro bono work to various charities at a cost of approximately £843,000, while Arup staff will have added significantly to that total with 21,755 unpaid hours of volunteering and individual fundraising projects. For the Arup family, it is here that the story of community engagement really comes alive as staff at all levels get to use their skills and knowledge to make a difference to their communities.

Take the Rayalanka Island flood mitigation and adaptation project in India, for example. Working with the community and local partners, Arup staff were able to help develop an engineering solution that made use of locally available Vetiver grass, providing a long-term sustainable solution for erosion protection.

Another Arup Cause project in Uganda's Teso region saw volunteers from the firm help develop the Shalom International School – phase one of a vocational college for young people in the area that will serve as a model for similar projects in the future.

In Australia, Arup volunteers joined forces with Engineers Without Borders to deliver the Murra Murra Amenities project in collaboration with the Kooma Traditional Owners Association Incorporated at a remote aboriginal homestead in the Queensland outback. The team worked with Emergency Architects

Top 10 Donations

Name	Total
South Africa Education Trust	180,214
The Ove Arup Foundation	81,762
RedR	40,320
WuZhiQiao Charitable Foundation	31,635
SportsAid	20,464
Engineers Without Borders	16,313
Fairbridge Trust	16,000
The Smith Family	15,165
Habitat for Humanity	13,318
AtmosFair	12,482



21,755

Hours of voluntary work and fundraising

£743,000

Charitable donations in 2011/12



Australia as part of a wider sanitation program in The Solomon Islands at Ranongga, which was among the areas hit by the 2007 earthquake and tsunami.

Another particularly interesting project took place in rural China at Mixia Village in Yunnan Province, close to the Vietnamese border. Here, Arup teams put in years of preparation alongside volunteers from the Wu Zhi Qiao Charitable Foundation and Hong Kong and mainland universities to build an Arup-designed bridge that will provide a safe passage for the local population to access schools and nearby communities.

All of these projects are backed by a whole host of mentoring and fundraising activities by Arup teams across the firm, which brought in £184,000 over the year. Staff in the New York office, for example, partnered with PENCIL, a non-profit organisation that brings together business leaders to strengthen New York City public schools.

Strategic partnerships have been set up with charities such as WaterAid to provide technical support for a country program in Nicaragua. And across the firm, sponsored bake sales, walks, cycle rides, and even moustache-growing have all featured in Arup offices as fundraising efforts have connected our people with communities in need around the world.

Arup International Development

Separate from charitable donations and pro bono work, Arup International Development (ArupID) is a not-for-profit business within Arup, working in partnership with humanitarian and development organisations. ArupID strengthens the overall impact of the firm's work – helping to deliver strategic objectives and outcomes at organisational, programme or project level.

The team works across a range of sectors and often in challenging geographies to help combat poverty and vulnerability, working to increase wellbeing and resilience in the developing world.

A good example of its recent work is the Community-Based Disaster Risk Reduction (CBDRR) study carried out for the International Federation of Red Cross and Red Crescent Societies (IFRC). This global study first began when ArupID was asked to review the impact of the client's programmes following the 2004 Indian Ocean tsunami. The work has since been replicated in Latin America and the Caribbean, influencing the design and implementation of successful CBDRR programmes worldwide.

The group also helped guide the planning and design of a new Humanitarian Logistics Hub in Panama for the United Nations Office for Project Services (UNOPS). The project will improve the capacity of governments and international agencies to respond to natural disasters and other events that may require humanitarian assistance in the region.

Meanwhile in Haiti, following the devastating earthquake in 2010, ArupID helped Habitat for Humanity plan their aid programme and coordinate a long-term disaster response.

The firm and its staff are acutely aware that Arup can never do enough, but by engaging with communities around the globe, and forging new partnerships, we are taking positive steps towards fulfilling our aspiration – to shape a better world.



Who we are

Arup is the creative force at the heart of many of the world's most prominent projects in the built environment and across industry. We offer a broad range of professional services that combine to make a real difference to our clients and the communities in which we work.

We are truly global. From 90 offices in 38 countries, our 11,000 planners, designers, engineers and consultants deliver innovative projects worldwide.

Founded in 1946 with an enduring set of values, our unique trust ownership fosters a distinctive culture and an intellectual independence that encourages collaborative working. This is reflected in everything we do, allowing us to develop meaningful ideas, help shape agendas and deliver results that frequently surpass the expectations of our clients.

The people at Arup are driven to find a better way and to deliver better solutions for our clients.

Acoustic consulting
Advanced geometric design
Advanced technology and research
Airport planning
Architecture
Audio visual and multimedia
Bridge design
Building design
Building modelling
Building physics
Civil engineering
Cost management
Economic planning
Economics and planning
Electrical engineering
Energy strategy
Environmental consulting
Façade engineering
Facilities management
Fire
Fluid dynamics
Geotechnics
Hydrogeology
Infrastructure design
Interchange design
International development
IT and communications systems
Landscape architecture
Lighting design
Management consulting
Maritime engineering

Masterplanning
Materials
Mechanical engineering
Nuclear energy
Oil and gas engineering
Operations consulting
Planning policy advice
Product design
Project management
Public health engineering
Quantity surveying
Renewable energy
Research
Resilience, security and risk
Seismic design
Site development
Software products
Specialist technical services
Structural engineering
Sustainability consulting
Sustainable buildings design
Sustainable infrastructure design
Theatre consulting
Thermal energy
Town planning
Transaction advice
Transport consulting
Tunnel design
Vertical transportation design
Water engineering
Wind engineering



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