



ARUP

The future we choose

Arup Annual Report FY 2024/25

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Cover image: Innovent Global R&D Center
© Kingkay Architectural Photography

Pioneering new solutions

There's never been a more important time for a firm like Arup to work with likeminded clients.

During the last financial year I set our firm a challenge. I asked our global membership (our employees) to imagine how we, working together with our clients and partners, might continue to deliver not just the best projects in the world, but work that every time makes a positive and meaningful difference to society and the planet.

How could we, led by a clear sense of purpose honed over almost eight decades, ensure that we remain a firm that shapes cities to be the most exciting, affordable, liveable and productive places in the world? A firm

that, in collaboration with others, helps to lead the global energy transition. A firm that enables the safe treatment, storage and supply of water for billions. The list goes on.

This is a truly exciting time to be collaborating with our clients. We exist to shape a better world and, as that world changes rapidly around us, I am delighted to be leading our firm in a new role as Arup's first CEO.

New governance

This new role is part of the governance arrangements that we introduced at the end of the financial year. During that year I led the firm as Arup Group Chair. I now lead the Executive Board. Working with the Arup Group Limited Board and the Arup Trustees, the combined skills and experience we have is helping us strengthen our relationship with existing clients and deliver into new markets.

The changes we have put in place during the last year give us a robust and resilient foundation as we enter a new phase of ambition and growth. I and my fellow Executive Board members are focused on enabling Arup and its members to realise our full potential, and to maximise the value we create for our clients and our positive impact on the world.

Jerome Frost
Chief Executive Officer

Achieving a solid financial performance

The financial year ending 31 March 2025 marked a period of stabilisation and improvement for Arup, following a challenging period of high interest rates and inflation. We achieved a solid financial performance and maintained profitability. Our business, like many, continued to experience economic challenges, with some of the markets we work in seeing a slowdown in investment, some of those due to change in a year of elections. Some challenges persist, particularly around reduced infrastructure spending and a quieter global property market. The changes in capital flows have also led to growth in some new markets, and we are in a strong position to target these. ‘Arup Strategy 2025-30: The future we choose’ focuses on high-potential sectors such as renewable energy, water, and science, industry and technology, and through this we have set a clear direction for the future growth of the firm.

Delivering with purpose

Our performance has been underpinned by work of which we and our clients are especially proud. In Asia, Hong Kong’s 50,000-seat Kai Tak Stadium, designed as the ‘Pearl of the Orient’, opened in March 2025. It forms a centrepiece for the work that we have been involved in over two decades in the former home of the city’s iconic airport. It’s not often the opportunity arises to create an entire new district in a densely packed city like Hong Kong. But that’s what we’ve been doing here, helping to transform the area into a next-generation urban district.

In Europe and Australia, we have helped to reshape Belfast and Sydney, each through a major transportation project. Belfast Grand Central Station brings rail and bus services in the city under one roof for the first time, creating the largest integrated transport facility on the island of Ireland. The Parramatta Light Rail is improving connectivity, supporting population growth and unlocking economic potential in Western Sydney.

In North America, with traditional electrical infrastructure under strain from dynamic changes in industrial loads and consumer demand, we have supported Pacific Northwest National Laboratory in delivering the Grid Storage Launchpad in their Washington campus. Our design approach focused on safety and performance for this testing facility that brings every stage of battery development and deployment together in one place.

Finally, closer to our global headquarters in the UK, our fast-growing water business has helped the National Infrastructure Commission for Wales to shape a long-term approach for managing flood risk, creating a vision for a flood resilient Wales in 2050. There are many other examples of our work which, I invite you to explore in the pages of this report.

Connecting with communities

Our community engagement programme has continued to deliver remarkable work and results. In the last financial year, our focus remained skills-based pro bono activity. We worked on 139 significant pro bono community engagement projects, with over a thousand Arup members contributing more than 40,000 hours of pro bono community engagement activities. Our work aims to make a positive difference to the most marginalised and vulnerable communities – in the places where we work, where we live and further afield.

The future we choose

Everything we do as a firm, everything we do as business leaders, is a choice. It’s why we called our new five-year strategy ‘The future we choose’. Published in April 2025, and informed, shaped and refined with input from our global membership, it places collaboration at our core – collaboration with our clients, our partners, and with each other.

Because Arup must not only be a great partner to work with – we must also be a place where every single one of our global members comes to work and takes part in an industry-leading member experience. On my visits to Arup global offices during the year, I have been enormously impressed by both the quality of the work we are doing and the way we are doing it. Wherever we are, that same sense of purpose shines through as we deliver exceptional outcomes every time.

I would like to thank our clients for giving us the opportunity to tackle the world’s greatest challenges and to work on the most impactful projects. Thank you also to our members who continue to deliver their best, every day. I am grateful for the continued dedication and support of our people across the firm. I am excited to lead a new chapter as Arup’s first CEO, helping us to realise the future we choose.

Jerome Frost
Chief Executive Officer

Our renewed foundations

In the face of global complexity and uncertainty, Arup has grown and evolved this year.

As we move towards the 80th anniversary of our founding, Arup is building on a remarkable legacy. Every business leader has experienced the complexity of the times in which we live. The past year has been one of profound change, both in the world in which Arup works and within our firm itself. I have every confidence that Arup has the acumen, skills and agility needed to navigate an ever-changing world.

A global influence

One of the main changes we made in the last year was to set up a new governance and board structure. Arup Group Limited Board was established by our Trustees and initiated on 1 April 2025 to oversee and hold the executive leadership to account. I am joined on the board by both non-executive directors and executives. I am proud to see that they all exemplify credibility, excellence and strategic leadership both from the wider business ecosystem and within Arup. The diversity and calibre of our board members – spanning geographies and sectors – reflects the renewed global outlook and influence of the firm.

Looking to the future

The board oversees the performance, compliance and organisation of Arup, as well as the firm's new five-year strategy, 'The future we choose', published in April 2025. The strategy is a culmination of over a year's worth of hard work by our leaders and members (our employees) right across the firm. Building on our

unique heritage and strong foundations, it will help us meet the complex volatilities of our time and enable us to grow, ensuring we have an even greater positive impact on the world around us in the coming years.

Our strategy has a renewed focus on working closely with our clients and being immersed in our markets, as we deliver the excellence we aim towards. Successful implementation will require a robust governance and operational structure, with strong leadership capacity from the board throughout the organisation. I am looking forward to seeing what the company will achieve over the next five years. This is a truly exciting time to be part of Arup.

Hilde Tonne
Chair of Arup Group
Limited Board



Independence, focus and opportunity

In the last year, we have evolved our corporate governance framework, readying our firm to seize the future.

Arup is a proudly independent, trust-owned firm without external investors. This allows us to focus our attention on our clients and bring the full breadth of our technical expertise to solutions to the challenges that they face.

Evolving our governance

In April 2025 we introduced revised governance arrangements, which clearly define the responsibilities of ownership, oversight and operation of the firm, vesting these in three separate bodies:

Arup Trustees

Maintain their ownership role of safeguarding our firm's independence, long-term success and unique culture on behalf of our members.

Arup Group Limited Board (AGL Board)

Responsible for providing oversight across strategy execution, firm performance, compliance and leadership.

Executive Board (EB)

Responsible for our firm's operations and implementing our strategy.

This structure matches the needs of a business of our current size and scope and is designed to support Arup's continued growth and the demand for our services, allowing our members to concentrate on our clients and the increasingly complex challenges they face. Our ownership structure and values remain unchanged and we continue to invest in our own research and technical expertise.

Leading for the future

The AGL Board and the EB together represent the global leadership of Arup, with the AGL Board chaired by Hilde Tonne and the EB by CEO Jerome Frost. In Hilde and Jerome, we have leaders who embody Arup's values and culture,

and our boards have the diversity of skills and experience needed to secure Arup's success now and in the future.

Overseeing our global leadership are the Arup Trustees, who direct the trusts that own Arup Group and its entities. The Trustees are current or former members of the firm, one of whom is elected Chair of Trustees, the position I have held since April 2024. The Trustees act in the best interests of the trusts' beneficiaries. This includes regular engagement with our members.

Opportunities through ownership

Trust ownership gives us the independence and ability to take a long-term view, without undue external pressures or the risk of a change in ownership, providing our clients with stability and continuity of service. We have the freedom to shape our own direction and invest in what we feel matters most: our members, knowledge, resources and communities.

Mahadev Raman

Chair of Arup Trustees



Our firm

In the last year, Arup has launched a milestone new strategy, enabling us to strengthen our offer to clients.

In the face of a challenging global economic climate, we have achieved a solid commercial performance and are moving forward with confidence.

As a trust-owned firm, we bring our clients quality and continuity, continually investing in our people and technology to build the capabilities of tomorrow. Staying true to our purpose, we adopt a rigorous approach to ESG, with significant achievements made during the reporting period.

Arup Design Forum,
Sydney, Australia

Our new strategy

The future we choose

In April 2025, at the end of the financial year this report covers, Arup launched its milestone new strategy.

Our ambition? To strengthen our offer to clients and our commitment to a sustainable future during an era of transition, instability and change.

In creating our new strategy, we challenged ourselves to imagine a future in which – working hand in hand with our clients – we contribute to solving some of the world’s most pressing problems while delivering critical infrastructure around the globe. We want to guide our clients into the future with confidence and conviction, while sharpening our performance as a business and creating widespread positive impact.

Titled ‘The future we choose’ and informed by the insights of nearly 17,500 Arup members, our new strategy defines our areas of focus, the clients we partner with, what we invest in and the projects we work on. All this is underpinned by a singular ambition – to create safe, resilient and regenerative places where current and future generations thrive.

‘Arup Strategy 2025-30:
The future we choose’



Our purpose

We shape a better world

While the world continues to change around us, the way we express the positive impact we seek to deliver remains constant.

Authenticity drives impact

Our purpose is: ‘We shape a better world’. This purpose defines why we exist, and the impact we want to have. We are a business focusing on designing the places where people live, grow, work and play. The quality of those places – whether they are safe, resilient and ultimately regenerative – will shape the wellbeing of communities today and for decades to come.

‘We shape a better world’ is not a slogan, or a marketing line. It rests firmly in the heart of each one of us. It is an enduring purpose, built on the foundations of six clear aims articulated by our founder Ove Arup in his Key Speech, delivered to the firm in 1970. The ideals of social usefulness, straight and honourable dealings, being a humane organisation, reasonable prosperity, quality of work and total architecture (which we now call Total Design) are alive in our business today. Each constitutes a fundamental reason why talented people who share our aims and values choose to join us and stay with us.

Creating change in a connected world

We could not hope to deliver on our purpose if each and every one of us were not committed to this shared ambition. This drives us to do more, to be bolder and to combine imagination with innovation, developing impactful solutions for our clients and the world. Every project is an opportunity to help our clients achieve their goals, while also improving lives and addressing climate change and nature loss.

It is not enough simply to say this. We are working to ensure our purpose underpins decision-making at a project and enterprise level. We are moving beyond measuring the impact our own operations have on the world and looking to better understand and improve the impact of our work in the societies and environments in which they exist. We hold ourselves accountable to the highest standards, continually reassessing our successes and considering areas for improvement. This enables us to act on our purpose – at pace and at scale – as proven by the results and stories included in this report.



Parramatta Light Rail,
Sydney, Australia
© Arup/Daniel Weiss

Our financial performance

Positioned for success



Rob Boardman,
Chief Financial
Officer

Arup delivered a solid commercial performance in the financial year 2024/25. We have a robust foundation moving forward.

Operating profit

+2.7%

Revenue five-year comparison

FY 2020/21	£1.72bn
FY 2021/22	£1.90bn
FY 2022/23	£2.16bn
FY 2023/24	£2.20bn
FY 2024/25	£2.16bn

We continue to adapt with resilience to a changing business climate shaped by slower global economic growth and uncertainty in some markets.

Profitability and investment

In the last year, Arup’s global revenue was £2.16bn and we achieved an operating profit of 2.7%.

While revenue decreased marginally during the year, we maintained solid profitability and ended the year with a strong forward workload.

Importantly, we have continued to invest strategically in areas that align with our new strategy and five-year business plan. This includes investments in technology, tools and technical skills development to support our members in delivering excellence for our clients. This has positioned us well for sustainable growth and future opportunities, including continued growth in Europe, the Americas and Southeast Asia.

Growth opportunities

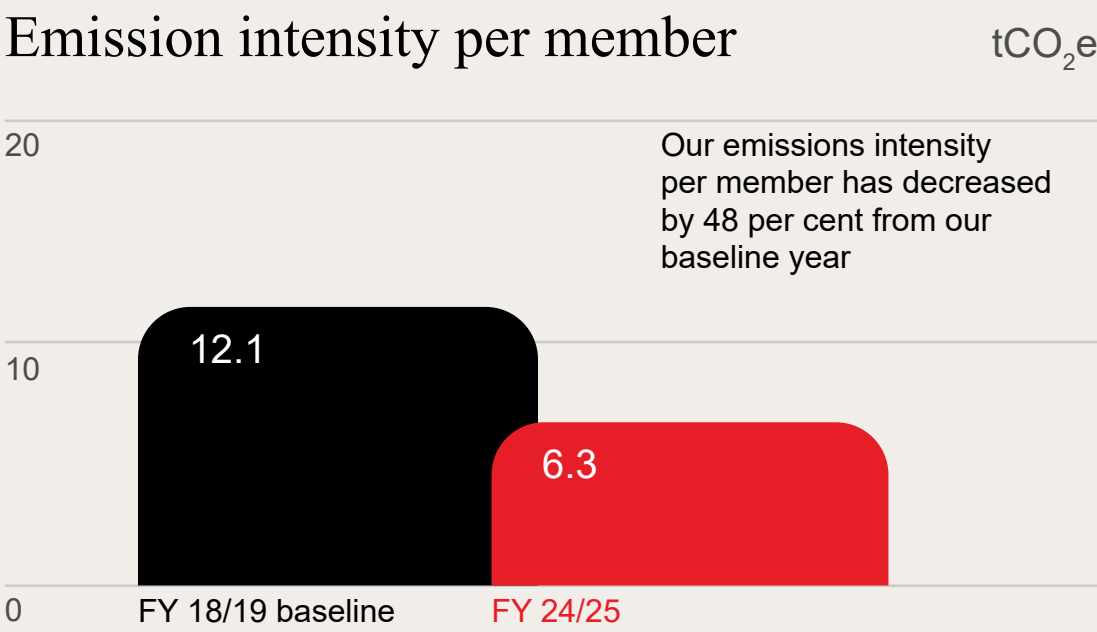
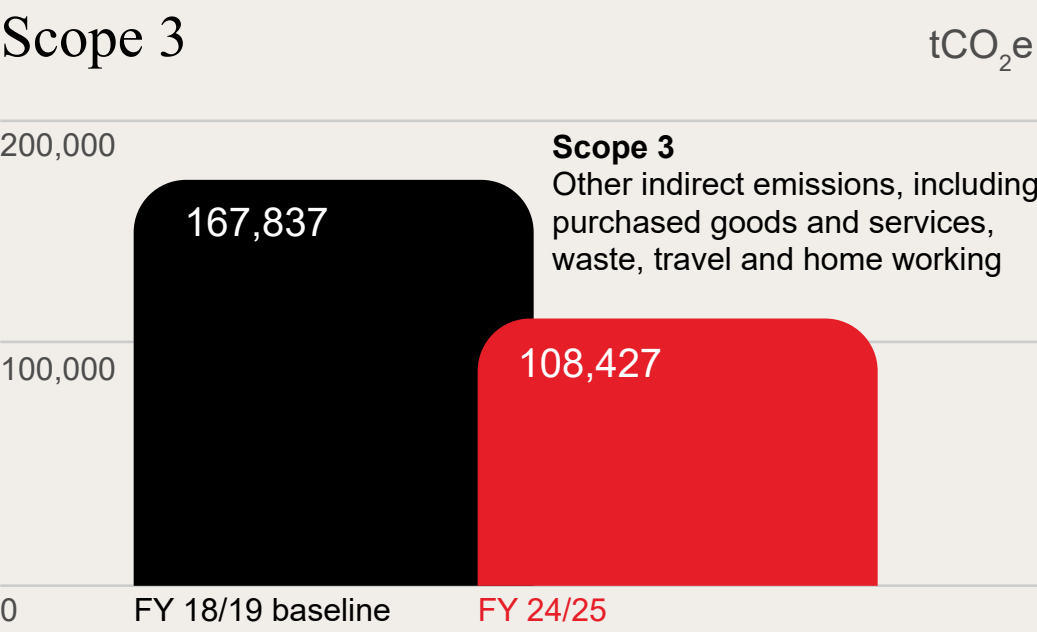
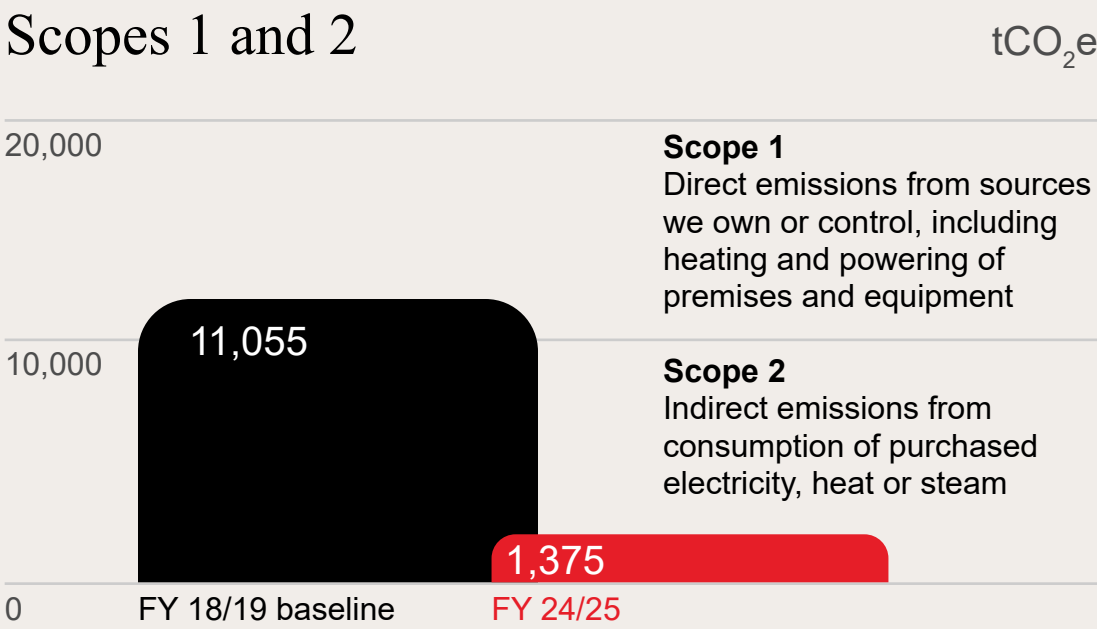
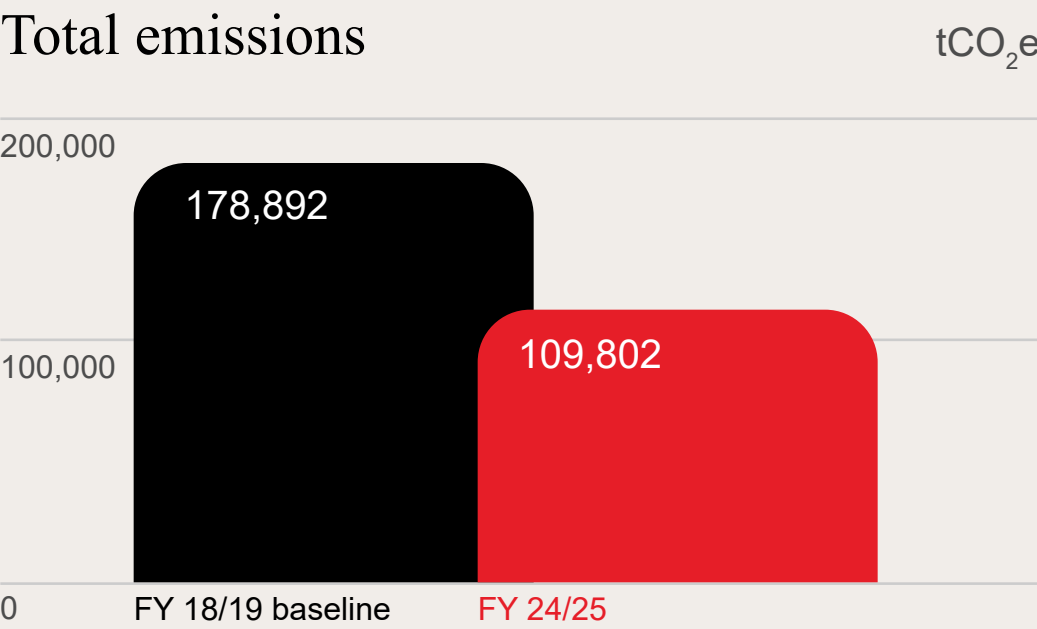
Our business is realising opportunities for growth in renewable energy, water, technology, building retrofit and transport, despite a macroeconomic environment characterised by elevated interest rates, curbs on government spending and geopolitical instability.

Arup continues to deliver work that has a positive impact around the globe, supports our clients’ sustainability goals, rewards our members and aligns with our mission to shape a better world. We are moving into the future with confidence in line with our new strategy.

Rob Boardman
Chief Financial Officer

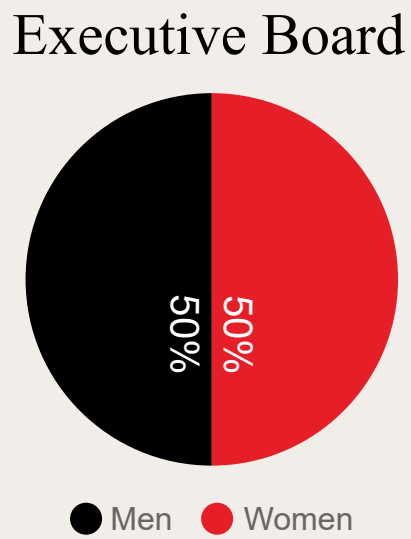
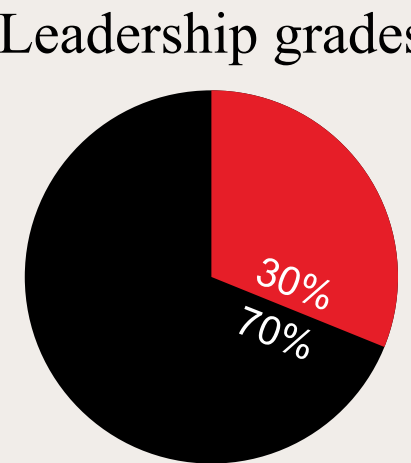
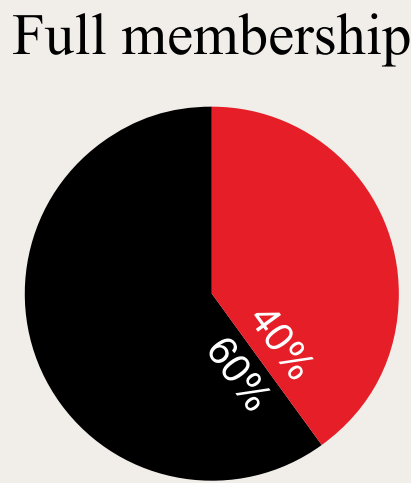
Our ESG performance

Carbon emissions

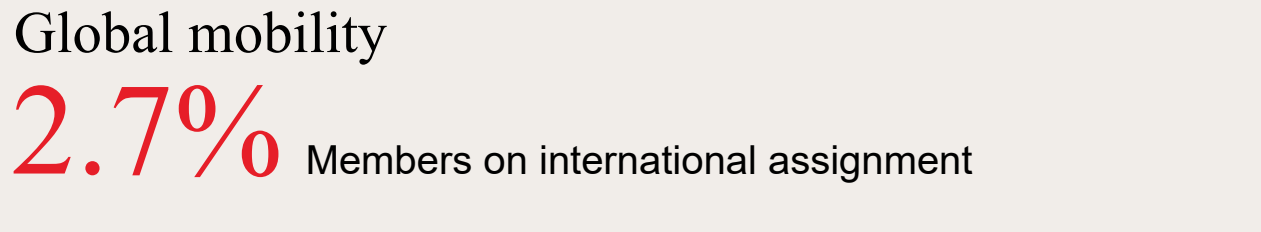
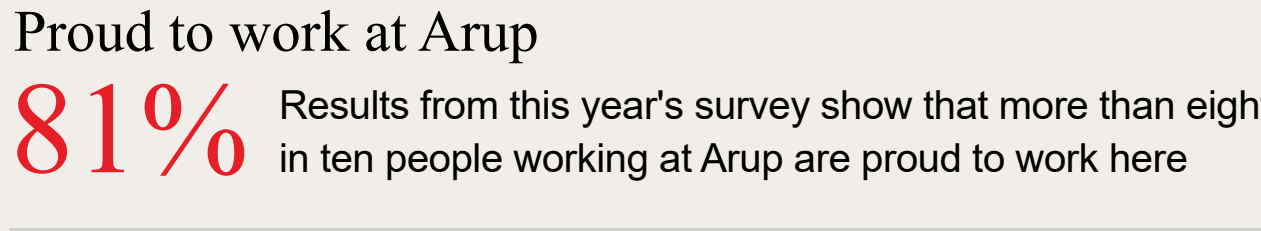
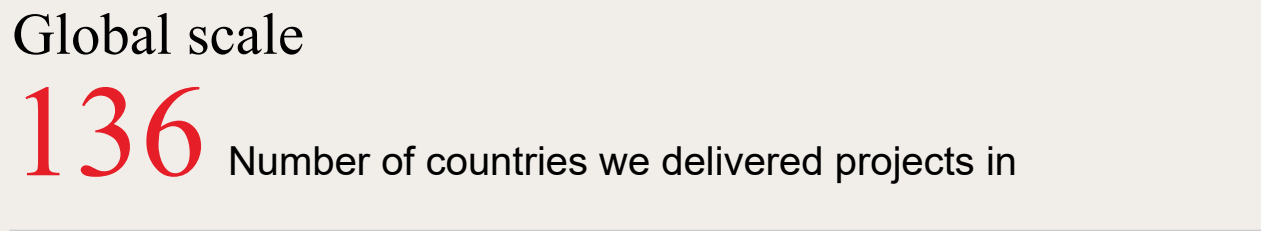
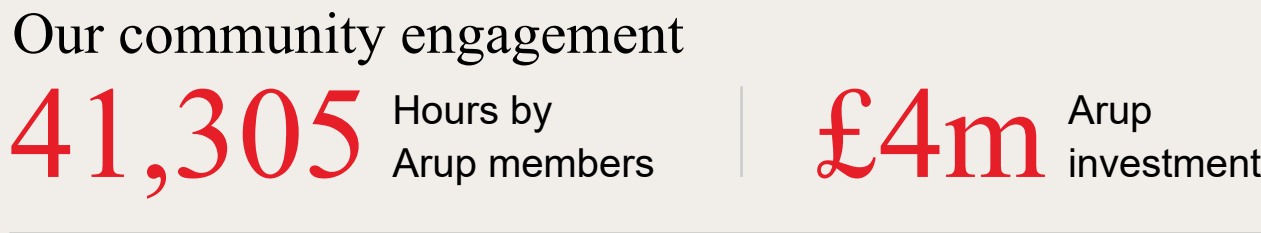
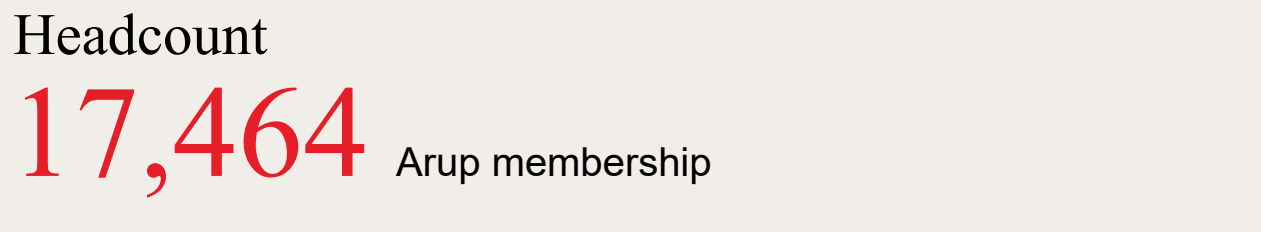


At year end of FY 2024/25, our global carbon footprint was 109,802tCO₂e, a 39 per cent decrease against our baseline year.

Gender



Our year in numbers



Impacts, risks and opportunities

Our Double Materiality Assessment (DMA) helps us understand our environmental, social and governance (ESG) impacts, risks and opportunities (IROs).

This assessment has informed Arup’s new strategy and risk management framework, as well as helped us develop how we measure our performance across not only our operations but also our projects and services.

The DMA underscored Arup’s ability to generate positive impact, from helping our clients to consume less and supporting their transition to circular resource use, to creating an industry-leading experience for our people. It also highlighted key risks, including revenue and reputational impacts if we fail to deliver on our net zero commitments; nature-related expectations, cybersecurity resilience as well as the need to carefully manage health, safety and procurement throughout our value chain ([see page 14](#)).

We see strong opportunities to grow our revenue by expanding our low-carbon and climate adaptation services, strengthening our market position in asset optimisation, and responding to demand for integrated, purpose-driven solutions that keep step with evolving policy and client needs.

Environmental

We recognise climate change and nature loss as equal and interlinked priorities. Through our work we seek to reduce greenhouse gas emissions, protect and restore nature, build resilience to a changing climate, and accelerate the shift to a circular economy. Our new strategy responds to increasing investment in renewable energy and transport infrastructure, the need to retrofit millions of homes and offices to improve energy efficiency and the opportunity to build resilience through nature-based solutions.

Discover our [Climate, Nature, and Environment Policy](#) and [Sustainable Development Policy](#)

Social

As a member-led organisation, we foster safe and inclusive workplaces, encouraging collaboration, knowledge sharing and personal growth. Beyond our firm, our community engagement programme ensures communities and design safety are considered in our projects, shaping a safer and more resilient built environment.

Discover our [Equity, Diversity, and Inclusion Policy](#) and [Health, Safety, and Wellbeing Policy](#)

Governance

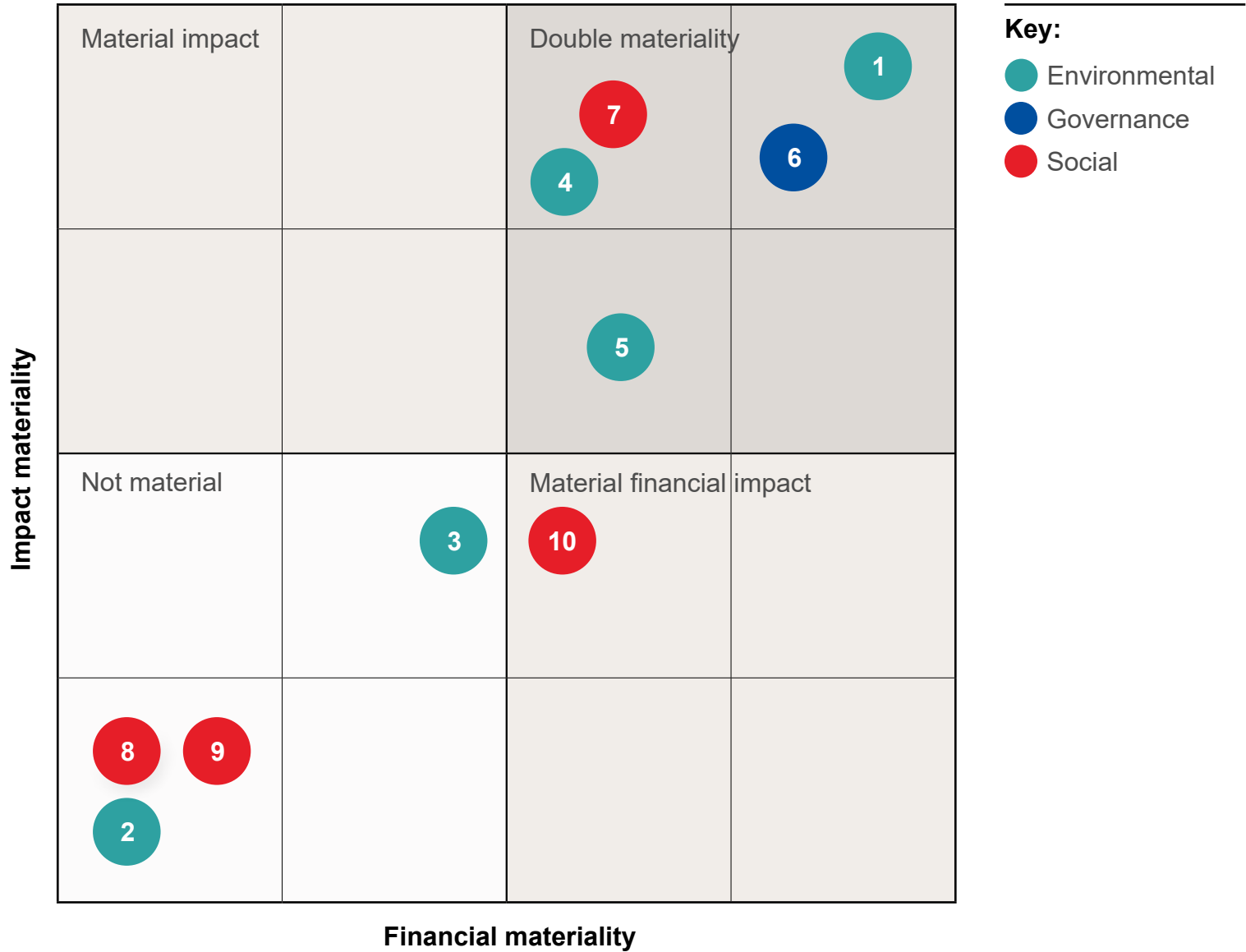
Arup’s governance is rooted in our trust ownership, which gives us the independence to focus on the long-term needs of our clients, stakeholders and members, while upholding the highest standards of ethical conduct and business integrity. Our Group Board sets and reviews policy, ensuring compliance with legal and regulatory requirements while driving consistent implementation through rules, training and guidance.

Discover our [Ethical Conduct Policy](#) and [Quality Policy](#)

DMA overview

Our DMA gives us a clear picture of our ESG impacts, risks and opportunities – from two important perspectives.

It shows us both impact materiality (inside-out, assessing how our activities affect people and the environment) and financial materiality (outside-in, evaluating how sustainability issues affect our business).



ESG theme:		Material issue		IRO type	Value-chain
Environmental	1 Climate change	1a	Increase in potential revenue due to increased demand for Arup's low-carbon and climate adaptation services	Financial opportunity	Downstream
		1b	Loss of potential revenue due to failure in growing Arup's low-carbon and climate adaptation services	Financial risk	Downstream
		1c	Loss of revenue and reputational risk due to failure in achieving publicly-committed net zero targets	Financial risk	Downstream
		1d	Increased contribution to climate-change impacts through work with clients	Negative impact	Downstream
	2 Pollution		No material IROs identified	No material IROs	
	3 Water and marine resources		No material IROs identified	No material IROs	
	4 Biodiversity and ecosystems	4a	Loss of revenue and market credibility caused by inability to provide services in line with increasing market and regulatory focus on nature-related impact	Financial risk	Downstream
		4b	Contribution to nature disruption through work with clients	Negative impact	Downstream
	5 Resource use and circularity	5a	Increased revenue growth opportunity by expanding market positioning on asset optimisation-related services	Financial opportunity	Downstream
		5b	Increase positive environmental impacts by reducing clients' consumption and promoting resource efficiency through materials transition	Positive impact	Downstream
Governance	6 Business conduct	6a	Increased demand for integrated and embedded services due to evolving policy landscape and market shift	Financial opportunity	Downstream
		6b	Revenue impact and loss of client trust caused by cybersecurity breaches	Financial risk	Own operations
		6c	Reduced client spend and capital allocation for sustainability projects	Financial risk	Downstream
		6d	Reputational and litigation risks due to ineffective global procurement processes	Financial risk	Upstream
		6e	Increased potential for cybersecurity breaches and related social and financial impacts for end-users and clients	Negative impact	Own operations
Social	7 Own workforce	7a	Effective talent management to ensure effective service delivery	Financial opportunity	Own operations
		7b	Increased workplace motivation and satisfaction resulting from 'purpose-driven' work culture	Postive impact	Own operations
	8 Workers in the value chain		No material IROs identified	No material IROs	
	9 Affected communities		No material IROs identified	No material IROs	
	10 Consumer and end users	10	Increased litigation and reputational risks for Arup (by association) due to health and safety implications for end-users due to engineering or design faults in client projects	Financial risk	Downstream

Arup value-chain mapping

Our value-chain map provides an overview of Arup’s key upstream, own operations and downstream activities and considerations.

Upstream

We have influence and limited control over our upstream activities through the suppliers we choose to work with. [See page 49](#) to understand how we are addressing our upstream IROs.

Own operations

Every year, we apply significant effort to ensure we manage our operational environmental footprint, membership engagement and good governance.

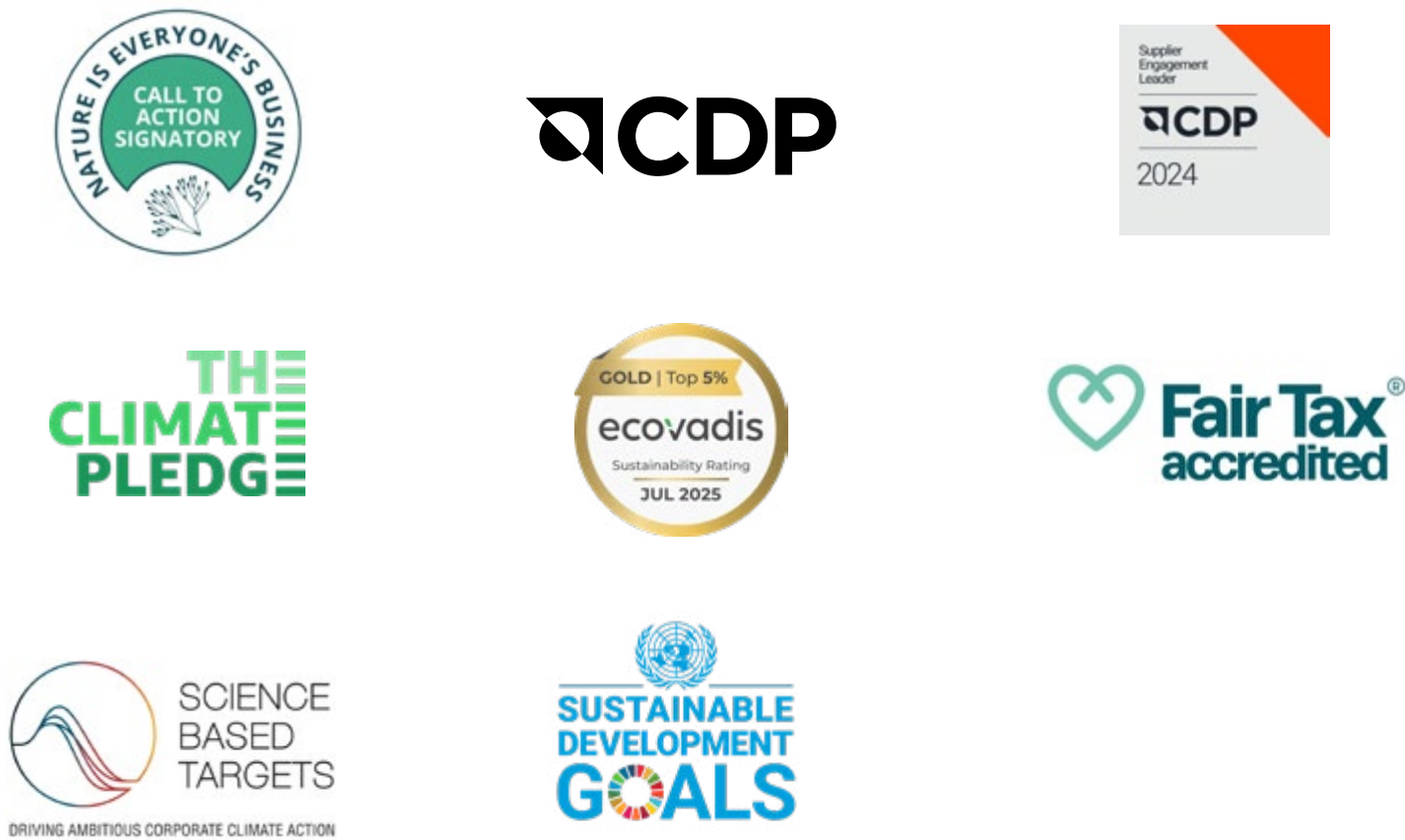
Downstream

It is through our ‘handprint’ – the project work we do with our clients and the decisions we make together – that we can have the greatest impact. We can positively influence our clients to make more sustainable choices.

	Upstream	Own operations	Downstream
Key activities	Services and goods (for internal Arup business use) Services for client delivery	Managing internal business Managing external projects	Delivery of projects Use of build infrastructure (impact by association)
Key resources and secondary activities	Insurance providers Third-party subcontracted and technical specialist services Legal and professional services IT supplies and services	Safety and quality control Strategy and finance Talent management	Access to finance for international development projects End-user safety Circular economy Project delivery and execution
Key stakeholders	Suppliers (Tier 1), professional service providers	Members, senior management and leadership, board and trustees	Clients, project partners, regulators, governments and public authorities, communities, nature (silent stakeholder)
Financial opportunity		7a	1a 5a 6a
Financial risk	6d	6b	1b 1c 6c 10 4a
Positive impact		7b	5b
Negative impact		6e	1d 4b

ESG ratings and recognition

The ESG ratings and recognition Arup has received in the last year reflect our firm’s commitment to sustainability, social responsibility and ethical governance, and our purposeful contributions to the global community.



Business for Nature

Our work with Business for Nature is driving action to achieve a nature-positive economy.

Climate Pledge

Arup became a signatory to the Climate Pledge in March 2024, joining other businesses committed to reaching net zero by 2040 – a decade ahead of the Paris Agreement goal.

ISOs

Arup has been certified to ISO 9001 for our quality management system, ISO 14001 for our environmental management system and ISO 45001 for our occupational health and safety management system. This year, in the UK, Arup achieved ISO 27001 certification for our information security management systems with plans to expand this globally.

Carbon Disclosure Project (CDP)

Our most recent CDP score was a B in 2024, up from a C in 2023.

EcoVadis

Arup received a Gold EcoVadis rating in 2025, placing us within the top 96th percentile of disclosers.

Science Based Targets initiative (SBTi)

We have set deep emissions reduction targets, aligned with the SBTi 1.5°C mitigation pathways, which have been reviewed and validated by the SBTi.

CDP Supplier Assessment Engagement (SEA) A-List

Arup is a member of the CDP SEA A-List for the 2024 disclosure cycle.

Fair Tax Mark accreditation

In June 2024, Arup received accreditation by Fair Tax Mark – the gold standard in responsible tax conduct.

UN Sustainable Development Goals (UN SDGs)

As part of our Sustainable Development Policy, we have made a commitment to contribute meaningfully to the UN SDGs.

Awards

We are proud to have received a wide range of awards in the last year, recognising Arup’s excellence and impact across multiple disciplines and our people’s shared ongoing work to shape a better world.



Global:
Advisory
IJ Global
Arup was named the 2024 IJ Global Technical Adviser and ESG Technical Adviser of the Year, reflecting Arup’s Advisory team’s expertise providing technical, commercial and corporate finance advisory services.

Global:
Management consulting
Forbes
Arup was named by Forbes as one of the World’s Best Management Consulting Firms for the fourth year running, this time recognising our impact across eight key consulting categories.

Europe:
Culture
Forbes
Arup has been ranked in the Forbes 2025 Top 100 Companies to Work for in Spain in recognition of employee satisfaction regarding compensation, benefits and corporate culture.

Global:
Water
IAHR
Arup received the 2025 IAHR Global Water Award, Organisation category, in recognition of Arup’s pioneering leadership in water resilience, advancing sustainable urban solutions, public health innovations and fostering global collaboration to address climate challenges.

Americas:
ESG
P3 Awards
Arup was named the 2024 P3 Awards for Environmental, Social and Governance Company of the Year, showcasing the very best in public-private partnerships across the Americas.

Hong Kong:
Engineering excellence
Hong Kong Institution of Engineers (HKIE)
Arup was recognised with eight awards at The HKIE 50th Anniversary Legacy Award, including five Grand Awards and three Merit Awards, honouring our contributions to engineering, industry and society in Hong Kong and beyond.

Global:
Net zero
Unlock Net Zero Awards
Arup was named the Unlock Net Zero Awards 2025 Organisation of the Year – Consultancy/Service, for embedding net zero at the heart of our corporate business strategy and operations and amplifying impact through projects and partnerships.

Australia:
Engineering excellence
Consult Australia
Arup’s commitment to engineering excellence, sustainability and innovation was widely recognised at the Consult Australia 2025 Awards for Excellence, where our people and projects won six awards.

UK:
Belonging
British LGBT+ Awards
Arup has been recognised as a British LGBT+ Awards Inclusive Company 2025, celebrating our commitment to LGBTQ+ inclusion, equity and belonging in our policies, and the way we work, design and show up for each other every day.

Our work

In the last year, we have delivered innovative and exciting projects around the world, working closely with our clients and other partners.

We are using the latest technology and tools to solve challenging problems for our clients, communities and the planet, always striving to achieve the greatest possible positive change.

Total Design – our unique, collaborative way of working – maximises value for our clients, members and society. Impact is how we measure the difference we make in the world and we are progressing on this journey.

We are proud to create remarkable results for and with our clients, as well as benefiting the wider world through considered community engagement and progressive partnerships.

Belfast Grand Central Station
© Donal McCann Photography

How we work

Total Design



Arup members,
Los Angeles, USA

Excellence in our field is often judged by final results – the completed project. At Arup, we believe it is equally important how the work is done.

The way we approach the increasingly complex challenges our clients face is what leads to consistently superior outcomes and ultimately enables us to work towards our purpose: creating safe, resilient, regenerative places where current and future generations can thrive.

Our distinctive way of working

We call our distinctive way of working Total Design. It is fundamental to Arup’s approach and deeply embedded in our culture – an ongoing reflection of our founder’s commitment to ambitious, creative and socially useful work. For almost 80 years, we have recognised that this way of working is essential to developing and delivering the ambitious and enduring solutions the world needs.

Curiosity, context, collaboration, excellence

Our global membership of almost 17,500 members includes hundreds of different specialisms across engineering, planning, design, architecture and more. This diversity provides strength, but it is how we systematically apply this expertise that makes us different. We prioritise curiosity over assumptions, actively seeking to understand the broadest context of every challenge, including social, environmental, economic, political and technological dimensions. We collaborate purposefully across disciplines and with all stakeholders, embracing the productive tension that comes from diverse viewpoints. Throughout, we maintain uncompromising rigour in delivery, using appropriate methodologies and technologies to ensure excellence.

Unlocking lasting value

These are not simply aspirations; they are systematic practices that guide how we work on every project, whether a single-discipline technical challenge or a complex multidisciplinary programme. This consistency in approach is what ensures we deliver not just technically correct solutions, but solutions that create lasting value for our clients, society and the environment while providing meaningful experiences for our people.

Total Design is one of the four dimensions of our new strategy and it is critical to achieving the impact we aspire to through our work. The following case studies demonstrate how this distinctive approach creates meaningful change across diverse challenges.

Creating value

Selected case studies

Discover recent examples of Arup’s work around the world.



Innovent Global R&D Center
Bringing science and community together under one roof



Baltic Towers
New life for renewables in Poland



Delta Air Lines LaGuardia
A first-class passenger experience



Severn Trent Water
Understanding and prioritising Inflow and Infiltration



Tāiki e!
How Māori knowledge shaped a new community space

Case study

Innovent Global R&D Center

Bringing science and community together under one roof

In Shanghai’s Hongqiao district, Innovent Biologics (Suzhou) Co., Ltd.’s 37,000m² Global R&D Center brings science, people and community together in a biophilic campus.

Beneath a 4,000m² ventilated canopy, three interconnected towers house adaptable laboratories, co-working areas and living facilities that support wellbeing and long-term collaboration. A carefully engineered microclimate and generous public space open the campus to the wider community, integrating science into everyday life. The result is a world-class research hub that delivers lasting benefits for people, planet and industry.

The 4,000m² ventilated canopy sits above three interconnected towers



A campus shaped by purpose and people

Biopharma company Innovent enjoys a strong culture of positive values. So its laboratories, offices and support spaces needed to be designed not only for the upcoming needs of an emerging sector but with co-working and wellbeing at their core. Beneath a 4,000m² ventilated canopy, three towers were built and linked for teams to interact easily: every lab, office and shared space is within a five-minute walk, helping teams stay connected. And outside of work, there are living facilities, a gym, a pool and conference facilities to ensure that visiting researchers have everything they need for their stay on the campus and strong collaboration.

Total Design for a fast-growing pipeline

Innovent is at the centre of a fast-moving industry, and so the layout of lab structures and services needed to be designed flexibly to accommodate the evolving needs of biopharma research. We assembled a team of experts from Shanghai, Hong Kong and Milan to provide everything from master planning and architecture to structural engineering, building services, fire safety, sustainability and transport. The resulting concept allows for flexible spaces to be reconfigured as the need arises into new labs that meet good manufacturing practices, and vibration-sensitivity and bio-safety needs.



The building's orientation is designed to manage shading and reduce seasonal extremes

A space that works for communities

The campus offers a generous public space intended to integrate science into the daily lives of Shanghai locals. The semi-outdoor canopy atrium acts as an open, welcoming space for the public while also providing natural light and ventilation to the building. This inclusive design strengthens Innovent's reputation as a socially responsible biopharma leader.



Horizontal and vertical links across the towers enhance connectivity for dynamic work environments



The semi-outdoor canopy atrium provides natural light and ventilation to the building

A micro-climate designed for a changing climate

Glass louvres along the outside walls create a 'chimney' effect that cools the 60m-high atrium by as much as 3.5°C and cuts energy use by over 20%. The building's orientation is designed to manage shading and reduce seasonal extremes, with the layout providing natural shielding to the dominant winter wind direction, while allowing the dominant summer wind direction to provide a pleasant wind environment.

Landscaped water features also improve the microclimate. The embodied carbon of the steel structure in the sky bridges was reduced by half. All these features support the project's Leadership in Energy and Environmental Design (LEED) Gold goals and ensure it minimises its carbon footprint during the construction and ongoing use of the labs.

Case study

Baltic Towers

New life for renewables in Poland

In Gdańsk's historic shipyard district, a €200m investment is transforming Ostrów Island into Poland's first major offshore wind tower production facility.

Beyond delivering clean energy infrastructure, the project is giving new life to the local community – reviving a skilled workforce of welders, creating jobs and energising local businesses. It shows how major progress can go hand in hand with preserving heritage and supporting communities.

All images: © Baltic Towers

The Baltic Towers facility is located in the historic Gdańsk shipyard



National industrial strategy made real

Baltic Towers is a significant pillar of Poland’s renewable energy strategy, making the country an influential player in Europe’s energy transition. Working with the funding partners, we evaluated and de-risked the €200m project in Gdańsk, adapting approaches from similar European sites and setting realistic timelines and terms.

Collaborating in a complex network of advisers

As an independent adviser to the lenders, we were responsible for reviewing risks and benchmarking progress against other similar projects across Europe. Our team of over 20 experts across a wide range of engineering disciplines made quarterly site visits to identify and solve issues as they arose. With deep expertise in industrial planning and design across the world, we were able to support the lender as they coordinated a complex network of partners to bring the project to reality.

Environmental and social advisory

Reducing the carbon footprint of renewable energy sites is essential. By sourcing 60% of its materials locally, the factory strengthens the national supply chain and cuts the need for imported offshore wind turbine towers as Poland moves towards low-carbon energy.

We reviewed several environmental mitigation measures to ensure none of the areas of permitting were omitted. We assessed the existing grievance mechanism for internal and external stakeholders and reviewed the potential impact evaluations. Finally, during construction Arup verified the proper implementation of the project, taking into consideration national regulations and global best practices.



By sourcing 60% of its materials locally, the factory strengthens the national supply chain



The project is giving new life to the local community – creating jobs and energising local businesses

Reviving the Gdańsk shipyard and local economy

Ostrów Island is the original quayside of the old ‘Solidarity’ shipyard that became famous during Poland’s independence movement in the 20th century. The Baltic Towers factory has created new employment opportunities for more than 500 highly qualified employees across Gdańsk and the wider Tricity area, including bolt technicians, shot-blasting operators, welders, metallizers, machine operators, painters and many others. With new skills, the community thrived once again. Local shops and services were busier than ever, and public tours inspired by its ‘Solidarnosc’ heritage brought a renewed sense of pride to its people. The Baltic Tower facility, which is visible from the Solidarity Museum, is a new landmark for the historical Ostrów Island.

A brighter future

This work has helped grow Poland’s renewables capability and has also grown our own expertise in offshore wind logistics. The lessons we learned in blending different safeguards and infrastructure techniques have shaped Arup’s global approach to green energy, giving us a deeper understanding of how to bring these critical new technologies to life.

Case study

Delta Air Lines LaGuardia

A first-class passenger experience at Delta Air Lines' new Terminal C

New York's LaGuardia Airport (LGA) had long been known for its outdated infrastructure and low customer satisfaction rates.

Arup partnered with Delta Air Lines, LGA's largest carrier, to consolidate Terminal C and D into a dazzling state-of-the-art facility, featuring 37 gates across four concourses. Arup's comprehensive technological integration across every function of the terminal has set a new benchmark for airports globally and will help define the future of air travel.

Arup led the creation of a long-awaited, integrated technology infrastructure that provides a customer-friendly journey for a safer and more sustainable future for travel. The seminal shift is digital, delivering a superior customer experience

Members of the Arup team on site in Terminal C





Delta Air Lines’ Terminals C and D were consolidated into a single, high-tech Terminal C
© Delta Air Lines

and improving operations whilst cutting energy costs and reducing carbon emissions throughout the terminal in a dual approach that maximises overall success. A centralisation of technology delivers pioneering levels of information access and smart operations for Delta Air Lines, simplifying the check-in, security check and baggage claim touchpoints.

The integrated technology approach is fundamental in providing an information-rich journey, for a more intuitive and bespoke experience with digital wayfinding signage from the roadway to the gates

with customisable information. QR code-accessible screens throughout the terminal support passengers with updates and insights for a dynamic and hands-free signage option, drastically improving the customer journey and operations management. Data analytics and insights were implemented using an overarching technology platform, gathering data across the terminal’s subsystems through customisable Arup dashboards. From the outset, we envisioned an agile, integrated technological platform with an assignment to develop an IT master plan for a complete electrical engineering overhaul.

Data analytics and insights

With millions of passengers walking through the doors every year, visitor and staff operations need to be efficient whilst reducing energy consumption.

Arup’s overarching technology platform functions as an information broker integrated through the vast terminal. The system gathers data displayed through dashboards with relevant sets of information and interfaces for different users. Facilities Operator’s Dashboards feature detailed information about interior lighting and heating, whilst Ramp Operator’s monitors provide ramp activity insights with various functions, such as fault-diagnostic emails that signal a potential problem.

Dashboards can visualise operations in terms of energy consumption, where Delta Air Lines can see where reducing runtime can increase efficiencies. Since the largest airport power consumers are baggage and airplane ramp services, being able to control HVAC on and off times alone can decrease ramp service usage by up to 87% for significant energy savings. Data sets are accessible and actionable through interfaces designed with graphics and information to provide context to the end-user’s specific needs.



Arup led digital masterplanning and systems integration for Delta Air Lines’ new Terminal C
© Delta Air Lines

From IT master plan to implementation

Delta Air Lines subsequently approached Arup to lead the platform implementation. The role involved developing the complex and time-consuming systems that increased the current constant delays and inefficiencies throughout the terminal. The solutions included oversight controls designed to monitor and improve conditions, with automated Dashboard systems responding to occupancy and usage. The technology is set up to sense safe distances between passengers, such as waiting lines during designated ticketing, TSA, and taxi areas.

Discovering how technology can impact operations has enabled the implementation of a comprehensive, integrated technology system and control rooms. These are the vanguard of delivering smart, actionable information for all airport terminals, with the ever-increasing expectations of customer service and operational efficiencies.

Case study

Severn Trent Water

*Understanding and prioritising
Inflow and Infiltration*

Greater insights on existing data is helping to reduce the excess volumes of water that can badly impact communities in Gloucester.

Arup worked with a tech startup to create a greater picture of Inflow and Infiltration (I&I) into the wastewater network. The aim was to reduce the need for costly, carbon-intensive storage tanks and additional sensors, while reducing both environmental impact and capital costs. The project gives Severn Trent Water (STW) a holistic understanding of the catchment enabling prioritisation of interventions. This supports a targeted approach to investment that accommodates the highly changeable nature of I&I, allowing STW to adapt and pivot its strategy.

Arup utilised AI models to quantify inflow and infiltration

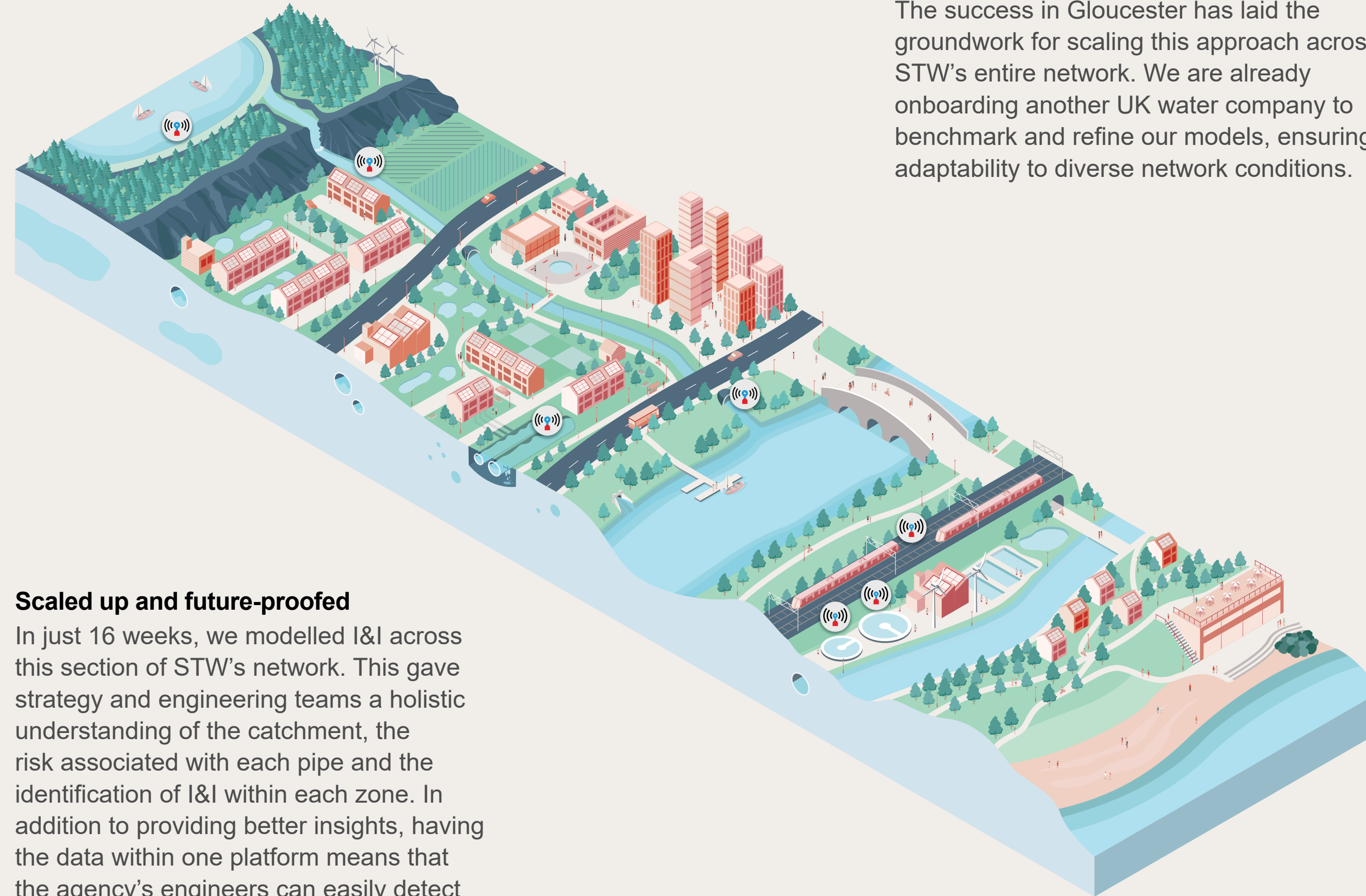


A hidden problem

I&I can reduce the capacity of sewers, increasing the likelihood that they could overflow. One solution – storage tanks – are costly and carbon-intensive. Severn Trent Water faced an 80,000m³ storage target in Gloucester, but had limited space for the required tanks across the catchment. An innovative, fast, data-led approach was needed.

Getting the most out of data

The overall aim of the project was to understand where I&I is present to prioritise where to invest and where not to. While technologies such as machine learning or AI could help identify patterns, we first needed to ensure we had good-quality data. We partnered with InfoTiles, using PipeFusion, a machine learning algorithm, to review and update Severn Trent Water's Geographic Information System data. We also used SewerIntelligence to quantify I&I volumes and the associated economic and carbon costs. Existing records were combined with additional datasets, including telemetry, rainfall, river gauge data and pump activations. This allowed us to estimate I&I by zone and produce data-enabled insights.



Scaled up and future-proofed

In just 16 weeks, we modelled I&I across this section of STW's network. This gave strategy and engineering teams a holistic understanding of the catchment, the risk associated with each pipe and the identification of I&I within each zone. In addition to providing better insights, having the data within one platform means that the agency's engineers can easily detect patterns such as the interaction with rainfall and river levels. Ongoing monitoring will enable STW to monitor changes within the catchment and pivot their strategy for I&I reduction accordingly.

The success in Gloucester has laid the groundwork for scaling this approach across STW's entire network. We are already onboarding another UK water company to benchmark and refine our models, ensuring adaptability to diverse network conditions.



AI was used to support a targeted approach to interventions to improve the wastewater network

Our ambition is to establish a national standard for AI-driven I&I management, which promises to reduce storm overflow spills and enhance resilience across the UK water sector.

By embracing digital engineering, we are not just solving today's challenges – we are shaping the future of water infrastructure.

In 16 weeks, Arup modelled I&I across a section of Severn Trent Water's network

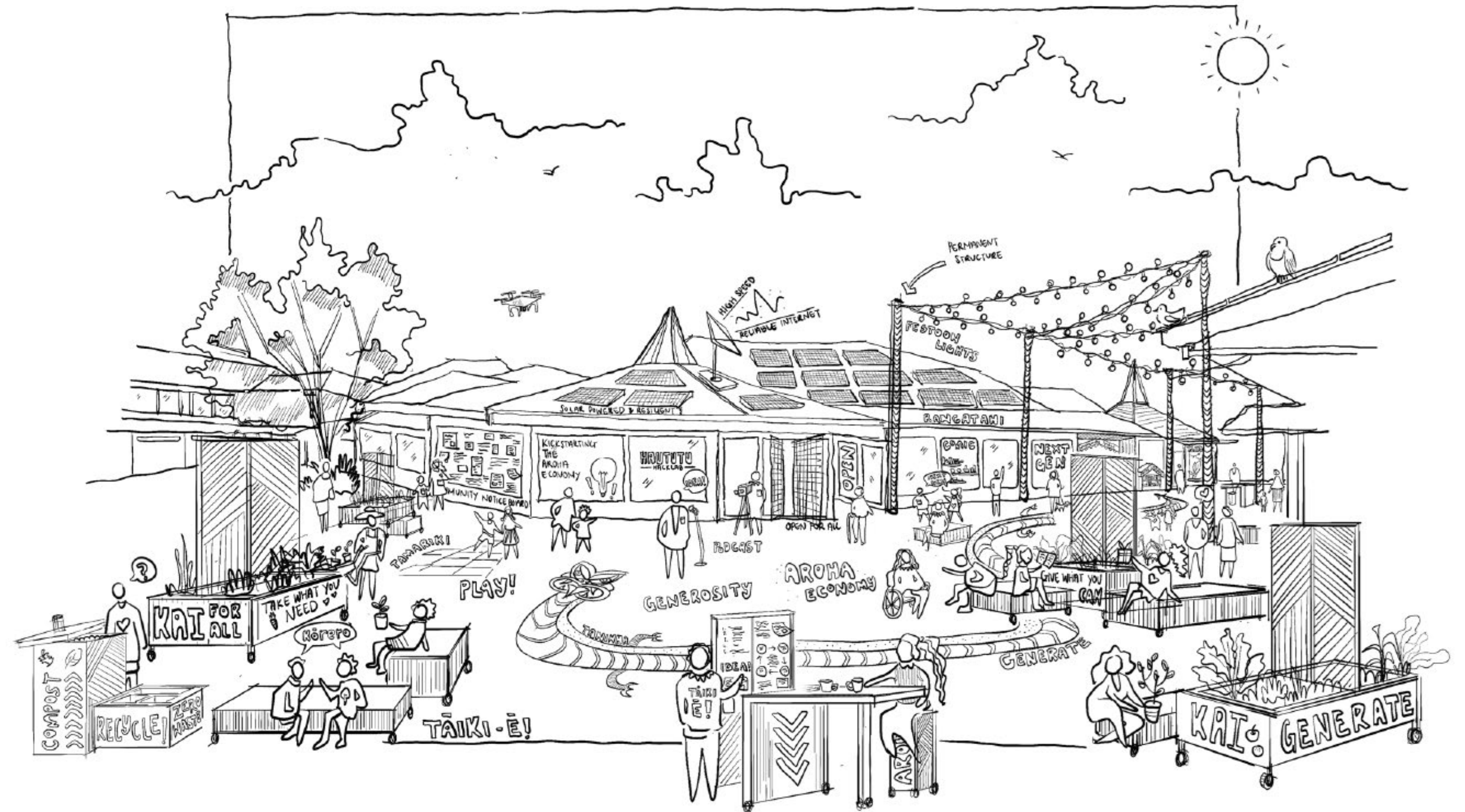
Case study

Tāiki e!

How Māori knowledge shaped a new community space

Working in partnership with Tāiki e! Impact House, a dynamic hub in the town of Tairāwhiti Gisborne on the east coast of New Zealand, we reimagined Treble Court, a once-vibrant but recently declining community space to become a flexible courtyard that was a living expression of the Aroha Economy – an indigenous-inspired system rooted in generosity (koha), care (manaaki) and intergenerational decision making.

Arup puts its planning and design processes to one side in a highly unusual collaboration that was guided by the community to create something that truly worked for the people who would use it.



One of the scenario sketches for the courtyard space

Delivering impact

Creating positive change



Boothby Wildland project, Lincolnshire, UK ([see page 43](#))

Our greatest opportunity to shape a better world lies in the work we do with our clients and the decisions we make together.

Maximising Arup’s positive impact

Through our services, we create safe, resilient and regenerative places – repurposing and retrofitting millions of square meters of homes and offices, restoring natural environments, and leading the transition to cleaner, more affordable energy, water and transport systems. This, our handprint, is the tangible impact of our work in the world and it demonstrates our commitment to sustainable development. We know we can create the greatest possible positive impact by developing solutions that improve lives, address the climate crisis and nature loss, and help accelerate the vital transition to a circular economy.

Alongside our handprint, our impact is also about our engagement beyond our projects through participation in global events and partnerships, and our wider commitments to influence systemic change.

Policies and governance

Our policies and governance structures are vital to ensuring we deliver the change we want to see, in the right way, at the right time. Crucially, our [Sustainable Development Policy](#) outlines our commitment to creating value for our clients, our people and the planet, through our philosophy of Total Design. This includes accelerating the transition to net zero, building resilient communities, restoring nature, adopting circularity principles, and helping to make everyday lives safer, healthier and more equitable.

This Sustainable Development Policy is supported by and delivered through our other policies and ISOs. Our [Climate, Nature, and Environment Policy](#) focuses specifically on our impact on the environment, aligned with the changing regulations landscape and commitments we have made. ISO 14001, PAS 2080, our Health, Safety and Wellbeing Policy and our Equality, Diversity & Inclusion Policy are where the seeds of our ESG reporting start. We have identified climate as an enterprise-level risk and this is included in our Global Risk Management Framework, overseen by the Arup Group Limited Board.

Delivering impact

Carbon

In 2024, for the first time on record, global average temperatures temporarily exceeded the 1.5°C Paris Agreement threshold.

The consequences of heat waves, floods and droughts are being felt in countries and communities around the world. Urgent action to reduce emissions is needed across every sector – especially the built environment, which last year represented 37% of global energy-related carbon dioxide emissions, with this figure set to increase.

Decarbonisation is our highest priority

At Arup, there are significant opportunities to grow our low-carbon services in response to increasing demand from our clients as a result of changes to policies and regulations.

Our Climate, Nature, and Environment Policy

Strengthened by our new strategy, we have structures in place to ensure we mitigate this negative impact, while empowering our clients to

mitigate negative impacts of their own businesses. Our *Climate, Nature, and Environment Policy* includes our key commitments to accelerate the transition to a net zero economy: to exit fossil fuels; implement Whole Life Carbon Assessments (WLCAs) on all our buildings projects both new and retrofit; achieve our SBTi targets; address knowledge gaps; and influence widespread policy and standards.

Collaborating and innovating around decarbonisation

We continue to invest internally in data, tools and learning to enhance the quality and consistency of our Whole Life Carbon Assessments on both buildings and infrastructure projects, and externally in partnerships and coalitions influencing policy, standards and regulation that require measurement of operational and embodied carbon. Arup and Autodesk are working together to drive an industry-wide scale of built environment decarbonisation in alignment with the goals of the Paris Agreement focused on technology

solutions for carbon assessment. This work will particularly target asset owners and investors as ultimate decision makers in the built environment and will look to include other companies and partners as the work expands. We are also pioneering carbon removal from direct air capture and oceans, supporting our client Equatic – a finalist in last year’s Earthshot Prize.

Measuring our success

As well as measuring carbon reductions achieved on projects individually, we are continuing to develop methods and platforms to measure the overall impact associated with our services. Following publication of our two-year status report *Whole life carbon assessments at global scale: A case study*, we paused firm-wide data collection for buildings projects in year 3 (FY 2024/25) to enhance our digital platform, align our approach with emerging regulations in many of the cities and countries where we work, and accommodate anticipated reporting requirements for AECO firms as being proposed by the SBTi.

Case study: carbon

Copenhagen Metro line M5, Denmark
Designing for sustainability and impact



For nearly two decades, Arup has partnered with Metroselskabet to help shape Copenhagen’s expanding metro network, an effort that’s transforming how the city grows while reducing its environmental impact. Arup continues to work with our joint-venture partners COWI in supporting Metroselskabet to make the M5 the most efficient, effective and sustainable metro line yet.

While Copenhagen aims to be climate positive by 2035, the Danish capital has a growing population and a pressing need for new homes. However, Metroselskabet is determined to show that it is feasible to combine growth with lower CO₂ emissions to create an enhanced quality of life. The M5 line is central to this vision, with a goal to reduce its carbon footprint by 50% compared

to existing metro lines. So far, more than 40% in embodied carbon savings have been identified through early design interventions and further CO₂ savings are sought.

This project incorporates a variety of innovative approaches to enable carbon savings. Stations are designed to be shallow and compact, requiring less concrete and excavation. Digital carbon analysis, integrated with Building Information modelling (BIM), allowed the team to identify carbon hotspots early and make informed design decisions that minimise emissions. The project team developed a Fuse platform, combining geospatial data, BIM and carbon tools, which proved to be instrumental in design coordination, planning and collaboration. The result is a metro system that not only supports urban growth but also enhances quality of life while reducing environmental impact.

With 126 million passenger journeys in 2024 – a 94% increase in six years – and 85% of residents in Copenhagen’s central neighbourhoods now within a 10-minute walk of a station, the Copenhagen Metro is proving that sustainable infrastructure can be both efficient and transformative.

Delivering impact

Climate

Last year, many parts of the world simultaneously experienced drought, extreme heat and/or flooding as a result of climate change.

Climate events are impacting cities and their citizens, putting business at risk and compromising important supply chains. These factors do not pose a significant risk to Arup's operations, because we are a professional services firm. They do, however, call on us to grow our adaptation and resilience services, to support our clients while taking steps to protect society and the planet.

Strengthening adaptation and resilience

In the face of the challenges that climate change will bring, resilient infrastructure will be critical to how our society can cope with a warmer planet. It is also of paramount importance for our clients to understand how their assets and critical infrastructure might be vulnerable to the impacts of a changing climate.

The Future Climates programme

Our Future Climates programme ensures Arup steps into the gap that exists while design codes and standards continue to use historically derived extremes. Through our projects, we are supporting our clients to be more aware and better understand how changes to patterns of precipitation, increasing frequency of storms, rising temperatures and shifting sea levels will impact the performance and resilience of their businesses assets and supply chains.

Investing in future-ready data and tools

In our Climate, Nature, and Environment Policy, we make clear our commitment to “work with clients and stakeholders to identify and manage climate [and nature risks] and opportunities affecting their businesses and organisations”. As part of our Future Climate programme we are investing in data and tools. This will equip us to consider the impact of rising temperatures and changing patterns of precipitation – as well as other more extreme events – based on the latest science and climate modelling.

For example, we built our 1-3-10-30 tool to empower leaders within Arup to embrace uncertainty and complexity, recognising how the future might play out over one, three, 10 and 30 year horizons. This tool approaches the complexity of climate change in relationship to other dynamic trends, including population shifts, geopolitical tensions and technological change.

Leading the way in resilience

As outlined in the Arup Strategy, we are already at the forefront of building resilient and adaptable places that can respond to and mitigate the impact of a fourfold increase in once-in-a-decade extreme heat events, a 1.5x increase in extreme rainfall events and twice as many droughts. We are also ensuring we make resilience a key consideration in our work across both transport and energy.

Case study: climate Cleveland's Lakefront Building climate resilience



The Cleveland Harbor Eastern Embayment Resilience Strategy (CHEERS) is a transformative initiative designed to restore ecological integrity, reconnect communities to Lake Erie and protect critical infrastructure from climate-related risks. Led by Arup, in partnership with key project leaders Port of Cleveland and Cleveland Metroparks, and technical consultants KS Associates, WRT, and Davey Resource Group, the CHEERS project reimagines Cleveland's East Side lakefront – an area long separated from surrounding neighbourhoods by Interstate 90, industrial development and hardened shorelines – as a resilient, inclusive and biodiverse public space. We are also proud to collaborate with Black Environmental Leaders, ODOT and the City of Cleveland, whose contributions have been vital to the project's success.

CHEERS addresses a critical operational need for the Port of Cleveland: long-term, sustainable management of dredged material. The Port supports over 13 million tonnes of cargo, 22,000 jobs and \$7bn in annual economic activity, making the maintenance of navigable waterways essential. CHEERS offers a co-beneficial solution by repurposing dredged material to create more than 100 acres of new parkland, providing over 20 years of operational support while reducing environmental and logistical burdens.

Designed to meet the challenges of a changing climate, CHEERS incorporates nature-based infrastructure – including wetlands, bioswales and a softened shoreline – to manage stormwater, reduce flood risk and protect critical infrastructure like Interstate 90. These features also restore habitat and generate over \$4,000 per acre annually in ecosystem services. The project also delivers significant community benefits. It reconnects East Side neighbourhoods to the lakefront, expands public access and introduces new recreational opportunities.

With a projected 310% return on investment, CHEERS is a cost-effective, forward-looking strategy that delivers long-term value across economic, environmental and social dimensions. It sets a new standard for resilient waterfront development – supporting port operations, reconnecting people to nature and protecting Cleveland’s shoreline for generations to come.

Delivering impact

Nature

Around the globe, more than 70% of biodiversity has disappeared over the last 50 years.

The growth of cities, infrastructure networks and materials extraction has played a significant role in this environmental degradation and nature loss. As the built environment evolves to cater for a changing society, balancing development with ecological preservation becomes vital to sustaining the planet’s natural systems.

Respecting our planet – together
Since 2023, Arup has placed restoring nature and respecting planetary boundaries on a par with addressing the causes and consequences of climate change. Arup’s interfaces with nature are governed by our Climate, Nature, and Environment Policy, where our aim is to protect and restore nature – land, water, oceans, air and biodiversity – through our operations, services, projects and influence. To do this we will identify and proactively manage our environmental impacts and collaborate with our clients to protect and restore nature, while also

supporting them to manage nature risks and opportunities that may affect their business and organisation.

By combining our expertise in ecology and hydrology with urban planning, building and infrastructure design, we are creating value for our clients and society while safeguarding the planet, and collaborating with others to address knowledge gaps.

Business for Nature
Arup has been a signatory of Business for Nature since 2022, calling for governments to adopt policies now to reverse nature loss this decade. As a business, we have also taken our first steps towards achieving this goal. We have aligned with Taskforce on Nature-related Financial Disclosures guidance by carrying out an initial assessment to quantify the potential impact of our global projects portfolio on nature, specifically biodiversity and water.

Nature Services Plan
We are now in the second year of implementing our Nature Services Plan – a strategic initiative supported through global investment, focused on

addressing the urgent need to reverse nature loss by prioritising nature-based solutions, valuing natural capital and respecting planetary boundaries. This plan underscores our commitment to prioritising nature as a key stakeholder in our projects.

The plan has clear actions:
Prioritise nature on projects
We will ensure nature is considered from the earliest stages of project planning and throughout the project lifecycle.

Demonstrate benefits to clients
We will work with our clients to showcase the economic and societal benefits of nature-positive approaches.

Influence policy and practice
We will advocate for changes in policies and practices that support nature-positive outcomes.

Measure and reduce corporate impacts
We will track and reduce the impact of our operations on nature.

Case study: nature

Thimphu Green Infrastructure and Open Space Masterplan

Reconnecting people with nature



The Kingdom of Bhutan, guided by its philosophy of Gross National Happiness, has long prioritised the protection of its landscapes and communities. Forests cover more than 70% of the country, and over 50% of land is safeguarded as protected areas or biological corridors, reflecting Bhutan’s constitutional commitment to environmental stewardship. Yet Thimphu, the capital with a population of around 150,000, faces mounting urban pressures. Limited flat land, sacred sites and forested slopes constrain growth, while unregulated development has fragmented ecosystems, degraded the Wang Chhu river corridor, and left public spaces disconnected and underused.

To address these challenges, the Thimphu Green Infrastructure and Open Space Masterplan sets out a citywide strategy to reconnect people with nature, strengthen climate resilience and promote inclusive growth. The plan delivers a network of multifunctional green and open spaces, with measurable outcomes: three new city parks, one metropolitan park (Tashichhodzong Royal Gardens), seven local nature reserves and a 12km greenway along the Wang Chhu. These interventions directly enhance biodiversity, protect riparian habitats and expand access to nature for residents.

A flagship example is Chang Yul Park, completed in 2024 on a former riverside car park. The project restores degraded land into floodable green space, preserves mature willows and enhances riparian ecology through native planting. It also introduces shaded seating, inclusive play areas and safe pedestrian links for surrounding neighbourhoods. By combining nature-based solutions, ecosystem-based adaptation and biodiversity enhancement, Chang Yul Park demonstrates how urban development can balance ecological health with community wellbeing, setting a replicable model for sustainable growth across Bhutan.

Delivering impact

Design safety

At Arup, designing safely safeguards more than project outcomes – it protects lives and our clients’ assets.

Our priority is design that minimises construction and operational risks and protects workers, end-users and the public who use what we design. Embedding safety from the outset reduces rework and delays, and demonstrates our social and ethical responsibility.

Safety as a priority

Arup looks to design safe places where people can thrive. Our strategy is explicit and this is fundamental to what we deliver. Our DMA found an increased reputational risk due to health and safety implications for end-users resulting from engineering or design faults in client projects.

Our Health, Safety and Wellbeing Policy is where we commit to meeting all applicable standards of health, safety and wellbeing, and we strive for zero harm in everything we do. We aim to embed a positive safety culture through engagement, collaboration and listening. This policy is implemented by our Health, Safety and Wellbeing Director, who is responsible for ensuring that appropriate plans are developed and implemented to meet the aims of this policy, while complying with all applicable legal, regulatory and other requirements.

Embedding our Design Safety Principles

We are further embedding health, safety, quality and environmental practices into project delivery. Over the last year, Arup piloted Design Safety Principles in live projects across all regions and conducted a global review of local procedures, which identified and informed a forthcoming global standard. Foundational learning is also being redeveloped to ensure all designers understand their role in managing safety risks from the outset of a project.

Our Design Safety Principles are:

Lead with safety

Prioritising and promoting design safety – whether a leader or a designer.

Build and maintain competence

Selecting the right people with the right skills and mindsets for the right task.

Identify, mitigate and communicate risk

Systematically identifying, mitigating and communicating the impact of hazards.

Make evidence-based decisions

Using data to reduce risk and to verify and assure design safety decisions.

Embrace an excellence mindset

Continually striving for safer design outcomes through rigour, curiosity and care.

Case study: design safety

Arena Milano

Safety and sustainable design for a multipurpose venue



The Arena Milano, designed by Arup in collaboration with David Chipperfield Architects, sets a new benchmark for sustainable, high-performance venues in Italy. As the country’s largest and most forward-looking indoor arena for live entertainment and sports, it embodies a seamless integration of architectural elegance, engineering innovation and environmental responsibility.

The building’s transparent façade alternate with refined horizontal bands that discreetly conceal technical and maintenance areas – a design that harmonises aesthetic purity with outstanding functional performance. From the earliest design stages, Arup’s multidisciplinary team embedded advanced safety and maintenance principles, applying innovative thinking to address a range of

operational challenges – including safe access for work at height. This proactive design philosophy enhances safety, efficiency and long-term resilience.

Cleaning of the glazed façade – undertaken two to three times per year across three vertical levels – required a precisely engineered access strategy. The initial concept envisaged direct access along the façade using a fall-restraint system, which presented inherent safety challenges. Working closely with the client and design partners at an early stage, Arup’s façade access and maintenance specialists redefined the approach: technical zones were reconfigured as integrated walkways, with opaque façade sections serving as continuous safety barriers.

By embedding collective protection within the architectural fabric, the team eliminated the need for visually intrusive add-ons, maximised operator safety, simplified maintenance and reduced lifecycle costs. This forward-thinking integration of safety at the design stage avoided future retrofitting or schedule impacts and delivered a long-term, efficient solution.

The result is a façade strategy that is elegant, efficient and inherently safe – one example of how Arup’s integrated approach ensures that innovation and functionality reinforce each other throughout the design process.

Delivering impact

Resource use and circularity

Urbanisation, industrialisation and population growth have fuelled increasing demand for minerals and materials over recent decades.

Energy transition, adaptation and resilience, and the rapid evolution of AI, require unprecedented investment in infrastructure and technology over the next 20 years, creating vastly increasing demand for and pressure on the Earth’s resources, including sand, timber, limestone, steel, copper and critical minerals such as lithium and cobalt.

Some of these resources are running out, while others involve extraction and manufacturing that contributes to climate change and nature loss. One-third of the emissions from the built environment are associated with the extraction, manufacture and transportation of materials.

Transitioning to a circular economy
It is vital that we recognise we live on a finite planet. As such, we must take significant steps to reduce current and predicted patterns of consumption by addressing flows of materials and resources, ultimately transitioning to a circular economy. This shift in the world’s approach to resources is as essential as energy transition when it comes to creating regenerative places where future generations can thrive.

A business-critical shift
Adopting circular economy principles is integral to Arup’s commitment to sustainable development, as outlined in our Sustainable Development Policy, and to our responsible, sustainable management and efficient use of natural resources, as outlined in our Climate, Nature, and Environment Policy. Our DMA has further highlighted the importance of materials efficiency and resource use in Arup’s efforts to shape a better world. We are investing in developing our circular economy services, and in designing in timber and rammed earth, and adopting new approaches to the urban mining of materials.

Influential contributions and partnerships
Arup continues to co-chair the Circular Leaders Group with the Ellen MacArthur Foundation. We also supported The World Business Council for Sustainable Development (WBCSD) to develop circularity indicators for the built environment aligned with the Global Circularity Protocol for business.

Case study: resource use and circularity

Brent Cross Town Substation

Circular design for clean energy



As part of Brent Cross Town’s ambition to become net zero carbon by 2030, Arup led the design of a sustainable primary substation that exemplifies circular-economy principles. The substation will distribute clean electricity to 6,700 new homes, 280,000m² of office space, and extensive retail and leisure facilities, while also providing a vital piece of infrastructure to connect the town’s district heating and cooling centre.

A key innovation was the reuse of structural steel salvaged from unused oil pipelines and wired into the project procurement through trust and collaboration. This cut the embodied carbon of the steel frame by over 40%, saving approximately 100 tonnes of CO₂e. In total, 42.5% of the steel used

was repurposed, demonstrating how early engagement with suppliers, holistic team engagement and trust from the client can unlock significant sustainability gains.

The substation also incorporates earth-friendly concrete, contributing to a 70% reduction in embodied carbon compared to conventional materials. Its open-air design allows for natural ventilation, reducing operational emissions and enhancing energy efficiency.

The project has also brought back to life a piece of brownfield, ex-industrial land, adding a biodiverse embankment, increasing site biodiversity, enhancing local wildlife corridors and tying in with the wider network of green infrastructure within the masterplan and surrounding area.

Beyond its technical achievements, the substation is wrapped in a 52m-long, 21m-high public artwork, now the UK’s largest permanent installation, showcasing how infrastructure can inspire and uplift communities while serving essential functions.

This project highlights how circular design and resource reuse can be embedded into major infrastructure from the outset, setting a precedent for low-carbon urban development and proving that sustainability and creativity can go hand in hand.

Community engagement

Widening access to Arup expertise



Partnership with the Rainbow Playground, Ho Chi Minh City, Vietnam

Each year, we dedicate a portion of our income to pro bono community engagement, ensuring our expertise reaches those most in need.

Our commitment to shaping a better world extends beyond the boundaries of our commercial projects. Our community engagement initiatives are not just philanthropy – they are a strategic investment in our social impact.

Co-creating with local communities

This work is driven by the belief that our success is measured not only by the projects we deliver, but by the lives we touch and the trust we build. In a world facing complex challenges such as climate change and widening inequality, our response must be equally systemic and ambitious. Our community engagement model offers pro bono access to the breadth of our technical and professional expertise. This allows us to co-create specialist solutions tailored to locally identified needs, and to forge lasting relationships with partner organisations and the marginalised communities they serve.

Impact, near and far

Our partnerships delivered impact at different scales, close to our offices and further afield. Examples include supporting the delivery of essential medical services to communities affected by humanitarian crises through our partnership with Médecins Sans Frontières, providing technical advice on the role of the built environment in tackling the root causes of homelessness in the UK and the co-design of a multifunctional community space in New Zealand guided by Māori cultural frameworks.

Key statistics

During the financial year ending 31 March 2025, our experts worked on 139 major pro bono projects, delivered in 51 countries. Arup members worldwide contributed 41,305 hours. These projects, combined with £740,000 in donations to humanitarian causes, resulted in an investment of £4m.

Partnerships

Influencing systemic change



Arup partnerships report on the greening of shipping corridors

Our strategic partnerships programme is one expression of Arup’s commitment to shaping a better world.

Over time, we have developed a set of collaborative relationships with specific organisations and networks. In each case, we agree what we will pursue jointly and work together to resolve industry-wide challenges and achieve positive systemic change.

Through partnership, our goal has been to confront complex problems facing the built and natural environments, and to partner in ways that transcend private sector-civil society or conventional client-consultant dynamics. This is what has allowed us to develop knowledge and solutions with wide relevance and significant societal value – and to share it.

Decarbonising buildings

In the last year, our partnerships activity included a significant focus on decarbonising buildings. The challenges facing global property, building design and construction are significant and complex, as the sector seeks to address its contribution to global climate change. One of the least consolidated sectors of the global economy, it is difficult for governments or industry bodies to set

common standards and achieve change at scale. This fragmentation is a primary factor in the building sector’s high carbon emissions, which account for 37% of total global carbon emissions.

Arup has partnered with the World Business Council for Sustainable Development (WBCSD) for several years, participating in its Built Environment Market Transformation Agenda. This brings together built environment stakeholders across the value chain to identify the key barriers preventing us from achieving a net zero built environment.

In partnership with WBCSD, we co-published ‘Achieving net zero buildings: key actions for market transformation’. This publication sets out how governments and industry can create an enabling environment for accelerating the transition to net zero operational carbon buildings.

We also worked with the Energy Transitions Commission, contributing to its report, ‘Achieving Zero-Carbon Buildings: Electric, Efficient and Flexible’. We continued to partner with the World Green Building Council, and progressed our contributions to the UN High-Level Climate Champions Team’s work on the built environment.

Working toward greener shipping

Our well-established partnership with C40 Cities continued to strengthen during the year. Some of this work focused on enabling the emergence of green shipping corridors. The global shipping sector is one of the least advanced in its decarbonisation efforts and there has been a growing focus on achieving progress through the ‘greening’ of specific shipping corridors.

A key question has emerged: how should such corridors be governed? Our report with C40 Cities, ‘[Navigating collaboration: Good governance for green shipping](#)’ offers guidelines on developing a clear vision and strategy for green shipping partnerships, from initiation to operation. It also describes the roles that national and city governments play.

Collaboration for circularity

Together with the Ellen MacArthur Foundation, we convened the Built Environment Circular Leaders Group with the goal of accelerating the transition to a circular and nature-positive built environment. This group includes a wide range of public and private sector organisations active across the built environment value chain, including major construction materials manufacturers Cemex, Holcim, Metsä Group, Peiner Träger and Saint Gobain.

Our operations

As a professional services firm, we have a limited environmental impact on the planet through our operations, while as a people-orientated business, how our members and stakeholders feel about us is critical to our success.

We continue to invest in our members, enriching our shared expertise and creating an industry-leading experience.

How we are governed is a vital factor in our ongoing impact as a firm. In the last year, we have evolved our governance structure to strengthen our foundations and pave the way for continued rigour, resilience and agility. Our latest ESG results are testament to this approach and we are taking steps to build on this progress, influencing our industry and beyond.

Arup office, Melbourne, Australia

People

An industry-leading experience
People as a priority



Global 'Collective Canvas' event, Arup, Madrid, Spain

As an independent, member-led organisation, our creating an industry-leading experience is fundamental to Arup’s success.

A global approach to reward

In addition to competitive, fair and equitable pay, we provide a range of benefits including our global profit share – a reward mechanism for eligible members in all countries ensuring we all share in the results of our collective efforts. Each person’s share of the profit is determined on the same basis, wherever they are located. This global approach to reward for all reflects our values, in particular our aim for reasonable prosperity of members.

Working@Arup survey

Each year, we conduct a Working@Arup survey, giving all members the opportunity to share their experiences of working at Arup and have their say on what could be improved. The 2024 survey results were used to develop our global five-year strategy. The complete survey results are shared with all members and are used by leadership to create the industry-leading member experience that is one of our four strategic priorities over the next five years.

The Arup Appraisal

An annual conversation for all members in the firm, the Arup Appraisal provides an opportunity for individuals and their appraisers to discuss each member’s performance, career development and future contribution to the business. We encourage members to use this time to set challenging, achievable personal development targets.

Global mobility

As part of our new strategy, we are creating an agile, borderless organisation, empowering everyone to do their best work. Global mobility is integral to our business and people priorities. By enhancing our ability to deploy our capabilities wherever in the world they are needed, we are strengthening business growth and project delivery, becoming more client responsive. This increased flexibility and freedom also brings our people access to truly developmental experiences.

Arup has a dedicated International Mobility Team to advise, plan and structure both short- and long-term assignments for our membership. We also operate an International Remote Work Policy enabling members to work on a temporary basis in a different country.

Work Unbound

Our Work Unbound programme is our hybrid model for both how and where we work, maintaining our collaborative culture through in-person presence while giving members the opportunity to work from home. Arup’s flexible approach to working hours means members can balance their schedules to achieve their work and personal aspirations.

Through the implementation of our Work Unbound programme, we have reduced commuting emissions by 50% from baseline and are committed to maintaining this reduction. Arup views the long-term benefits of in-person collaboration as essential for professional development, meeting client needs and maintaining our culture. We strive to have our offices in central business districts to encourage the use of public transportation, minimising the environmental impact.

The success of this programme is reflected in the results of our annual survey – 83% of members reported they feel able to benefit from working flexibly to balance life and work needs. Our clients benefit from our focus on being an agile, borderless organisation – 77% reported they believe Arup embraces diverse experiences, perspectives and ideas to drive excellence in our work.

People

Belonging at Arup

New initiatives



Connect Cultures event at Arup, one of our Employee Resource Groups

At Arup, our people are everything. In the last year, we have continued to invest in all our members.

Arup membership gender balance

40%

Women

60%

Men

From EDI to belonging

This year we published our first Global Equality, Diversity and Inclusion (EDI) Strategy, *From EDI to Belonging*. Outlining our plans for 2025–2030, the strategy sets out what we want to be true for all our people, for our culture, for our clients and partners, and for our communities.

Our vision of an ever-evolving Arup is one where:

- There is universally equitable treatment.
- Our people and leadership reflect the geographies we work in and the clients and communities we serve.
- Our people feel safe to be themselves, to challenge us to be better and to innovate.

Connect Networks

Formed around different identities and lived experiences, our Connect Networks (Employee Resource Groups or ERGs) provide an important lens through which we can see our firm and understand how our policies and practices affect our members.

We have developed global guidance to help set up our Connect Networks for success and provide clarity and consistency to their roles and remits. In 2024, our Connect Women Network celebrated 15 years of existence.

Future Voices

A cohort of rising leaders from across the business – named Future Voices – has continued to provide a more diverse set of perspectives and insights on developing our EDI strategy and global business strategy, and their work has informed our approach to people and culture programmes.



Promotional formats for a range of our Employee Resource Groups

People
Arup University
Learn, evolve, share



Design School, Arup
Hong Kong office

At Arup, learning is fundamental to our work. Arup University exists to prepare our clients, collaborators and global membership for the future, enabling transformational change.

Foresight: exploring possible futures

Arup University’s Foresight experts work with clients as well as internal Arup teams to explore possible futures and enable sustainable development, taking a long-term view of emerging change and challenge. Setting us apart, Foresight reflects our organisation’s position as a future-facing thought leader, while contributing to a unique experience for our members. This year, the Foresight team published a *Regenerative Design report*, exploring how to live in harmony with nature.

Investing in research

Every Arup member can participate in discipline-specific research that pushes technical boundaries, pursuing new ideas for our clients while enhancing our own understanding. Research amplifies Arup’s influence by forging strategic partnerships with over 200 clients, partners and academic institutions. It supports our people by fostering a culture of curiosity and innovation, with over 800 members across 69 offices engaged in research. This year, members completed 210 research projects.

Design School

This year, we hosted our annual, regional, multi-day Design School programmes, bringing together Arup’s mid-career membership from different offices and disciplines. This unique experience gave participants a chance to disconnect from the everyday and be fully immersed in an interdisciplinary collaboration, systems-level thinking and Total Design.

Skills Networks

Arup’s Skills Networks are discipline-specific communities of experts working together in pursuit of technical excellence, ensuring our clients and partners benefit from the latest innovations, insights and expertise – anywhere in the world. We continue to create and nurture these high-performing communities.

Arup Fellows

The Arup Fellows programme is a small, unique cohort of members whose industry knowledge and experience represent the highest technical accolade achievable within Arup. Their remit is to inspire and unlock creativity and innovation in the work of their colleagues and peers, and to work with our clients on the most challenging projects and problems. Fellowship is awarded in recognition of individuals’ visionary leadership, willingness to explore the boundaries of what is possible, and their commitment to technical brilliance and cross-disciplinary collaboration.

Planet

Climate-related financial disclosure

Business resilience in a changing climate

As specialists in the planning, design, engineering and provision of expert advice on the built environment, we play a crucial role in mitigating climate change and in shaping how our clients adapt to new conditions.

To help inform our risk management and service design, we conducted a Climate Scenario Analysis across a range of scenarios:

Transition scenario – delayed transition

An intermediate scenario that assumes climate policies are delayed or different across countries and sectors, enabling temperatures to rise by 2-3°C.

Transition scenario – net zero

An aggressive scenario that assumes global warming is limited through the application of national policies, and technological and behaviour changes.

Physical risk scenario

A targeted scenario that looks at potential impacts of physical risk on our assets, evaluated based on a temperature increase of 2.5-3°C.

Transition risk assessment

Our analysis demonstrated that Arup has potential material transition risks but also financial opportunities to help clients mitigate or adapt to the impacts of climate change. We modelled the transition risks and opportunities considered most material to the business against our updated climate risk register, resulting in these conclusions:

1. Transition risks materialise sooner under a net zero scenario, but often have a higher impact under a delayed transition.
2. In the short term, Arup could increase revenue from low-carbon and adaptation services – applying definitions informed by the EU Taxonomy – if those services are grown in line with anticipated demand.
3. The most significant risk is failing to adequately invest in low-carbon and adaptation services or new technologies to meet changing client and regulatory demands. The financial implications of this risk increase after 2030.
4. Failure to achieve publicly committed net zero targets could result in Arup losing business to peers that are decarbonising at a more aggressive pace. Continued alignment with our clients’ carbon emissions reduction could also be at risk.

Physical Risk Assessment

Iris is a climate risk and resilience platform that was incubated at Arup and recently spun out as an Arup-backed venture startup named Class 3 Technologies. Using Iris, we conducted a physical risk assessment of all of our offices to evaluate the likelihood of property damage and disruption to operations from flood, wind and seismic events.

The results of this study suggest that Arup is somewhat insulated from direct business impacts due to physical climate risks, including climate change. While some risks at individual locations were identified, no high risks were identified in terms of critical system-wide operational impacts.

Our business resilience

We consider that the likely impact of climate risks on our short-term business continuity is low. Sensible precautions are in place to protect the limited physical assets that we own against extreme weather events, which we expect to be disruptive rather than business critical. Our operations are also not dependent on supply chains that are likely to be significantly disrupted by climate change.

Our public and private sector clients are rapidly evolving how they plan to adapt their business models for the effects of changing policy, legislation and financial criteria as well as physical impacts. Overall, we see that climate change will drive future business growth by increasing the demand for innovative solutions that reduce the carbon contributed by the built environment and improve its resilience. This represents a business opportunity, but also a potential threat in terms of future project claims and remediation costs – whether in terms of the delivery of our own responsibilities, or indirectly in relation to developments where we provide specialist services.

Planet

Net zero performance

Shaping a better world



Our Net Zero Plan, available to download from [arup.com](https://www.arup.com)

We are on our journey to becoming a net zero organisation, with key milestones achieved and others on the horizon.

Our science-based net zero target

Arup has made a commitment to be a science-based (SBTi) net zero organisation by 2040, as outlined in our [GHG Emissions Statement](#). We will achieve this by pursuing an ambitious 1.5°C aligned science-based target for our full value-chain emissions and offsetting residual hard-to-decarbonise emissions.

Progress along our journey

This year, we marked the end of our five-year Net Zero Strategy. Our initial near-term target was to reduce our absolute Scope 1 and 2, and Scope 3 greenhouse gas (GHG) emissions by 30% by 2025 from a 2019 baseline. Our results for the last financial year show that we have exceeded these initial targets, achieving an 88% reduction in Scope 1 and 2 emissions and a 35% reduction in Scope 3 emissions. We are on track to achieve our updated near- and long-term SBTi target emissions and are proud to have maintained our goal of sourcing 100% renewable electricity since 2023.

The figures quoted here have been verified by our third-party assurance providers Lloyd’s Register Quality Assurance (LRQA). This verification process is outlined in our [ESG Assurance Statement](#).

Our new Net Zero Plan

Our newly evolved five year [Net Zero Plan](#) was published in January 2025 and details our progress as well as how we will achieve our targets and become a net zero organisation by taking action across three priority areas: our offices, our travel and our supply chain. We have made significant progress in decarbonising our operations, reducing overall emissions across Scope 1, 2 and 3 since the baseline year, despite our headcount growing in the same period.

Arup’s decarbonisation journey is firmly rooted within the carbon-reduction hierarchy, meaning we prioritise emissions avoidance (avoid) and deep decarbonisation (shift/improve) to reduce emissions from within our value chain as much as possible.

Scope 3 emissions

Like most businesses, our supply chain is our largest source of emissions, making collaboration with our supply chain to reduce these emissions a key priority. Sustainable travel, our second largest source of Scope 3 emissions, is another key focus. By implementing our

Work Unbound hybrid working policy, we have reduced commuting emissions by 50% from baseline and are committed to maintaining this reduction.

Offsetting emissions

As we continue to progress, Arup will be left with an annually decreasing volume of hard-to-abate residual emissions. Since 2019, we have been committed to offsetting our emissions from corporate aviation through the purchase of high-quality carbon removal offset credits. Funding is provided by the Arup Carbon Levy, a charge applied per tonne of CO₂e for all emissions from business air travel. The purpose is to discourage unnecessary business travel while generating funds to invest in further reducing our carbon footprint.

Funding nature restoration

Using funding from the Arup Carbon Levy, this year Arup made a £1m investment to support the restoration of 67.5 hectares of degraded land with carbon-depleted soils as part of the Boothby Wildland project in Lincolnshire, UK. This industry-leading partnership with Nattergal and Wilder Carbon provides a new model for private sector support in nature restoration through committing funding upfront. The commitment secures 10,000tCO₂e of high-quality carbon removal credits over the next 30 years, aligned with the UK’s leading nature and climate standard.

Emissions performance

	Baseline year	Previous year	Reporting year	Reporting year versus	
(tCO ₂ e)	FY 2018/19	FY 2023/24	FY 2024/25	Baseline year	Previous year
Scope 1	1,107	970	745	33% decrease	23% decrease
Scope 2 (location-based)	9,948	7,264	6,315	37% decrease	13% decrease
Scope 2 (market-based)	9,948	613	630	94% decrease	3% increase
Scope 3 [1,3,4]	167,837	117,881	108,427	35% decrease	8% decrease
Total Arup Group emissions	178,892	119,464	109,802	39% decrease	8% decrease
Business travel emissions	37,880	25,336	23,491	38% decrease	7% decrease
Member headcount [2]	14,793	17,966	17,464	18% increase	3% decrease
Emissions intensity per member	12.1	6.6	6.3	48% decrease	5% decrease

[1] Scope 3 relates to those emission categories within the SBTi target reporting boundary including purchased goods and services, capital goods, waste, business travel and membership commuting. Arup also monitors additional Scope 3 categories, but these are outside the SBTi target reporting boundary.

[2] The member headcount number is an actual number taken at reporting year end. It includes all permanent members and those on specific-term contracts.

[3] As per SBTi requirements, Well to Tank (WTT) emissions have been included for business travel and membership commuting.

[4] A methodology change has been applied to membership commuting for the underlying Tank to Wheel (TTW) emissions. The impact of this change was not material.

Governance

ESG governance

An ambitious approach



Arup policies, available to download from [arup.com](https://www.arup.com)

ESG governance is vital to managing risk and maximising opportunity, progressing our purpose.

Implementing our strategy

The implementation of our new strategy is driven by our policies, which are set by the Executive Board and are reviewed and approved annually by Arup Group Limited (AGL) Board and implemented across Arup. They are operationalised through our Arup management systems, procedures, training and guidance.

The Board acts to ensure that the aims set out in our policies are being achieved, while fulfilling applicable legal, regulatory and client requirements. Arup’s various management systems are aligned to ISO 9001, ISO 14001 and ISO 45001. Our information security management system in the UK is certified to ISO 27001 – the same processes and controls exist across our business.

Roles and responsibilities

Relevant elements of ESG governance are overseen by our audit and risk committees.

The Audit Committee assists AGL Board in its oversight and supervision of the integrity of the financial reporting, internal controls, the independence, qualifications and performance of the external auditor, the performance of the internal auditor, fraud prevention, financial risk management, and ethical conduct matters. It also assists on compliance with applicable regulatory requirements that may have a significant effect on entities’ financial statements including non-financial information, cash flows or operations, as well as ESG assurance, supporting sound governance across Arup Group and its subsidiaries.

The Risk Committee provides assurance to the AGL Board and key stakeholders that Arup is identifying and managing risks appropriately; is in compliance with applicable laws and regulations; and has measures in place to ensure the firm’s resilience so that it can successfully deliver on its strategic objectives. The committee will determine risk appetite and tolerance and will oversee Arup’s Risk Management Framework and its implementation across the Arup Group.

Climate Risk, one of seven focus risks prioritised by the Board, is overseen by the Risk Committee, which has delegated its ownership to the Global Sustainable Development Director. The climate risk owner oversees an annual review of climate-related risks to our business. They are responsible for developing and creating ownership of the climate risk register, prioritising and managing risks, and contributing to reporting. Sub-risk owners have been identified for assets, supply chain and clients/services.

Governance
*Operational health, safety
and wellbeing*
Safety first



Arup members on site, Fenchurch Street, London, UK

Arup exists to create safe, resilient and regenerative places – safety is fundamental to responsible design and delivery.

Safety – a strategic imperative

This year marked a step change in how Arup positions health and safety across our operations and markets. For the first time, safety is explicitly embedded in our strategy, reaffirming our commitment to shaping safe, resilient and regenerative places. Safety is not only a compliance issue – it’s vital to our purpose.

In accordance with our [Global Health, Safety & Wellbeing Policy](#) safety remains a standing priority at Group Board level. A designated board director acts as health, safety, environment and quality (HSEQ) champion, offering leadership and guidance on strategic issues. In parallel, executive directors have taken an active role in leading the global safety culture programme, reinforcing that safety is not only an operational imperative, but a leadership responsibility. Safety and quality are reviewed at both Executive and Group Board meetings, helping ensure ongoing oversight.

Arup’s approach to HSEQ governance is structured around its global management systems and aligned with ISO 45001 and ISO 14001 standards.

Embedding safety

Our ongoing Safety Culture programme has continued to evolve, with particular focus on psychological safety and leadership engagement. Regional plans are now active, supported by initiatives such as new Speak Up training, practical guidance and targeted interventions. These efforts were brought to life during Arup’s 2024 Health and Safety Week.

We have made significant progress in enhancing our internal safety processes. Risk assessment practices and incident classification have been reviewed and standardised and a firm-wide review of local safety procedures has helped shape a new global design safety standard. Foundational learning is being redeveloped to strengthen understanding of design-stage safety responsibilities. The firm completed the second cycle of its Premises Compliance Review and findings are now being addressed through regional action plans.

Other important health and safety risks arise from members’ presence on construction sites, in offices or while travelling for work. To mitigate these risks, each region applies a safety management system that defines expected practices for office, travel and site safety, while group-level oversight ensures alignment with Arup’s wider standards.

As part of our ongoing wellness programme, Arup is pleased to provide the Employee Assistance Programme (EAP) available to eligible members and their loved ones, providing members with 24/7 confidential help for any work, health or life concern.

Safety performance reporting

This year, Arup has begun to shift the focus of its safety performance reporting towards high-risk and high-potential (HiPos) events. This approach reflects a broader move towards more risk-informed decision-making and enables Arup to learn from precursors to serious incidents, not just the outcomes. The shift is particularly important as Arup continues to grow in markets and sectors where risk profiles are more complex and safety expectations more variable.

Arup recorded a total of zero fatalities and 20 lost-time cases among members and subconsultants working under our control during the financial year. We also completed a retrospective review of two years of reported incidents, applying a new global standard for classifying incidents and near misses. This has improved consistency across the business, led to the reclassification of several cases, and established a clearer baseline for performance reporting and assurance, particularly in identifying high-risk and high-potential events.

Governance
Business integrity
Integrity in action



Our Business Integrity Code of Practice, available to download from arup.com

Arup’s sense of purpose is built on the foundation of six clear aims, as articulated by our founder Ove Arup in the Key Speech.

Our commitment to integrity

Today, our Business Integrity function continues to safeguard the firm’s core aim of “straight and honourable dealings”, a commitment included in our [Ethical Conduct Policy](#) and integrated into the business via our [Business Integrity Code of Practice](#).



UN Global Compact (UNGC)

Arup has been a participant of the UNGC since 2010, committing to the initiative’s ten principles with respect to human rights, labour, environment and anti-corruption.

Strengthening policies and processes

This year, we refreshed our global [Modern Slavery and Human Trafficking Policy](#). Our commitment is in alignment with our work and business with the UN Sustainability Goals (UN SDGs) which seek to end modern slavery and human trafficking, as well as with our regulatory requirements, including the publication of our annual [Modern Slavery and Human Trafficking Statement](#) – for both Australia and the UK.

In maturing our due diligence processes and advancing our commitments, Arup’s Business Integrity team conducts due diligence on our suppliers. This year, over 68,000 automated third-party screenings on clients and suppliers were completed, automatically flagging against various topics including sanctions, regulatory actions, adverse media and state ownership in real time. Regular monthly updates were provided to the Commercial Executive, the Company Secretary, and the Global Ethics Committee (chaired by a Board member).

We developed a refreshed global mandatory Ethics e-learning module, through a collaboration between Arup University, the Global Ethics Committee and subject matter experts. The comprehensive module incorporates conflicts of interests and modern slavery.

Our global multilingual Speak Up whistleblower platform is available to all current and former Arup members and value-chain members to make a disclosure about misconduct or any other issue. Speak Up data is reviewed each quarter and fed to the Board through the Global Ethics Committee.

Arup has implemented new fraud procedures in compliance with the UK Economic Crime and Corporate Transparency Act. An initial mapping exercise was conducted to identify key fraud risk areas and relevant stakeholders. The process documented hypothetical risks, serving as the foundation for targeted risk workshops and the development of Risk and Control Registers. Initiatives include improved fraud risk identification, enhanced fraud controls and ongoing assessments to mitigate potential weaknesses.

Governance

Cybersecurity and AI

Navigating a digital world



Training workshop,
Arup London office, UK

Arup continues to prioritise and invest in cybersecurity – an area of increasing and evolving risk.

Enhancing cybersecurity

Our [Information Security Policy](#) guides our focus on implementing systems that support our duty of confidentiality and privacy in all our business relationships. Arup in the UK achieved ISO 27001 certification for our information security management systems this year, with plans to expand this certification globally in the coming year.

For 2024 Cyber Security Awareness Month, Arup hosted events globally in support of the year’s theme, ‘Cyber Security is Everyone’s Business’. Sessions highlighted the vital role each of us plays in safeguarding our digital environment. We have also conducted cyber incident response testing exercises in all our regions to ensure operational resilience in case of cyberattack.

A considered approach to AI

We aim to design and use AI to drive quality and growth for our clients and projects in a way that enhances our delivery of Total Design and supports our pursuit of excellence. The AI systems we ‘take, shape, or make’ will accelerate our mission to shape a better world, guided by six key principles aligned with our strategy and values.

The increasing use of AI in design presents both opportunity and risk. Arup’s HSEQ function is working with members across Arup to support the internal policies that will guide the safe and responsible use of AI tools, particularly in project settings where design outcomes may carry safety implications. We have published our first [Artificial Intelligence Policy](#), acknowledging AI as a pivotal technology meant to augment, not replace, our collective and creative intelligence, judgement and expertise.

Governance

Sustainable procurement

Responsible sourcing



Arup office,
Brisbane, Australia
© David Chatfield

Sustainable procurement and supply chain management is fundamental to Arup’s purpose of shaping a better world.

Working with our suppliers

Arup’s suppliers must share our commitment to uphold the highest standards of integrity. This year we published Arup’s first Supplier Code of Conduct representing our vision and reflecting Arup’s corporate policies and commitments. All suppliers are subject to its content. Over the coming year, we will embed it into our standard contracts, supplier engagements and due diligence processes.

The further integration of our global procurement team into our business processes will enable enhanced visibility into our procurement spend and management of supply chain risks, in addition to supporting our net zero commitments.

Supplier insights

This year we implemented a supplier ESG rating tool, which provides key ESG scores and data on our suppliers. This is driving enhanced insights on our suppliers’ sustainability performance and practices, allowing us to identify key suppliers to partner with and influence. We have identified other benefits from

the tool, from providing supply chain SME data to understanding our modern slavery risks, which will be developed further in the coming year.

Enhanced onboarding

Arup launched a supplier onboarding platform in our UKIMEA region requesting information from suppliers across a range of topics, including finance, insurance and certifications, health and safety, emissions and targets, and modern slavery.

Supply chain emissions

Through our Net Zero Plan we have created a clear strategy to address our Scope 3 supply chain emissions. The strategy focuses on supplier engagement, selection criteria and data. As of FY2024/25, we have engaged with 191 global suppliers accounting for 42% of spend. Going forward, we will aim to engage our top 700 suppliers accounting for 70% of spend by March 2026. We are working towards building these targets into our global procurement procedures and future planning.

Sustainable offices

Arup is in the process of developing two framework agreements to support better management of resources by offices, one for fit out and minor works, and another for furniture supply. Both agreements strongly focus on circular economy principles, with reuse and refurbishment as a core requirement for bidders. This year marked the successful completion of our new Brisbane workplace. We designed a regenerative, sustainable fit out that prioritises health and wellbeing through inclusive design, natural elements and thoughtful materials. The fit out incorporated over 100 salvaged materials from local suppliers and past projects, reducing environmental impact and construction costs.

Arup is in the second year of the annual sustainable procurement office scorecard for our UK offices. After 13 offices took part last year, all 17 UK offices will complete a scorecard this year and we will explore expanding it globally in the coming years.

ESG databook

At a glance

✓ Arup engaged LRQA, our third-party assurance provider, to assure some of our ESG data to a limited standard. You can find our assurance statement on [arup.com](#)

Data point	Unit	FY 2022/23	FY 2023/24	FY 2024/25
Introduction				
# of offices	#	100	102	100
Countries in which we deliver projects	#	145	148	136
Headcount	#	18,067	17,966	17,464
Group turnover	£m	£2,163	£2,202	£2,159
CDP score	Score	C	B	Awaiting result
EcoVadis	Percentile	n/a	92nd	96th
EcoVadis	Score	n/a	Silver	Gold
Participant of UN Global Compact	-	Yes	Yes	Yes

Environment: emissions					
Total Scope 1	✓	tCO ₂ e	1,216	970	745
Total Scope 2 (Location Based)	✓	tCO ₂ e	7,317	7,264	6,315
Total Scope 2 (Market Based)	✓	tCO ₂ e	654	613	630
Total Scope 3	✓	tCO ₂ e	118,087	117,881	108,427
Total Emissions (Market Based)	✓	tCO ₂ e	119,957	119,464	109,802
GHG emissions intensity per member		tCO ₂ e/headcount	6.6	6.6	6.3
GHG emissions intensity per £ of revenue		kgCO ₂ e/£	0.055	0.054	0.051
Carbon levy price		£/tonne	£45	£103	£113
Environment: energy					
Total electricity consumption		MWh	17,966	17,499	14,932
% of electricity use that comes from renewable sources		%	100%	100%	100%

Data point	Unit	FY 2022/23	FY 2023/24	FY 2024/25
Social: Membership				
% of women in membership	✓ %	39%	40%	40%
% of women in leadership (Grades 7-9 of 9)	✓ %	28%	29%	30%
% of women on the Executive Board	%	46%	46%	50%
Employee voluntary turnover rate	%	9.9%	10.3%	12.3%
% of membership on international assignment	%	2.7%	2.5%	2.7%
Social: community engagement (CE)				
# of hours contributed by Arup members to community engagements projects	✓ #	53,183	47,057	41,305
Annual investment in community engagement	£m	£5.16	£4.97	£4.00
Social: health, safety, and wellbeing				
Total # of Recordable Injuries and Illnesses	#	31	32	33
Total # of Lost Workday Cases	#	17	6	20
Total recordable incident rate (TRIR)	%	0.19	0.19	0.18
Total # of High Potential Events (HiPos)	#	6	3	19
Total # of lost days	#	104	260	320
Lost Time Incident Rate (LTIR)	%	0.1	0.04	0.11
Fatal incidents	#	0	0	0

Governance: ethics				
# of incidents of proven corruption	#	0	0	0
% of membership trained on Ethics: Acting in-line with our values	%	88%	93%	94%

ARUP