

Equity, Diversity, and Inclusion Policy

We are committed to creating an inclusive working environment based on fairness and respect. One that encourages talented people of any background to produce their best work of the highest quality. As a humane organisation, we embrace the skills, abilities, and knowledge, that only a diverse and inclusive workforce can provide, to create solutions, and give advice, that improves a society as a whole.

Aims

Treat everyone fairly, with dignity and respect; as we would wish to be treated.

Maintain fair and honourable dealings with our people, where recognition, reward and opportunity reflect the ability, experience, and aspiration of the individual.

Create an environment that brings the best skills to our work, in which we value individual differences and recognise the contributions of all our people.

Prohibit discrimination on the grounds of age, disability, gender identity or expression, marriage/civil partnership, pregnancy/maternity, race/ethnicity, religion or belief, sex, sexual orientation, or employment status.

We will

Recruit talented people from a wide range of backgrounds with differing beliefs and personal characteristics.

Enable full and effective participation and equitable opportunities for everyone.

Invest in the education and development of our people and provide them with opportunities to reach their full potential.

Increase our people's awareness and understanding of equity, diversity, and inclusion, including its importance.

Provide equitable pay based on roles, responsibilities, and performance.

Identify and address inappropriate behaviour or discrimination.

Measure how we are performing; report regularly and act to address any barriers.

Governance

This Policy is set by Arup Group Limited Board and implemented across all Arup operations through policy, procedures, management systems and learning.

It is reviewed and approved annually, or more frequently if appropriate.

The Global Equity, Diversity and Inclusion (EDI) Director acts for Arup in ensuring that plans are developed and implemented to enable us to reach the aims set out in this policy while fulfilling applicable legal, regulatory and other requirements.

“It is up to us... to create an organisation which will allow gifted individuals to unfold...where every member is treated...as a human being whose happiness is the concern of all.”

Ove Arup, 1970



Jerome Frost
CEO, Arup Group Limited
April 2026