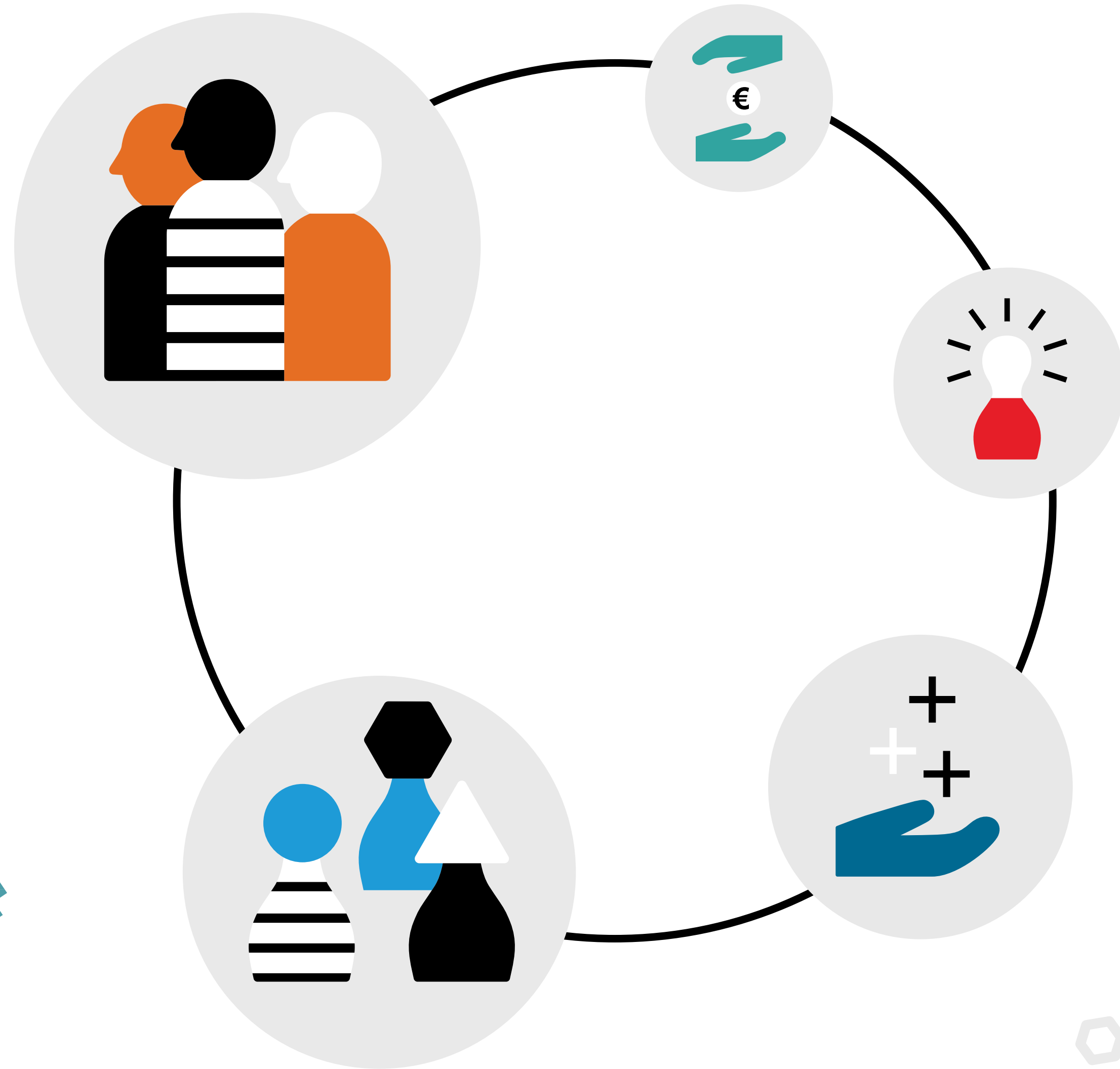


# Ireland 2023 Pay Gap Report

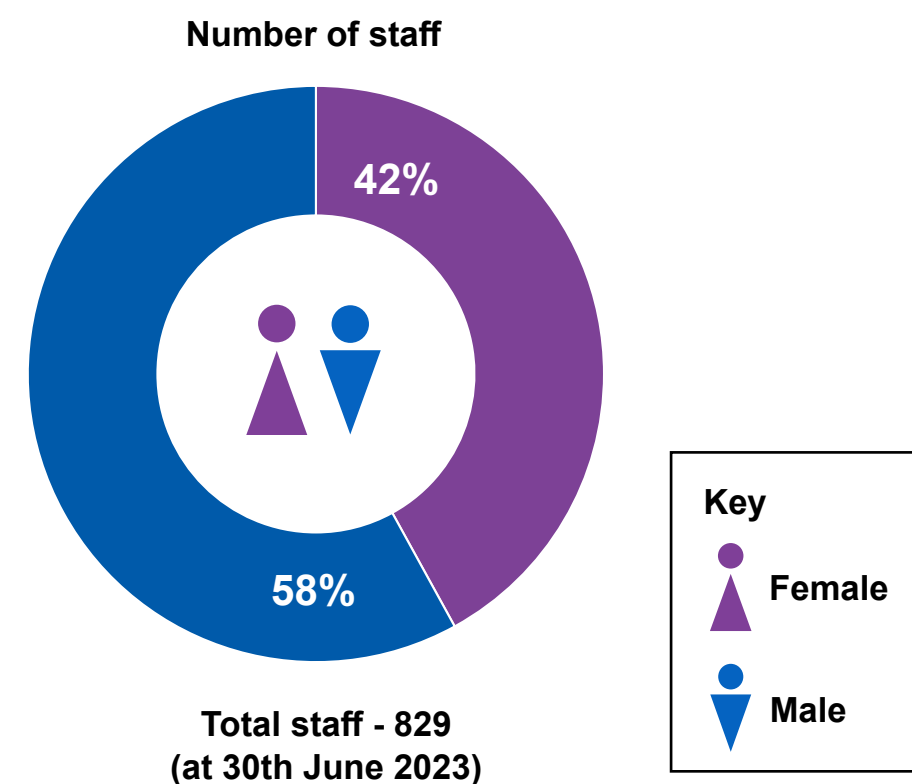


# Our Ireland 2023 Pay Gap Report

## About Arup

Arup has been recognised for its vision, talent and tenacity, with a dedicated commitment to equity and inclusion. Since our foundation in 1946, Arup has grown to be one of the largest consultancy firms in Ireland working across every aspect of today’s built environment. We are an independent firm with over 800 designers, planners, engineers, project managers, consultants and technical specialists across our four offices.

Working to deliver a sustainable future, we have built a reputation for bringing global expertise to an increasingly broad range of projects across all sectors in the construction industry. Founded to be both humane and excellent, we collaborate with our clients and partners using imagination, technology and rigour to shape a better world.



## Understanding the gender pay gap

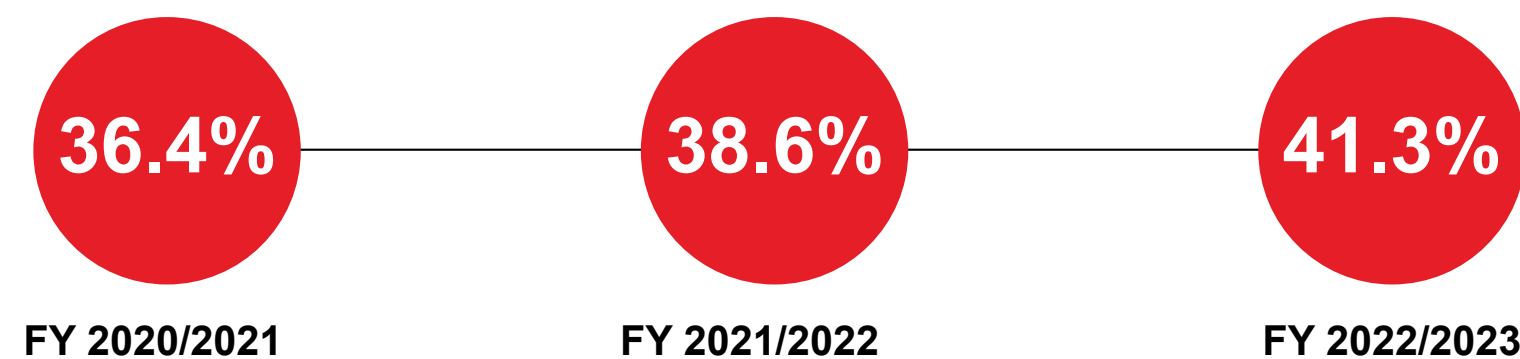
We know that our gender pay gap is driven by the fact that we have a significantly higher proportion of men than women across our firm, particularly in leadership grades where pay is higher. This combined with the increasing % of female representation in our early and mid grades means our gender pay gap persists. This in fact reflects the gender imbalance prevalent in our industry and is the main driver of our pay gap.

The gender pay gap is a calculation across all roles at Arup in Ireland, not of the difference in pay between men and women doing similar roles. To ensure we uphold equal pay; we undertake an annual equal pay audit during our annual salary review process.

## Our gender pay gap

Improving the representation of women across the firm continues to be a priority for us and we have already surpassed our target to employ 40% female and 60% male staff members by 2025 and we will continue to strive for gender parity in our recruitment across all levels. The percentage of women within the leadership grades has increased from 23.2% in FY 2020/2021 to 24.4% in FY 2021/2022 and increasing to 25% in FY 2022/2023. Increasing our gender representation at all levels of the organisation takes time; however, we continue to see steady improvement over the years. In 2013, our female representation at Arup in Ireland was 27.8% overall and 17.5% in leadership grades.

The representation of women across Arup has gone up from:



## Our gender bonus pay gap

Arup has been owned in trust for the benefit of our staff since 1977 and our bonus equivalent is our profit share scheme. All our people share in the collective success of the firm and profit share – which is announced twice a year – applies to all permanent and fixed-term roles, with men and women participating equally.

Our bonus gap is due to having less females at leadership grades and greater representation at early career grades. Our leadership roles have higher pay, and the number of shares members are allocated also increases by grade.

Part-time roles also play a part, as the statutory calculations do not convert bonuses paid to part-time employees to a full-time equivalent. Women make up 75% of our part-time workforce for FY 2022/2023. However, we have more female part-time staff in non-leadership roles.

## What is the mean and median?

The mean is the average pay or bonus for a woman and a man.

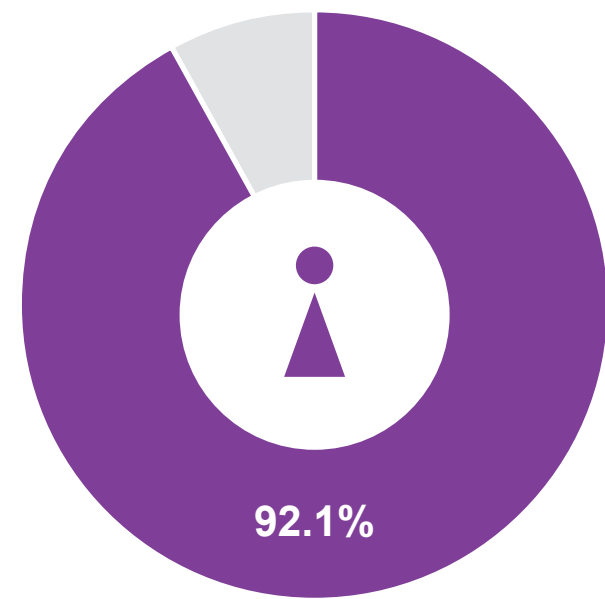
The median is the ‘middle’ pay or bonus for a woman and a man, when all values are distributed from low to high. The median is considered more meaningful as it is less affected by outliers.

# Gender pay gap analysis

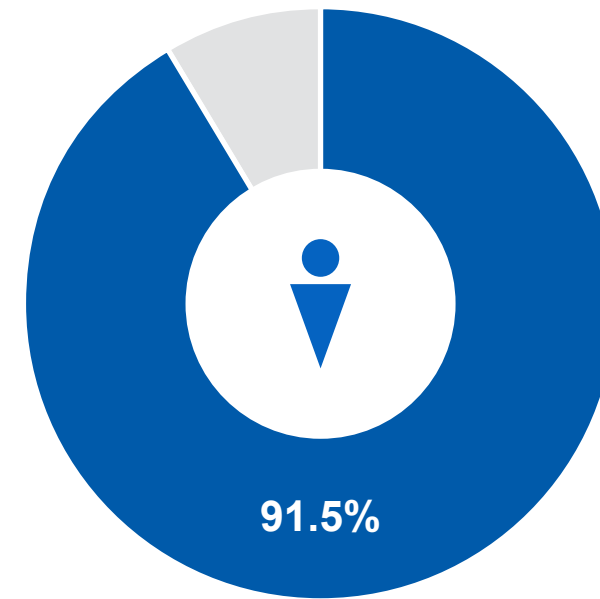
Calculate the % of male and of female employees who are paid bonuses

2022

% Female paid bonus

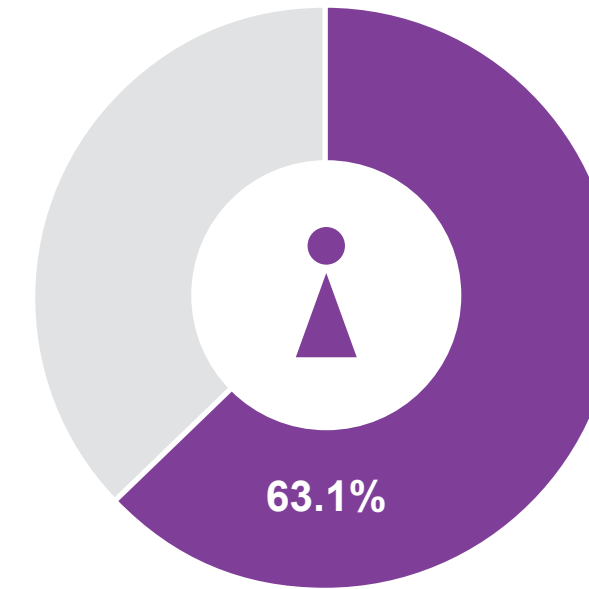


% Male paid bonus

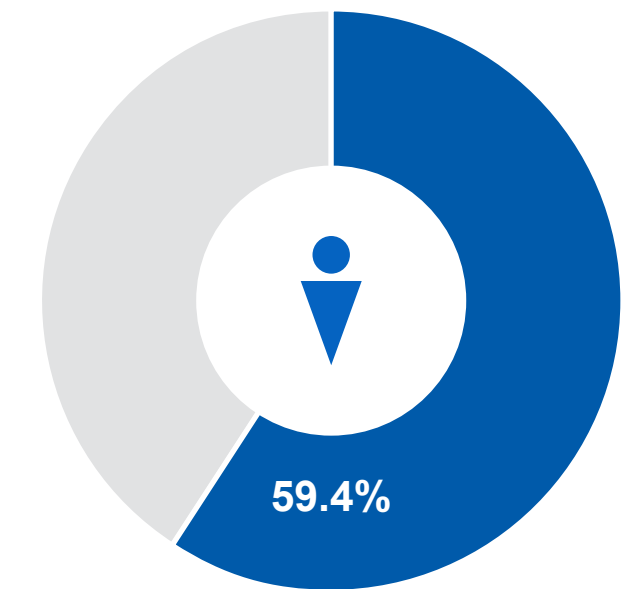


Calculate the % of male and of female employees who received benefits in kind

% Female paid benefit in kind

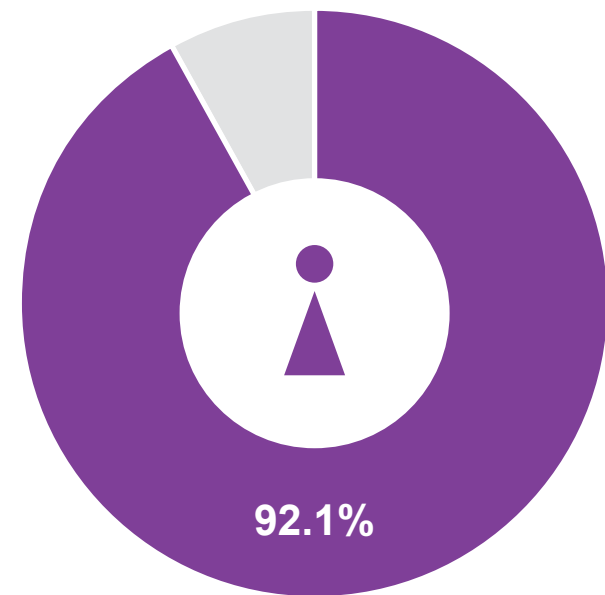


% Male paid benefit in kind

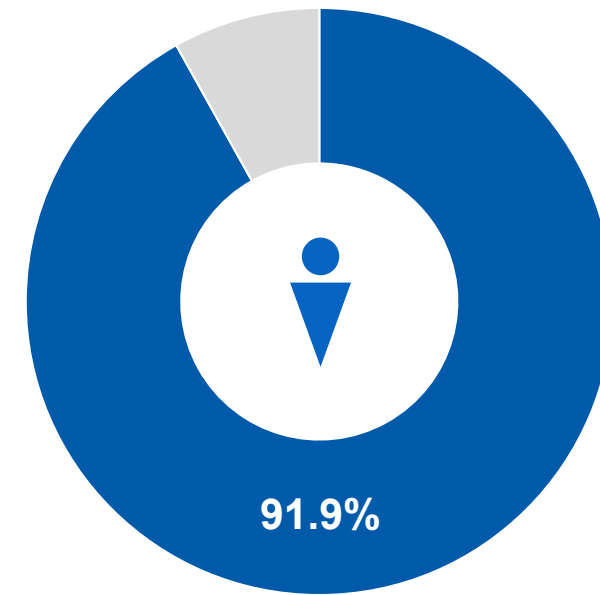


2023

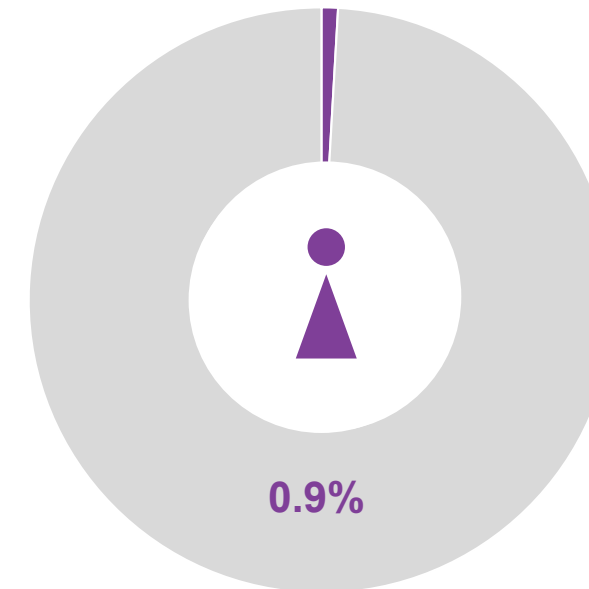
% Female paid bonus



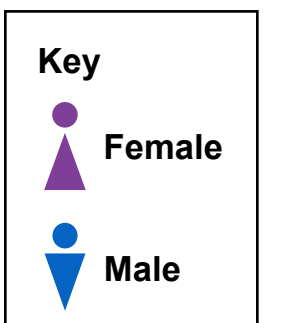
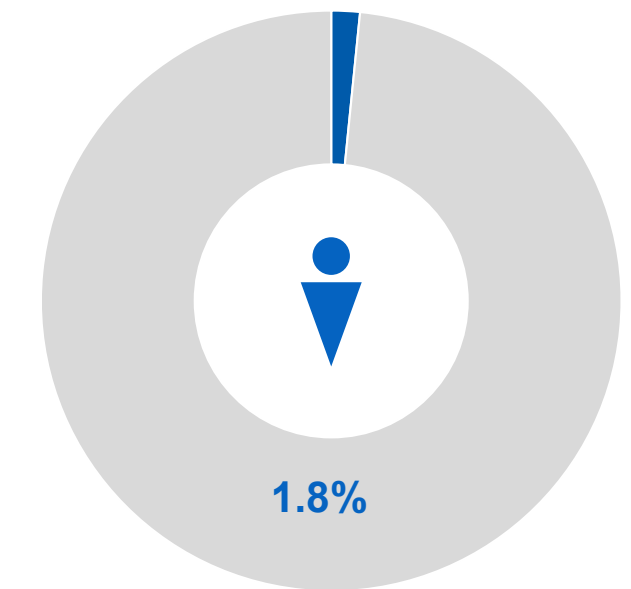
% Male paid bonus



% Female paid benefit in kind

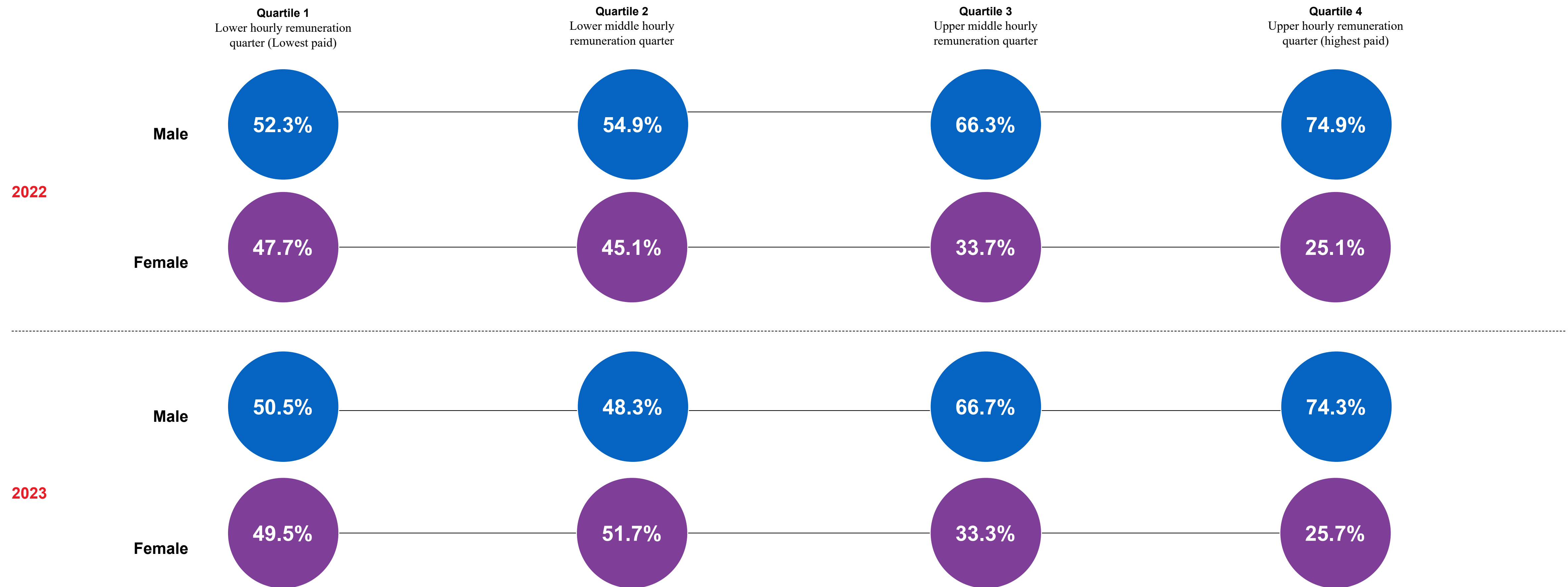


% Male paid benefit in kind



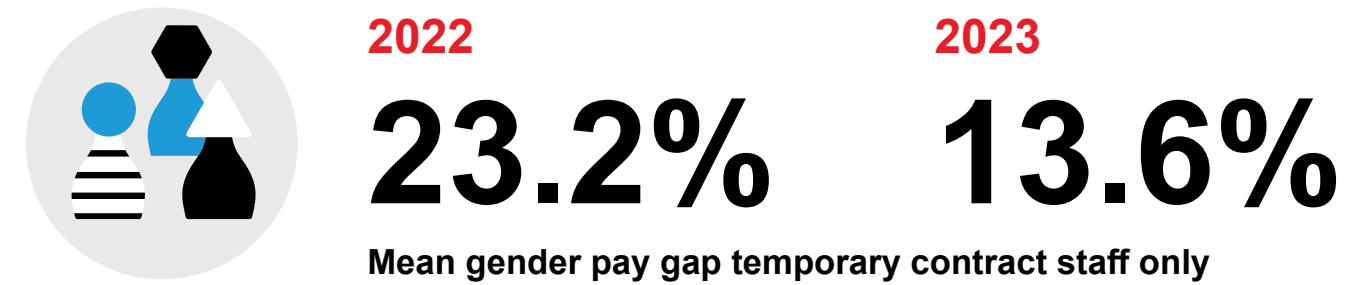
# Gender pay gap analysis

Organise the employees into quartiles based on hourly remuneration of all male & female fulltime employees and calculate the proportions of male and female employees in each quartile.



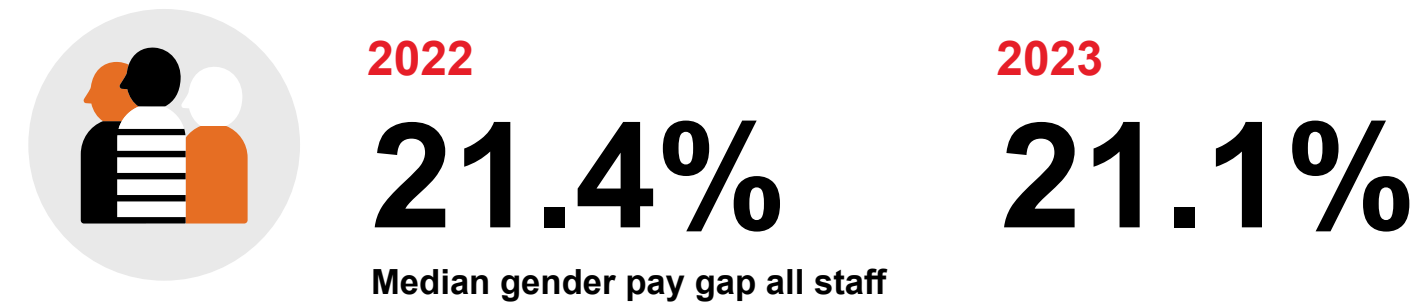
# Gender pay gap analysis

Calculate the mean hourly remuneration of male and of female employees, then calculate the gender pay gap in mean hourly remuneration of all employees. Do the same for male and female part-time employees and for male and female employees on temporary contracts.



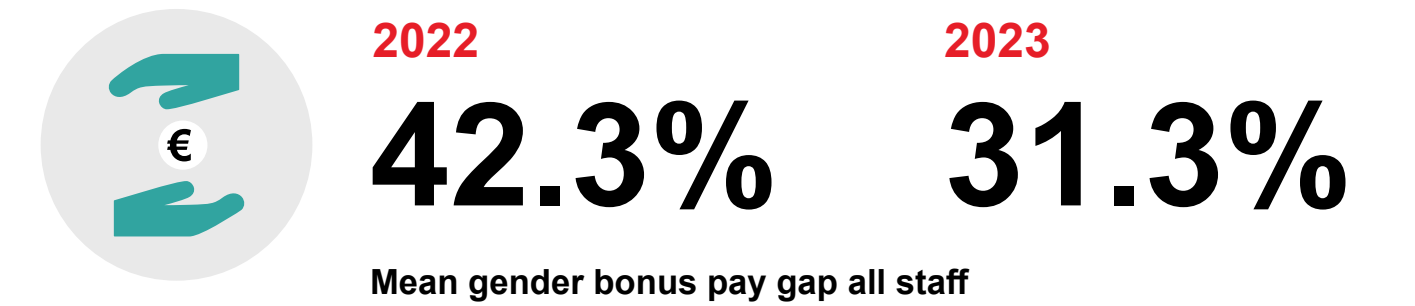
Note : We continue our focus to improve our gender representation at all levels in the organisation.

Calculate the median hourly remuneration of male and of female employees, then calculate the pay gap in median hourly remuneration of all employees. Do the same for male and female part-time employees and for male and female employees on temporary contracts.

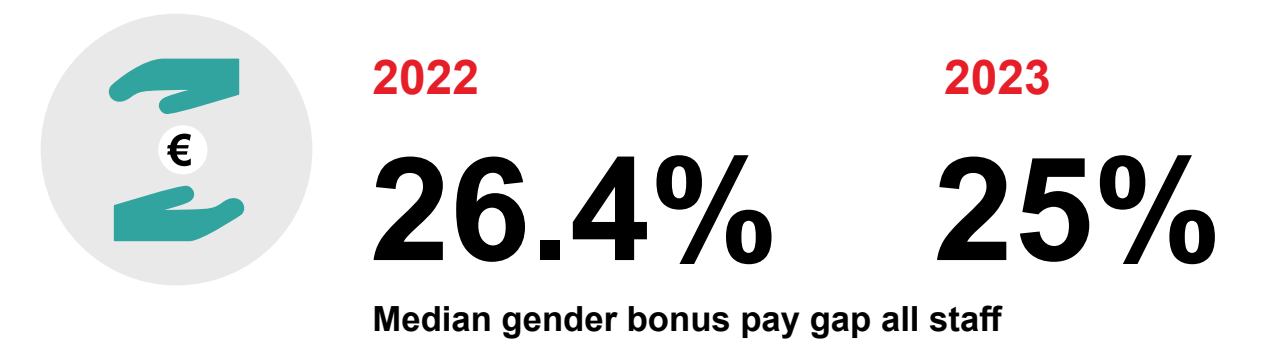


Note: We have more female representation on PT in non leadership roles.

Calculate the mean bonus remuneration of male and of female employees, then calculate the pay gap in mean bonus remuneration of all employees.



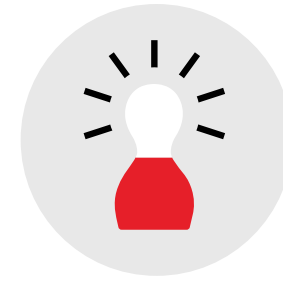
Calculate the median bonus remuneration of male and of female employees, then calculate the gender pay gap in median bonus remuneration of all employees.



Note: In 2023 we removed service related shares from our bonus (profit-share) payments to be more equitable.

# What are we doing to improve our representation?

Our people are the reason Arup exists and how we live out our purpose. Our Total Inclusion strategy forms part of our wider commitment to Equality, Diversity and Inclusion (EDI) and ensures that our firm’s focus continues to be on talented people from all sections of society shaping our work at Arup.



## Attract

Our aim is to employ the right person for the right role. We are taking multiple steps to ensure we have a more diverse candidate pool. Increasing female representation at entry levels within Arup provides a more representative pipeline of talent that will benefit Arup and our industry in the long term. However, this can drive temporary increases to pay gaps in the short term until our female graduates progress and we have a diverse gender representation across all grades. While we will continue the positive work in driving representation at early careers, our focus in 2024 will be on developing diverse gender representation at all levels of the organisation.

### STEM initiatives

Increasing the diversity of the pipeline of students into STEM studies in colleges and universities is so important to our industry.

*Transition Year Programme:* We have an active TY programme where we endeavour to encourage students to pursue STEM as a career and we are proud to say that some of our TY students have then joined us as Graduates many years

later because of their TY experience. Female representation among Transition Year attendance has increased from 35% in 2022 to 43% in 2023.

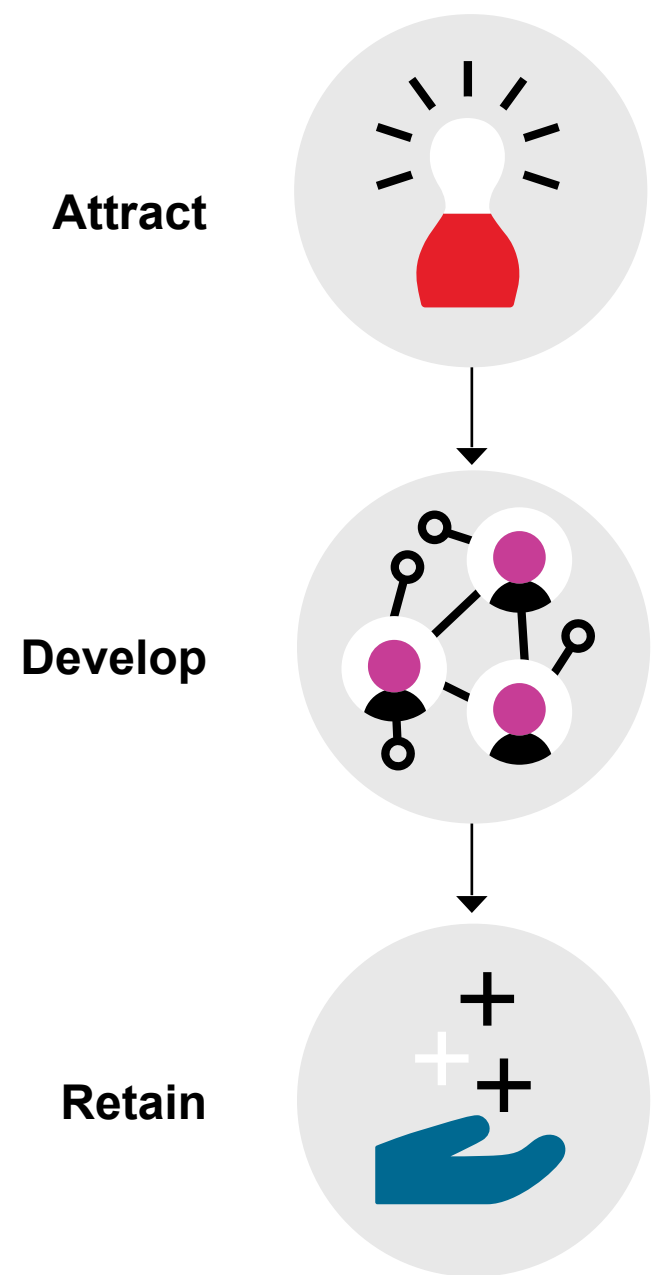
*Engineers Ireland STEPS programme:* Engineers Week aims to create a positive awareness about the engineering profession among people of all ages, especially students. During this week, we conduct school visits and carry out various events to empower students towards engineering. This year, we held a virtual engineering panel discussion and 165 students participated from 145 different secondary schools. Every year, our new graduates host an engineering workshop for secondary school students and conduct different activities.

*Time to Count:* Every year we run the “Time to Count” programme in both Cork and Dublin offices, where Arup volunteers visit an all-girls school multiple times to engage the students in board games that involve maths. This year we had approximately 35 girls attending the programme in our Dublin and Cork offices. The last of these sessions takes place in the corresponding Arup office, so we can show the 8-year-old students a day in an engineer’s life.

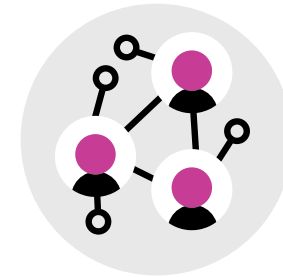
## Relationships with the educational institutions

We use a wide variety of methods for sourcing candidates. We have expanded the pool of schools, colleges and universities we recruit from and have put in place champions within the firm to lead on developing closer relationships with institutions that have strong, diverse candidates. We have identified University Relationship Managers to coordinate and drive interactions with colleges which we anticipate will deliver benefits from a gender representation perspective.

We recruit on average 45% from overseas (where female gender representation is higher in the colleges).



# What are we doing to improve our representation?



## Recruitment

We have ensured that we are using gender-neutral language in our job advertisements. We ensure diverse interview panels wherever possible, and we work with several agencies that help to source diverse talent. Hiring managers attend behavioural/competency based interview training, which helps us to be consistent in our approach when interviewing external candidates to ensure that our processes are allowing the best decision making. We have outsourced our recruiting process to support our sourcing efforts and building a more gender diverse talent pool. We have identified RPO to support our sourcing efforts and building a more gender diverse talent pool. We review diverse stats before each hire to ensure we have gender representation in the recruitment life cycle and where possible having gender balanced interview panels.

For the year-to-date, 47% of our external experienced hires are female, and circa 50% of our graduate intake are female over the last 4 years.

## Develop

We seek to provide developmental opportunities for all our members in an environment where everyone can thrive and has equal opportunity to succeed.

All staff at Arup in Ireland complete Unconscious Bias training to ensure fairness in recruitment, opportunities and progression.

We monitor all promotions and we are committed to ensuring our promotion pool is reflective of our talent pool.

We are providing support for leaders to have productive conversations with all colleagues about individual development paths and plans during appraisals.

We have launched our Diversity in Leadership plan with various actions to help increase our gender representation at all levels of the firm and we have seen 4.1% female representation increase in leadership for this year.



## What are we doing to improve our representation?



### Retain

Retaining our talent is vital to the future success of Arup. We are focused on providing a supportive environment for all our people, at all levels through:

**Mentoring and coaching programmes:** This includes reverse mentoring, where leaders act as mentees rather than mentors. We are expanding our approach to reverse mentoring and are developing our structured reciprocal mentoring programme, primarily focused on female talent. Currently, we have 2 senior leaders as mentors and 2 senior staff members as mentees as part of the 30% club/ IMI (Irish Management Institute) mentoring programme. Based on the success of the programme, we have increased our nominations to 4 senior mentors and 4 mentees. To retain our junior staff we have implemented mentoring pods where from a total of 25 mentors, 8 are female.

**Flexible working options:** Arup has a flexible working policy which provides colleagues at all levels with the opportunity to work flexibly within a fair and balanced framework.

We offer flexible and parttime working arrangements for all staff members and have enhanced maternity and paternity benefits.

**Events for the network of women at Arup:** We have established an initiative called 'A conversation with the women of Arup in Ireland' to support female staff to build new connections and strengthen the network of women across our team.

We have joined the Connect Women+ initiative to support Arup members to reach their greatest potential, erase biases and create a forum for open discussion, advancing an inclusive and understanding work environment for everyone, regardless of gender.

**Lunchtime talks:** We host lunchtime sessions with speakers covering a range of topics, aiming to engage and educate. We celebrate International Women's Day and International Women in Engineering Day. For World Menopause Day, we have engaged with Wellness Warrior who delivered a talk around menopause.

**Exit interviews:** We monitor and respond to data from our exit surveys and interviews to ensure we do not have any gender-related reasons for leaving the firm. We have joined a region initiative to make our offices breastfeeding suitable by created private spaces for woman to use for breastfeeding breaks and provide storage options for them.

**Diversity in Leadership:** Our Inclusion Allies training for Leaders is empowering leaders to take accountability for their own actions, words and behaviours. Our respect at work hub also supports an inclusive workplace culture.

**Commitment to EDI:** We are focused on inclusivity in our projects. By considering how we can deliver EDI at every stage of the project lifecycle, this will help us to exceed our client contractual requirements.