

Ireland 2024
Pay Gap
Report

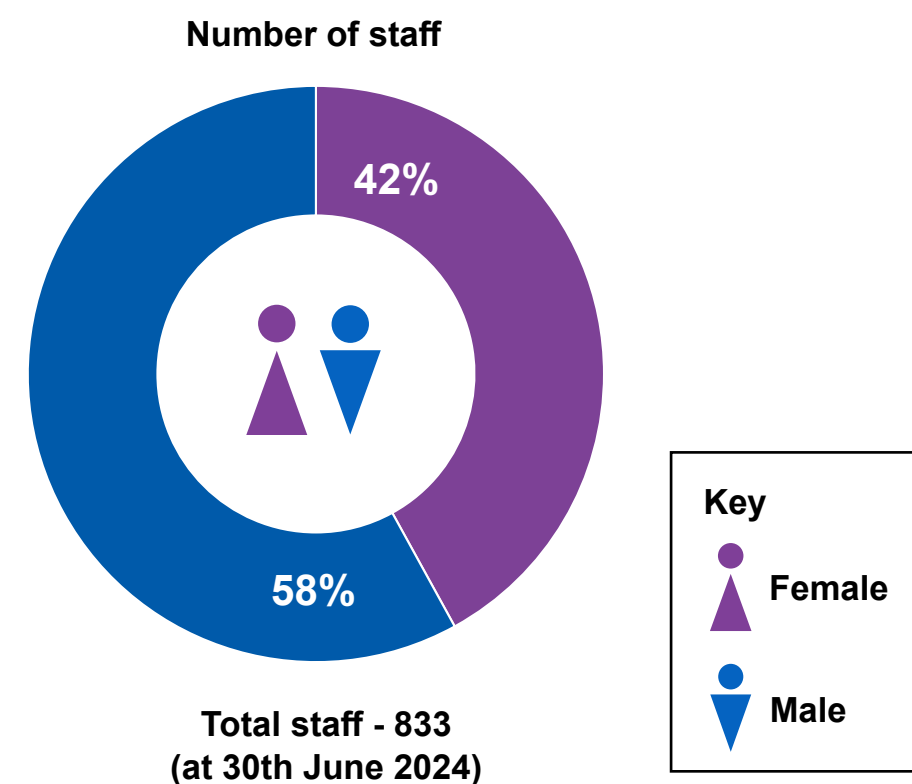


Our Ireland 2024 Pay Gap Report

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

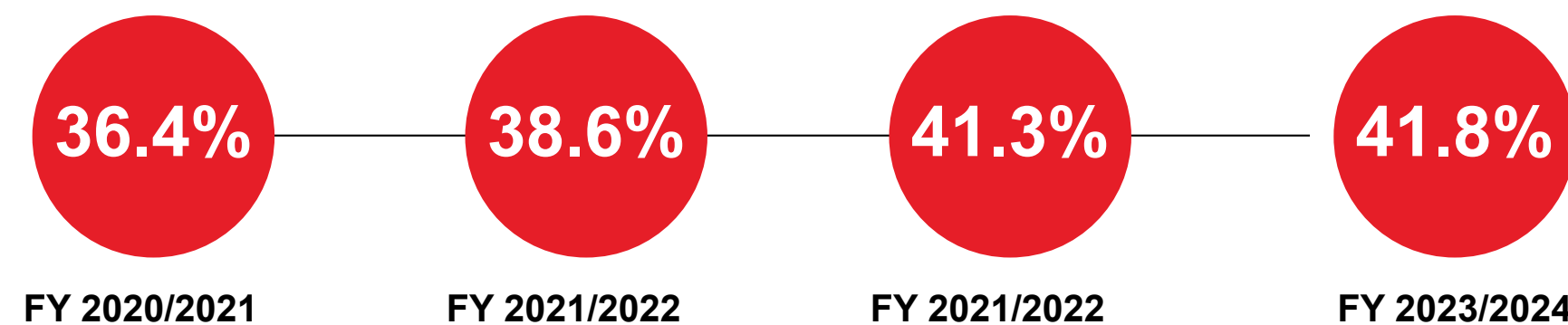
We know that our gender pay gap is driven by the fact that we have a significantly higher proportion of men than women across our firm, particularly in leadership grades where pay is higher. This combined with the increasing % of female representation in our early and mid grades means our gender pay 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 28% in FY2023/2024. 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 from:



Our gender bonus pay gap

Arup is owned in trust for the benefit of our members. Profit Share, our bonus equivalent, applies to all permanent and fixed term roles and is free from bias. Our Profit Share is the variable component of our reward that is linked to our global annual performance. Members at all levels, across all countries, shares in the success of Arup. Our bonus gap is a product of the pay gap and results from under representation of female members at leadership grades, and greater representation at early and mid-career grades. Payments for new joiners are pro-rated based on their eligible service in the Profit Share period, which creates an increased bonus pay gap at early and mid-career grades due to greater recruitment volume outside of the Profit Share period compared to that at leadership grades.

Women make up 73% of our part-time workforce for FY 2023/2024. 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

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

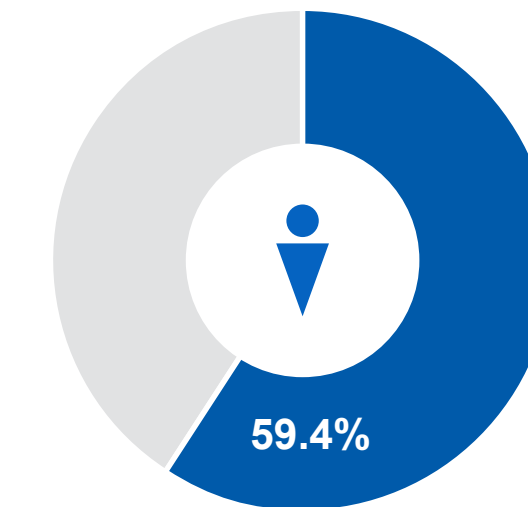
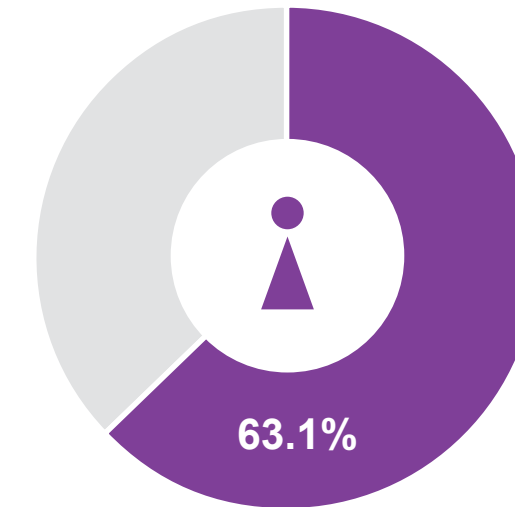
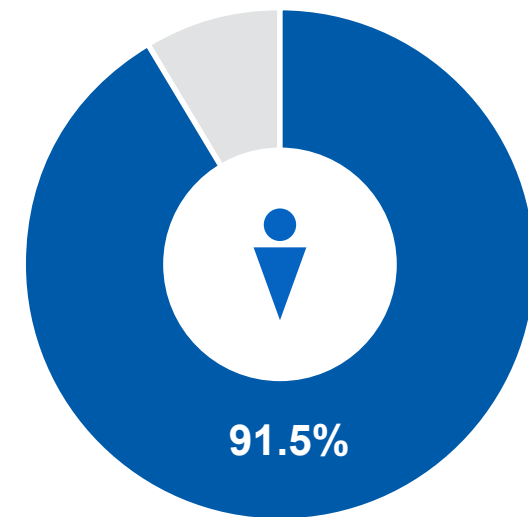
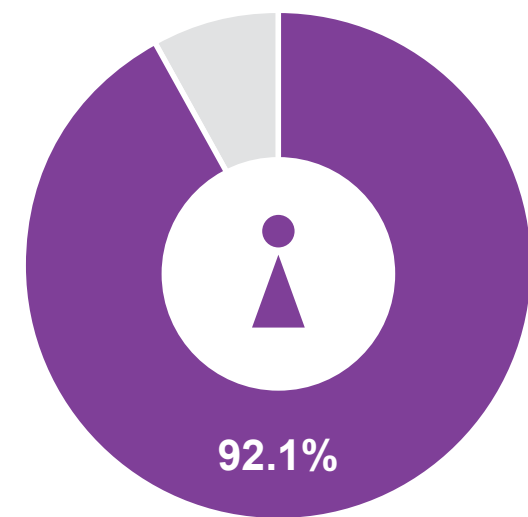
2022

% Female paid bonus

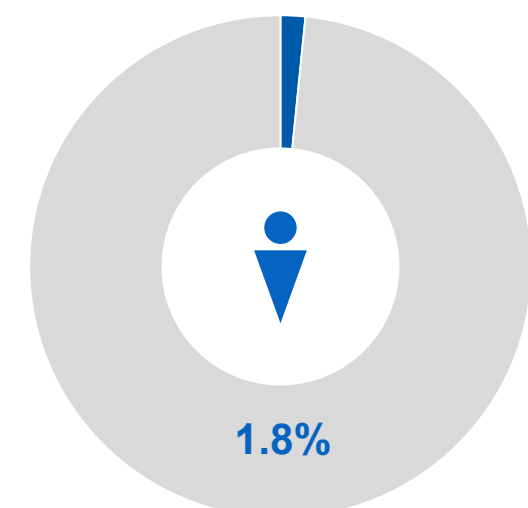
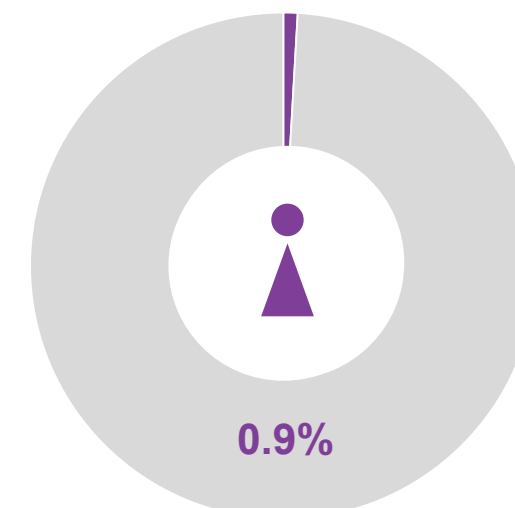
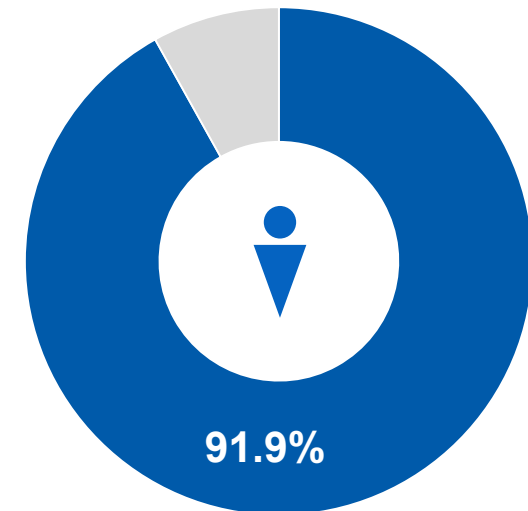
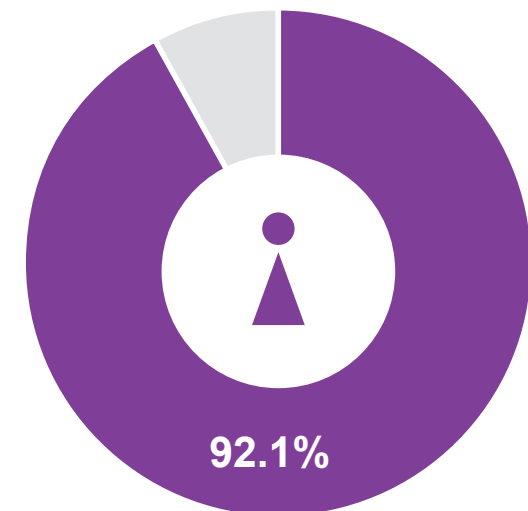
% Male paid bonus

% Female paid benefit in kind

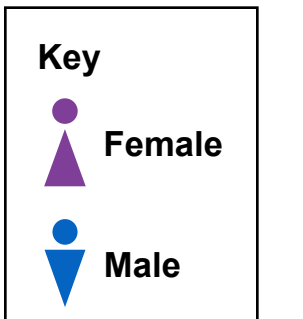
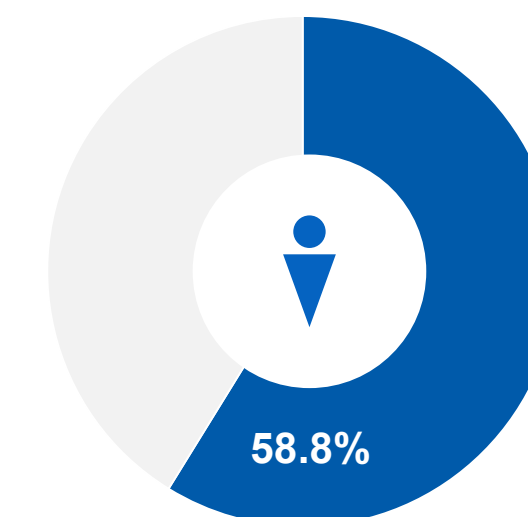
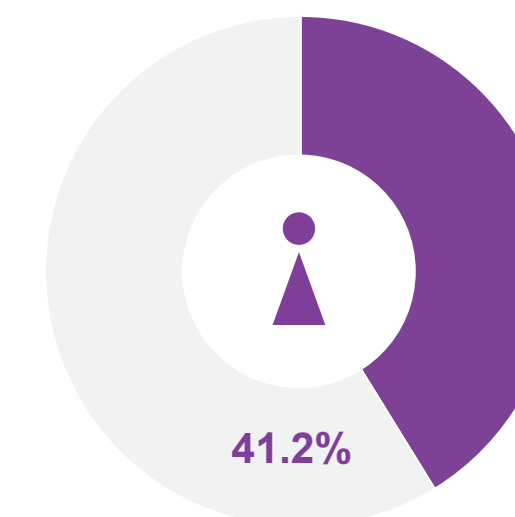
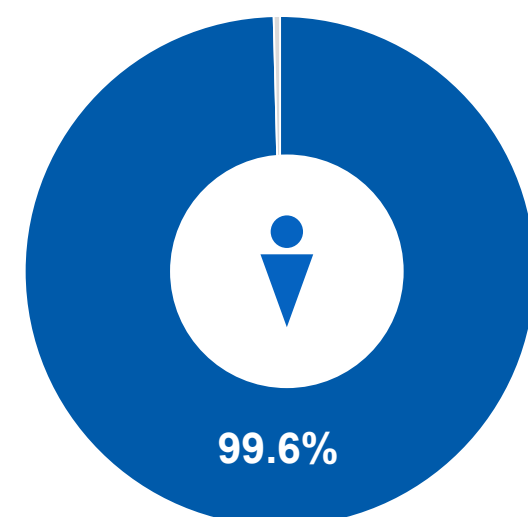
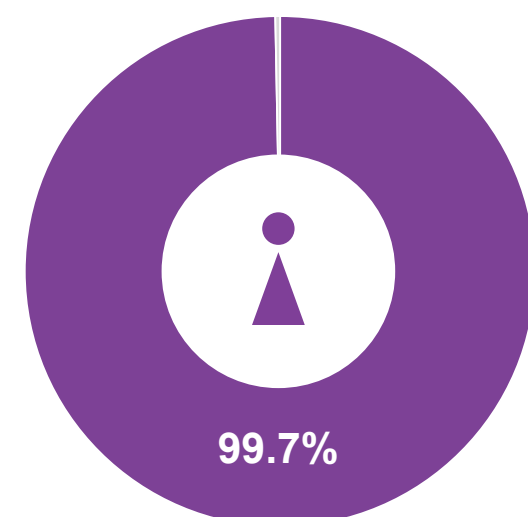
% Male paid benefit in kind



2023



2024



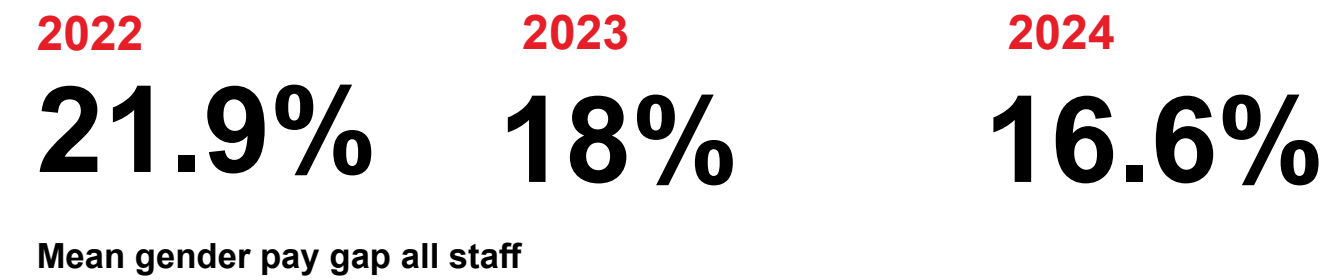
Gender pay gap analysis

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.



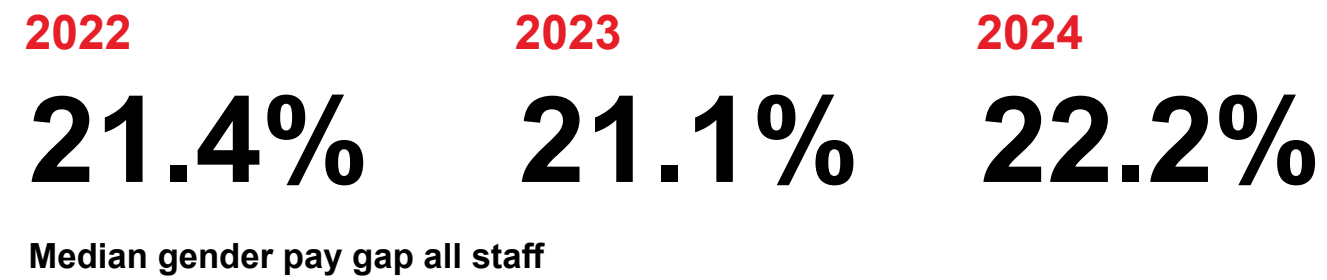
Gender pay gap analysis

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.



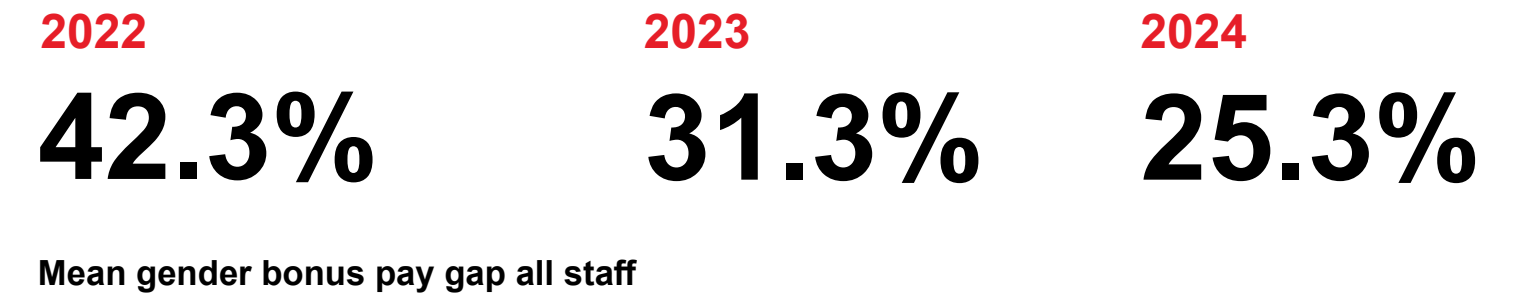
Note : We continue our focus to improve our gender representation at all levels in the organisation.

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.

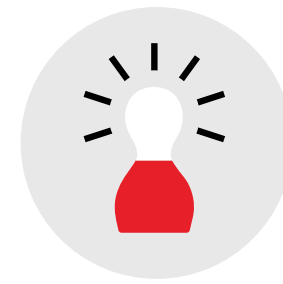


Calculate the median bonus remuneration of male and of female employees, then calculate the gender pay gap in median bonus remuneration of all employees.



What are we doing to improve our representation?

Arup’s existence and success is attributed to our people, who embody our mission. Our Total Inclusion strategy is integral to our broader commitment to Equality, Diversity, and Inclusion (EDI), ensuring that our firm remains focused on engaging talented individuals from all segments of society in shaping our work.



Attract

We aim to hire the right person for each role. To ensure a diverse candidate pool, we are increasing female representation at entry levels in Arup, which will benefit the company and industry long-term. However, this may cause temporary increases in pay gaps until our female graduates advance and we achieve diverse gender representation across all grades. While we will continue efforts to improve early career representation, our focus in 2024 will be on developing diverse gender representation at all levels of the organisation.

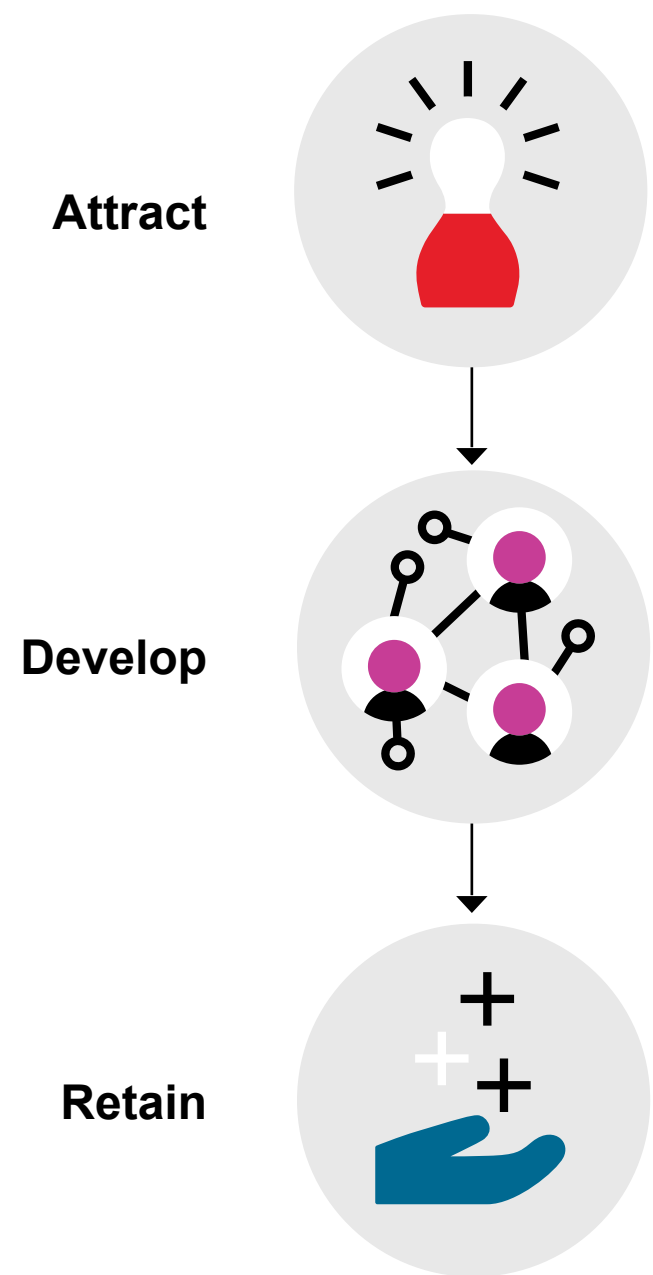
improvement, increasing from 35% in 2022 to 43% in 2023. However, it’s important to address that this figure decreased from 43% in 2023 to 27% in 2024.

Engineers Ireland STEPS, including Engineers Week, seeks to foster a positive perception of the engineering profession across all age groups, with a particular focus on students. We maintain our commitment to collaborating with Engineers Ireland on this project.

Time to Count: The “Time to Count” programme is conducted annually in our Cork and Dublin offices, where Arup volunteers visit an all-girls school several times to engage students in board games that involve maths. This year, approximately 29 girls participated in the programme in Dublin and Cork. The final session takes place in the respective Arup office, providing the 8-year-old students with an insight into a day in an engineer’s life.

Relationships with the educational institutions

We maintain relationships with various educational institutions using a wide range of candidate sourcing methods. We have broadened our recruitment efforts to include more schools, colleges, and universities, and have appointed champions within the firm to develop closer relationships with institutions that have a diverse pool of candidates. University Relationship Managers have been designated to coordinate and drive interactions with colleges, aiming to improve gender representation. On average, 45% of our recruits are from overseas, where female representation in colleges is higher.

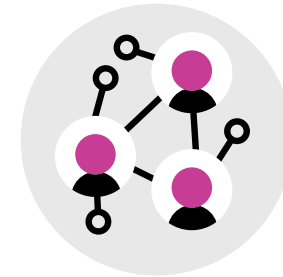


STEM initiatives

Enhancing the diversity of students entering STEM programmes in higher education institutions is crucial for the advancement of our industry.

Transition Year Programme: Our Transition Year (TY) programme actively promotes the pursuit of STEM careers among students. We are proud to note that several graduates who initially engaged with our TY programme have returned to join us professionally, attributing their career choice to their positive TY experience. Female representation in our TY programme has shown significant

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, 38.5% 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.

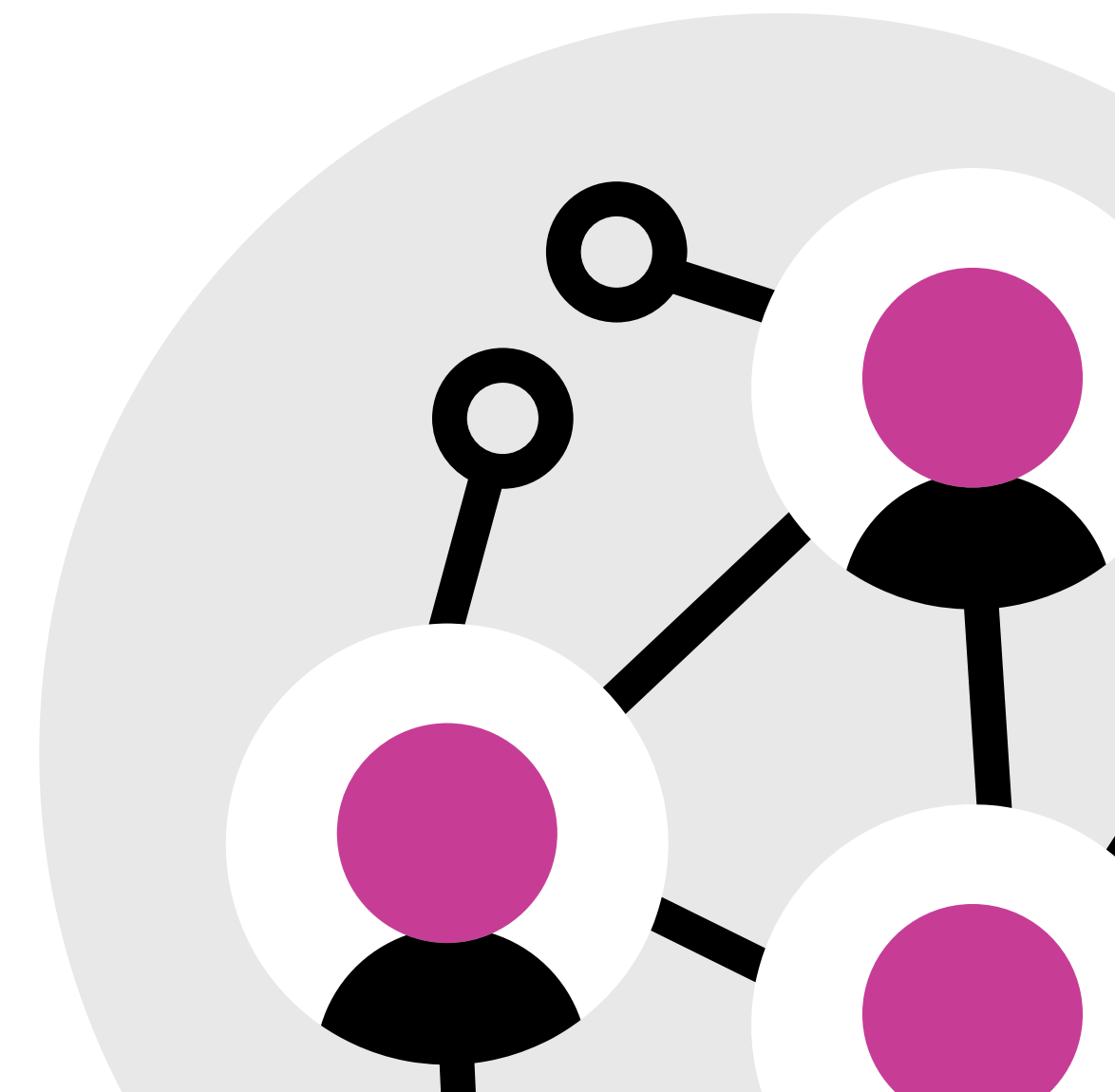
All staff at Arup in Ireland complete Unconscious Bias training to ensure fairness in recruitment, opportunities and progression.

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 to help increase our gender representation at leadership.

Arup has committed, as part of our Equality, Diversity and Inclusion strategy, to ensuring that people from all parts of society are represented and shape our work. There is particular focus on increasing representation of women at all levels. It is noted that this growth can demonstrate increases in pay gaps in the short term, however, our continued work to recruit, retain and develop talent from under-represented groups, at all grades and careers stages, will reduce our pay gaps in the long term.



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: including reverse mentoring, support our female talent. 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 support our junior staff, we have implemented mentoring pods. We have fourteen female mentors from a total of forty six.

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 provide flexible and part-time working arrangements for all employees, along with enhanced maternity and paternity benefits. A supplementary discretionary payment is available for 26 weeks of the maternity leave period. Furthermore, upon returning from maternity leave, we offer employees the option to work a four-day week while receiving full pay for four weeks.

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.

Breastfeeding support at Arup: We have joined an Arup regional initiative to offer appropriate breastfeeding support by creating private spaces for women 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. We have submitted our application for the Investors in Diversity Bronze Level with the Irish Center for Diversity to demonstrate our dedication to EDI and to progress in this area.



ARUP