



# THE MORALDNA OF EMPLOYEE-OWNED COMPANIES.

Ownership, ethics and performance.

## CASE STUDY

# ARUP



### QUALITY, SOCIAL USEFULNESS AND REASONABLE PROSPERITY

*Sir Philip Dilley – Arup Trustee and former Arup Chairman*

Arup is an independent firm of designers, planners, engineers, consultants and technical specialists operating across five global regions with over 13,000 members. Its defining philosophy dates back more than 45 years and sets “reasonable prosperity” as one of the guiding values underpinning the firm’s focus on ‘quality of work’, conducting ‘straight and honourable dealings’ and delivering work of ‘social usefulness’.

Arup’s fully inclusive trust ownership means that there are no shareholders or external investors, which allows the firm to determine priorities and business direction fully independently. There has been consistent organic growth for almost 70 years, as well as strong financial performance and enviable staff retention. Arup’s independence also allows the firm to take a long-term view that allows the pursuit of innovation, creativity and technical excellence without compromising the firm’s principles.

A recent staff survey confirmed that 89% of Arup personnel around the world “feel proud to work for Arup” while 87% “would recommend Arup as a place to work”.

*“The Arup ethos plays a part in attracting highly motivated and engaged people, and our lack of major debt means the risk to the business is reduced. Over the years I’ve witnessed how the advantages of employee ownership have worked very well for Arup.”*

For more information on *The MoralDNA of Employee-Owned Companies* visit [www.managers.org.uk/moraldna](http://www.managers.org.uk/moraldna) or join the conversation [#CMIethics](https://twitter.com/CMIethics)