



Turner & Townsend

Turner & Townsend AU Gender pay gap report 2022/2023



The gender pay gap

Our commitment to inclusion is that all of us within Turner & Townsend always treat others as “**someone**” and never “**something**”.

Our work across the Infrastructure, Real Estate and Natural Resources sectors has the amazing potential to lead the way for a more inclusive world. Whether its through the delivery of clean water, clean power or safe housing, we have the skills and expertise to help make a difference. But to fulfil our Purpose and transform performance for a green, inclusive and productive world, we need to ensure that we are set up for success ourselves. We must create a business in which everyone is listened to, feels valued and has access to opportunities.

The gender pay gap measures the difference between the average pay of men and women across an entire organisation, regardless of experience, role or seniority level. This is different from equal pay which refers to the legal requirement to pay women and men the same for performing the same or equal work.

We are pleased that we can report that within our business we have seen a reduction in our gender pay gap as a whole.

The difference between **equal pay** and the **gender pay gap**

Equal pay - paying women and men the same for performing the same or equal work.



Gender pay gap - is the difference between the average pay of all **men** compared to the average pay of all **women** in an organisation.



Nationally, one of the main reasons for the gender pay gap is that men are more likely to be in senior roles.



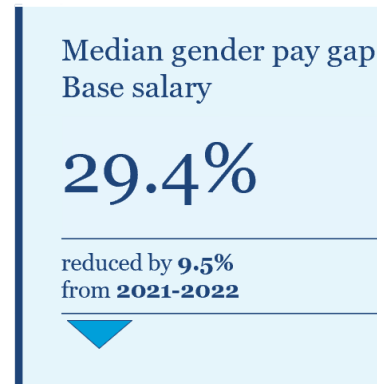
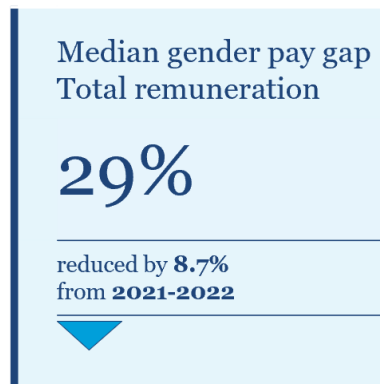
This year

We have seen improvements in our 2022-2023 median gender pay gap which gives us confidence our conscious efforts towards reaching a gender balanced workforce are creating positive effect.

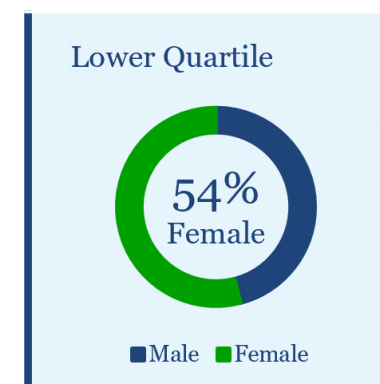
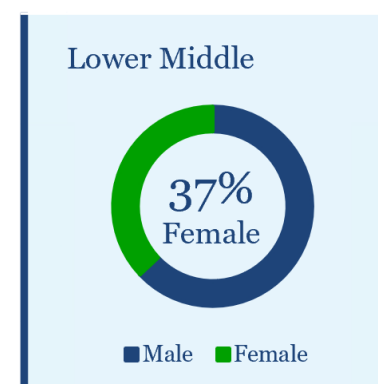
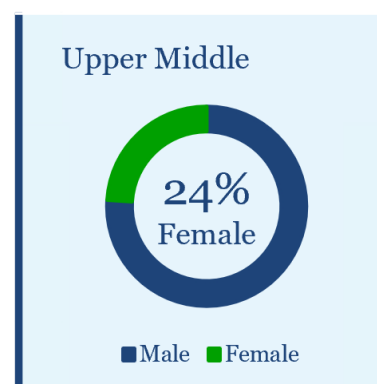
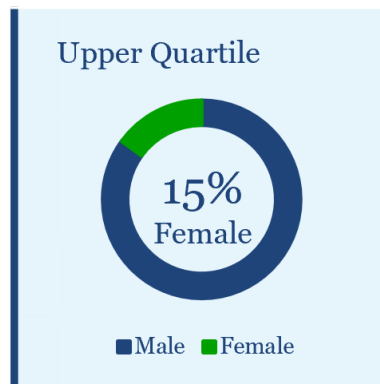
At Turner & Townsend, for years we have been actively working to narrow our gender pay gap. Our efforts are routed in a deep understanding of what our pay gap data means.

The proportion of males and females across quartile bands shows us that our gender pay gap is largely driven by the lower representation of females in senior positions.

Our focus on achieving a 50:50 female to male ratio in our early careers intakes is supporting gender parity in the lower quartiles, however, we still have work to do to ensure we increase the number of females in leadership and achieve gender balance in business support roles which are traditionally female dominated makes up a larger proportion of the lower quartile band.



Proportion of males and females in each quartile band.



Our progress

While it's great to see our year-on-year improvement, we are committed to accelerate the pace of change. In recognition that our gender pay gap is driven by fewer women in senior roles and industry, we are continuing to address this imbalance.

2022–2023 was an exceptional year for our business, reflecting increasing demand for our services, despite continuing economic uncertainty.

Our strong performance demonstrates the excellence of our people and has been underpinned by a significant growth of our workforce which has continued into 2024.

With major skills shortage in our industry globally, to support growth, attracting talent from underrepresented groups to join our industry is not only the right thing to do, but a strategic imperative that drives innovation, resilience and long-term success.

Our focus on attracting, developing and retaining diverse teams has been a key enabler of our sustained growth and has contributed to reducing our median gender pay gap for total remuneration with 8.7% to 29% as of March 31, 2023.

Our industry

Although trending in the right direction, our gender pay gap is 2.9% higher than the reported gap for our industry. The Professional, Scientific and Technical Services industry reported a median

gender pay gap of 26.1% for total remuneration. This pay gap jumps to 30.4% for organisations with 1000+ employees. Our peer group's median gender pay gaps ranges between 22% and 33%.

Our ambition is to close the gap entirely as quickly as possible. To achieve this, developing meaningful strategies which best address our unique context is key.

Key drivers

At Turner & Townsend, we know that under-representation of women at senior levels is the key driver of our gender pay gap.

Our primary efforts are therefore directed at achieving gender parity across our organisation, at all levels.

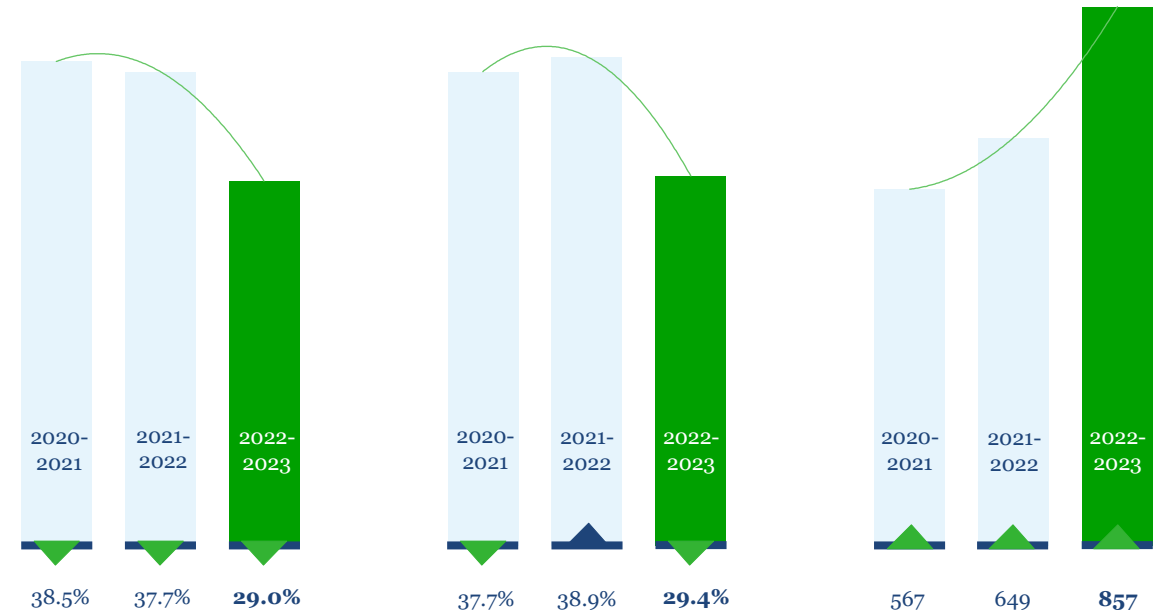
Whilst we recognise that substantial change will take time and focus, we are relentlessly working to advance and embed our strategies for closing our gender pay gap; creating the building blocks for the future and contributing to reshaping the landscape of our industry.

Year on year improvement

Median gender pay gap
Total remuneration

Median gender pay gap
Base salary

Growth
Headcount



We are taking action

It's great to see continuous year-on-year improvements, but we know we still have more work to do. Like many in our industry, our gender pay gaps are driven by a higher proportion of men in senior roles.

Many of the actions we set out a few years ago to increase female representation in senior roles and address the gender pay gap remain. Along with new initiatives, these include:

Attraction

- Reviewing our recruitment practices to ensure they reflect and promote our commitment to inclusion and behaviours
- Monitoring our candidate pipeline to ensure we are attracting females
- Ensuring gender neutral advertising and job descriptions
- Building pathways in collaboration with educational institutions and industry networks
- Implementing targeted work experience programs
- Continuing to set a 50:50 target for our early careers program

Retention

- Advancing our family friendly policies, systems and processes, as well as launching a female career returner program
- Growing and supporting our gender equity employee network group
- Increasing visibility of women in leadership
- Ongoing pay equity assessment and elimination of any form of wage discrimination
- Holding ourselves accountable against our female representation target of 40:60 female: male split by 2025

Development

- Implementing our new program Accelerate to fast-track the progress of our female future leaders and embed sponsorship on equal grounds within the organisation
- Reviewing and challenging promotions based on diversity and intersectionality
- Focused succession planning to enhance diverse representation at senior level
- Ensuring balanced gender representation across our learning and development initiatives

Enablers

Licence to lead; Commitment to inclusion; Code of conduct; People policies; Included; Demonstrate our behaviours



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