



Turner & Townsend

Turner & Townsend UK gender pay report 2023/24

Reporting Date 5 April 2023



making the **difference**

Our commitment to women's progress

An introduction from Patricia Moore, Regional Managing Director, UK

Our Purpose is to transform performance for a green, inclusive and productive world.

Turner & Townsend is ideally positioned in our industry to affect change, but it is important that we are set up for success ourselves.

We welcome the opportunity to report our gender pay gap annually so we can hold ourselves to account.

In this report, we provide our gender pay gap information for everyone based in the UK (excluding partners), paid via our UK Payroll, and taken on the snapshot date of 5 April 2023. We identify the causes of the gap and outline the steps we are taking to close it.

We are pleased that for the seventh year running we have seen a reduction in our gender pay gap as a whole – reducing our mean pay gap by 1.1% to 17.6%.

We also provide a breakdown for the four legal entities that we are required to report on: Cost Management Limited, Project Management Limited, Infrastructure Limited & Consulting Limited.

We are comfortable that we do not pay people differently because of their gender but recognise that the pay and bonus gaps continue to be driven by the disproportionate representation of women in senior roles – a challenge shared across our industry.

We are confident we have the right strategy, investment in careers, and have made year-on-year improvements in the proportion of females in the upper pay quartile. It is important that we stay focused on our efforts to retain, attract, and develop women and other under-represented groups.

Through our wider Commitment to Inclusion strategy, we are on a journey towards a more inclusive and equitable future for our organisation. We remain committed to taking the action needed to ensure our people feel valued, have access to opportunities, and we bring out the best in everyone.

Patricia Moore,
Regional Managing Director, UK



Measuring the gender pay gap

The gender pay gap measures the difference between the average (mean) hourly pay and bonus pay of men and women across an organisation regardless of experience, role or seniority.

The gender pay gap 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.

Since 2017/18, all UK employers with 250 or more employees have been required to annually to publish their gender pay gap data.

Calculating our numbers

The gender pay gap is calculated in two ways:

The **mean gender pay gap** is calculated by adding together hourly pay for all men and women and dividing the figure by the total number of male and female employees respectively.

The **median gender pay gap** is calculated by listing all hourly rates for both men and women from lowest to the highest and comparing the salaries at the middle point for each.

The median figure is typically a more representative figure as the mean can be skewed by a handful of salaries at each end of the scale.

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

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



Equal pay - is a legal requirement for paying **women** and **men** the same for performing the same or equal work in the same role.



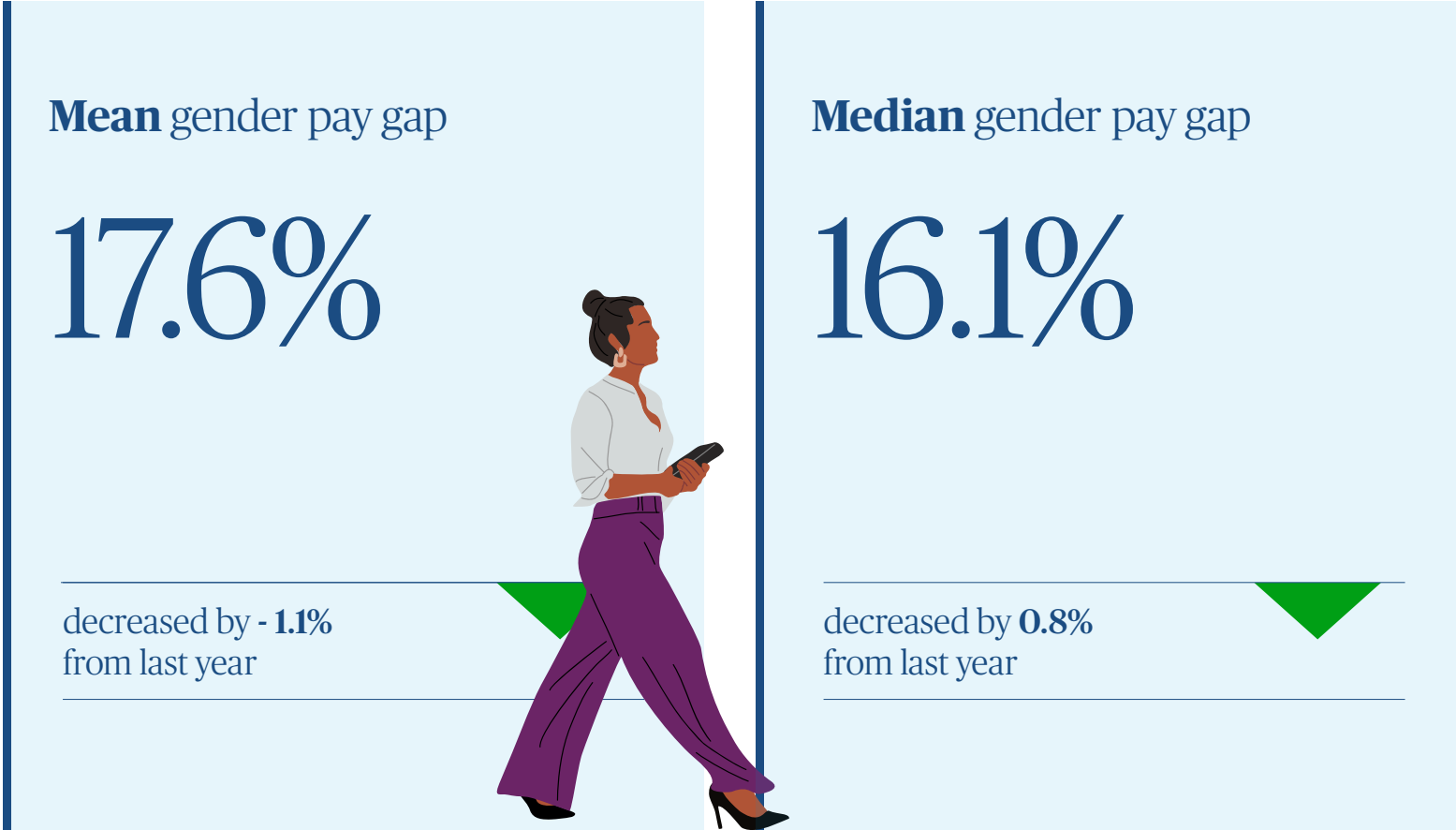
Our gender pay gap

For the seventh year running we have reported an improvement in our UK gender pay gap. The mean gender pay gap across the UK has reduced by **1.1%** compared to last year.

Our pay gap calculation includes all employees based in the UK (excluding Partners) paid via Turner & Townsend UK payroll.

We are pleased that we are making continuous year-on-year improvements, but recognise we still have more work to do to close the gender pay gap.

Hourly pay



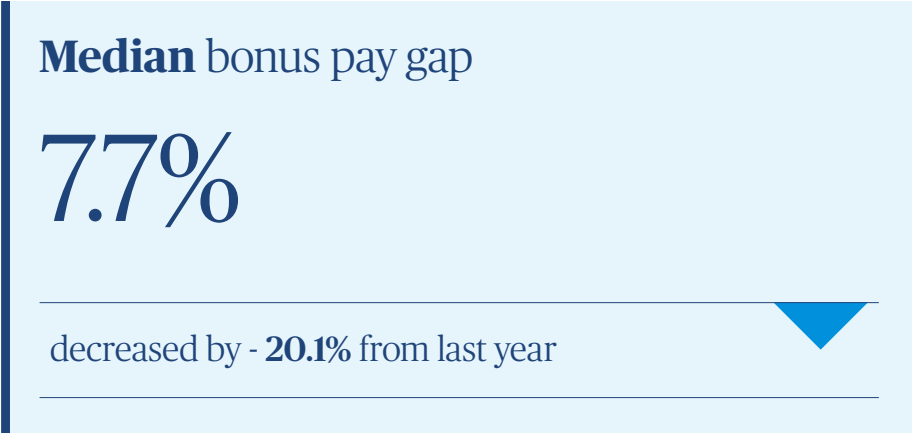
*These figures are reported as at the snapshot date 5 April 2023

Our bonus gap and pay quartiles

We have seen an improvement in our Mean and Median bonus pay gap across the UK.

For this year’s report, the bonus gap has been calculated using bonuses paid between May 2022 and April 2023 (inclusive).

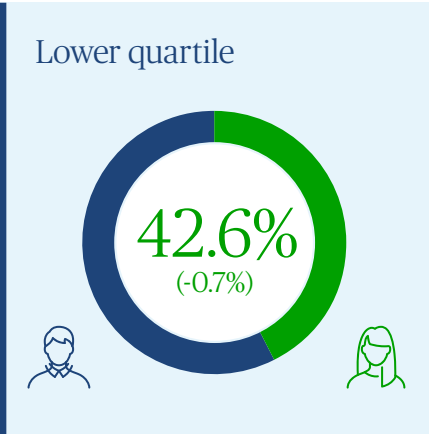
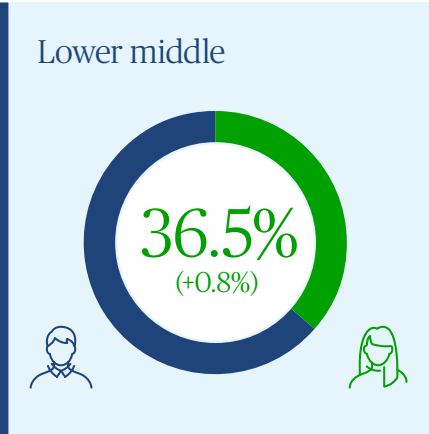
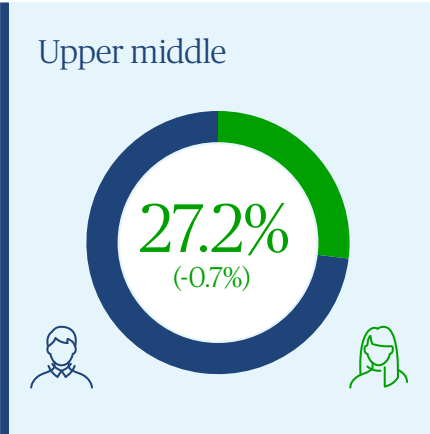
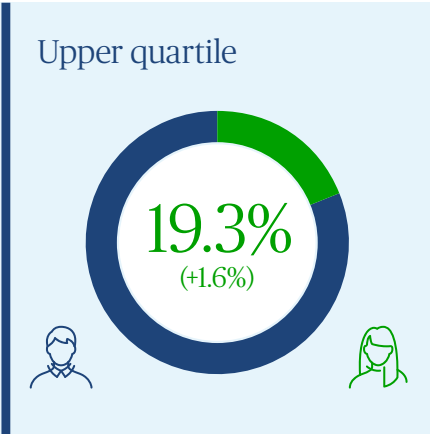
One of the reasons for the -20.1% reduction of in the median bonus pay gap is driven by the comparison to last year’s figure which included long service bonuses paid to some employees during the last reporting period.



Proportion of males and females in each pay quartile (as of 5 April 2023)

This year we have seen a 1.6% positive increase in females in our upper pay quartile but recognise more work needs to be done to increase female representation in senior roles.

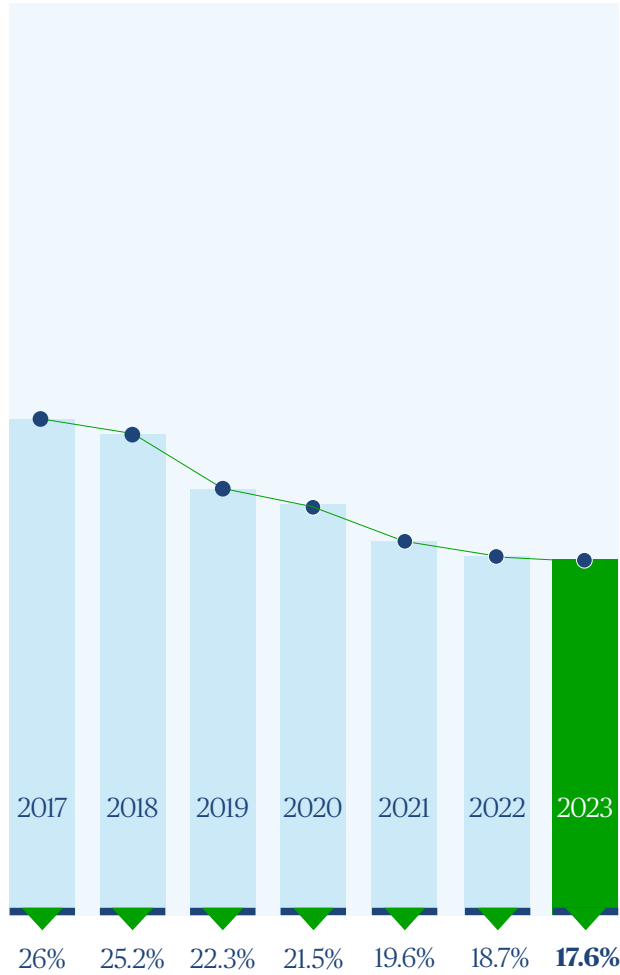
These quartiles do not include partners.



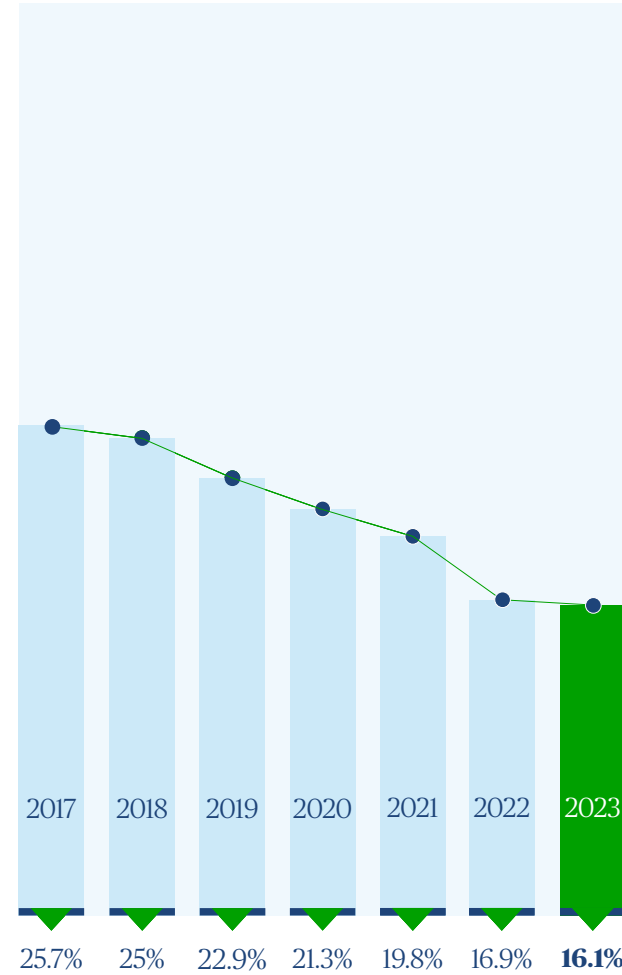
(%) increase from 2022

Our progress

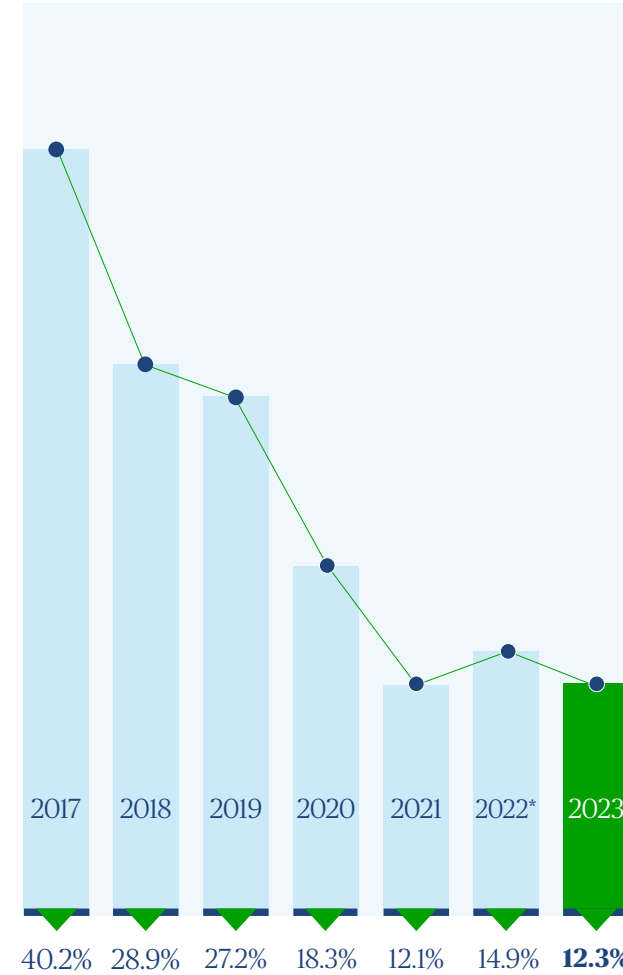
Mean gender pay gap



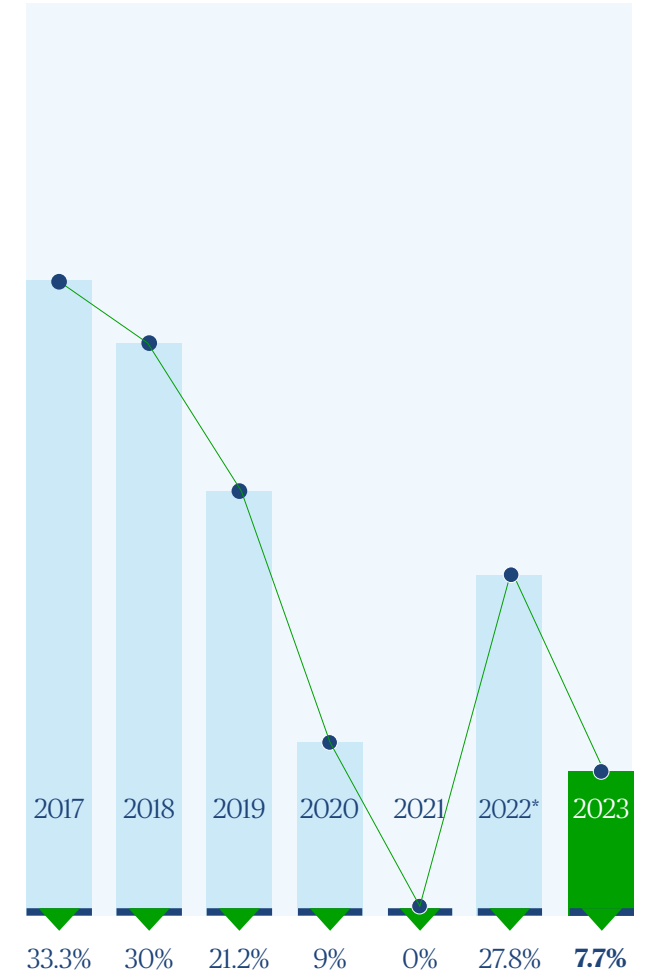
Median gender pay gap



Mean bonus gap



Median bonus gap



*including long service bonus payments

How we're closing the gap - our plan for progress

As part of our Commitment to Inclusion ambitions, we set out specific plans for our UK region. In 2018 we published our first inclusion route map and we've been delivering and monitoring our progress against this ever since.

Ensuring transparency and accountability

We are holding ourselves accountable against our female representation target of 40:60 female: male split by 2025.



Driving advocacy through active listening

Our ability to listen and respond to what our people need is critical. Through Peakon, our employee engagement survey, we actively listen to our people and build a better understanding of our diverse business and identify the areas in which we need to improve.

Over the last six months, our female partners led a series of inclusion roundtable discussions to share perspectives and listen to the experiences of women across our organisation. These sessions helped to shape our global Commitment to Inclusion events – our new approach to create a more inclusive culture and encourage personal responsibility through our everyday actions.



Supporting our journey

In 2024, we want to make a step change with our Commitment to Inclusion – and all of us have a part to play. Following global partner briefings and targeted workshops for directors, all line managers and employees have been invited to dedicated events to bring out the best in everyone.

We regularly review our agile working practices and people policies to ensure they meet the needs of our employees and their families.

To support the building of a truly inclusive culture, our employee networks welcome, educate, challenge and celebrate our people. We work closely with our Addressing the Gender Balance, and Carers networks to shape our initiatives to help attract, engage, and retain females within our business.

In 2023, we held dedicated line manager and colleague events on topics like menopause in conjunction with AXA Health, with more planned this year.

Equality when hiring to help close the gap

We know that the gender pay gap is driven by the lack of female representation in senior roles. We are continuously reviewing and improving the way we attract and recruit to tackle the pay gap challenge.

We recently partnered with EY Lane4 to create bespoke inclusive interview training aligned to our values and behaviours.

We set 50:50 gender targets for our popular early careers programmes to ensure we are building a more diverse pipeline of individuals progressing through our business.

We also recognise the value that experienced professionals who have taken a career break can bring and continue to promote our career returners programme to support their route back to work.



Building capability and developing our future female leaders

License to Lead, our global inclusive leadership development programme, is designed to help our leaders get the best from themselves and their teams.

We continue to review our career pathways and develop learning and development opportunities that support career growth and celebrate cognitive diversity across our business.

Supporting women in our business



Iona Constantine
Assistant Project Manager, Real Estate

I have always been captivated by architecture and the built environment. When I studied Architecture and Planning this was enhanced and a love for construction was formed.

After university, I joined Turner & Townsend through their Project Management Graduate Development Programme and currently work within the Health and Education Project Management team.

My university course had an 80:20 male-to-female ratio, which alongside my arrival at Turner & Townsend, has opened my eyes to the male-dominated industry.

Once I settled into my role, I took the opportunity to champion a Women in Construction group across Real Estate. We use these meetings to highlight issues and create awareness within our team and what we can do better, together. Alongside our male allies this has helped to create an increased sense of inclusion.

From day one, I have felt hugely supported by the leadership within my team, especially now that I have taken on the role as a coordinator for our wider One Employee Network group.



Vanessa Raposo
Associate Director - Infrastructure

I began my career with Turner & Townsend in 2017, when I joined the Graduate Development Programme as an Assistant Cost Manager working on the Old Oak Common Depot project.

The team made me feel included and valued and supported my development in contract and project management, projects controls and project close out.

Turner & Townsend's commitment to inclusion and people policies have enabled me to continue to grow and advance my career.

My passion for infrastructure led me to join the HS2 commercial team managing the ALIGN joint venture where my career quickly accelerated as I took on a more senior commercial and procurement lead role.

My support network has mentored me to adapt to change while balancing the needs of my personal and work life without losing sight of my objectives.

Thanks to this support, I now manage a diverse team as Commercial Lead on the Lower Thames Crossing – the biggest UK roads investment programme since the M25.



Kashmira Hale
Defence Commercial Director

In my current role I collaborate with clients across the Ministry of Defence, managing the Commercial Delivery Partner Contract - a dynamic task that involves understanding distinct challenges and developing solutions to ensure successful project outcomes.

After missing precious family moments during a former high-stress role, I took a well-needed career break before joining Turner & Townsend in 2018, seeking a healthier work-life balance.

Thanks to the supportive leadership at the company, I rekindled my professional fire and within nine months I ascended to the next level within the organisation - a testament to my perseverance and adaptability.

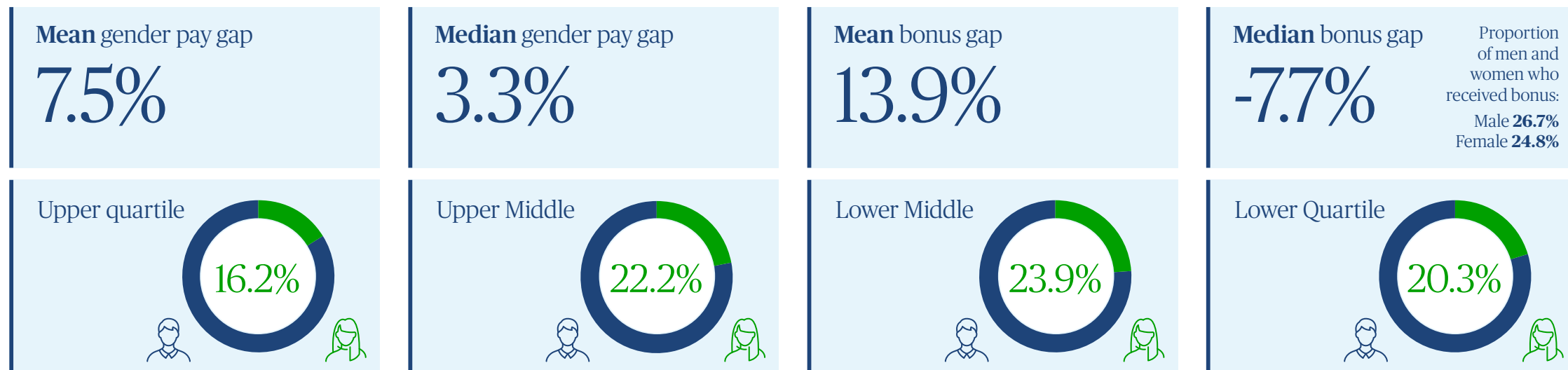
As a parent of two children, my priorities extend beyond the boardroom. My new role meant I was able to guide both through their GCSEs. Balancing career growth with nurturing family bonds has become my art.

The past years have been a whirlwind of growth and achievement. In 2021, I humbly stepped into the role of Director, entrusted with steering projects with key clients meticulously. And then, in 2023, I reached new heights—I became a Partner. My journey, supported by management who believed in me more than I believed in myself, continues to unfold beyond boundaries.

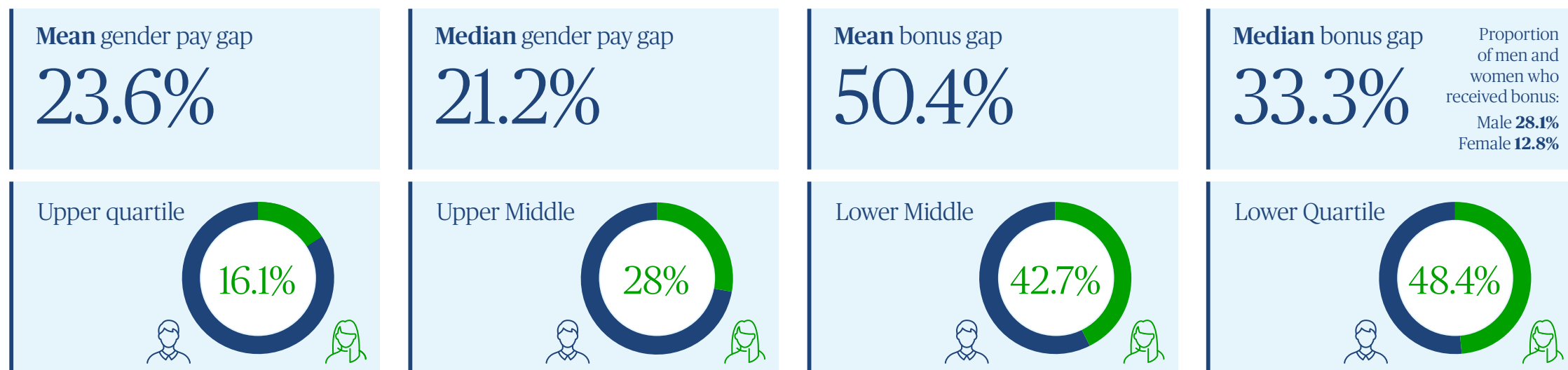
Breakdown by legal entity with 250 or more employees

These figures show our gender pay and bonus gap, and the proportion of males and females in each pay quartile for Cost Management Limited and Project Management Limited.

Cost Management Limited



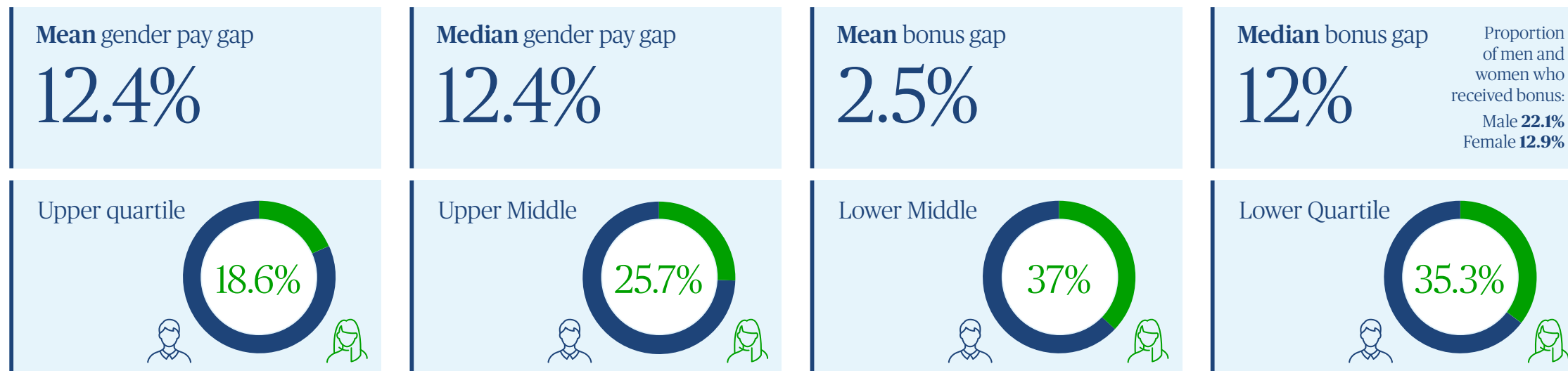
Project Management Limited



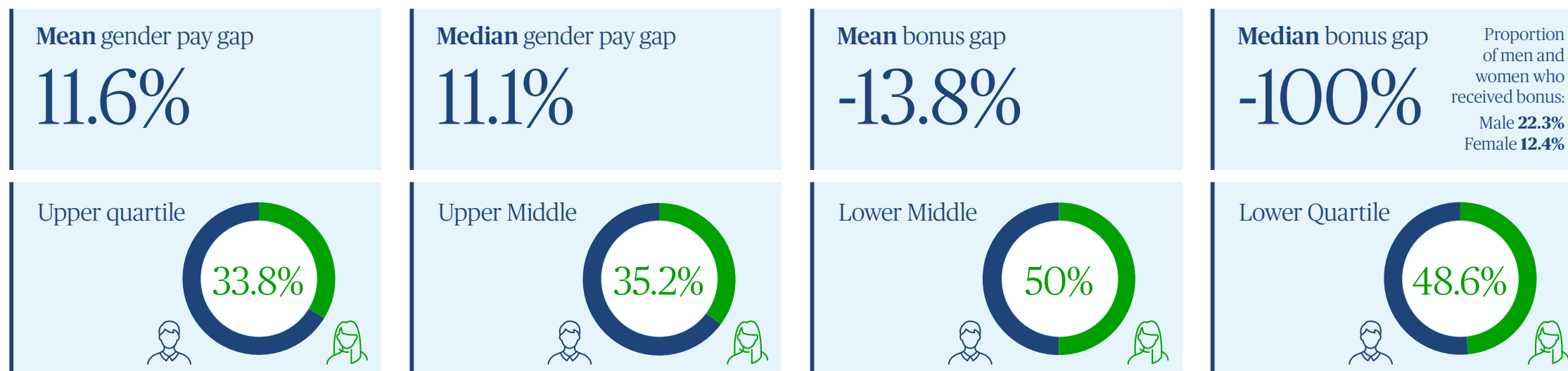
Breakdown by legal entity with 250 or more employees

These figures show our gender pay and bonus gap, and the proportion of males and females in each pay quartile for Infrastructure Limited and Consulting Limited.

Infrastructure Limited



Consulting Limited*



*This is the first year that we are reporting on the figures for Consulting Ltd.

Turner & Townsend is a global professional services company with over 10,700 people in 48 countries. Collaborating with our clients across real estate, infrastructure and natural resources sectors, we specialize in major programs, program management, cost and commercial management, net zero and digital solutions.

We are majority-owned by CBRE Group, Inc., the world's largest commercial real estate services and investment firm, with our partners holding a significant minority interest. Turner & Townsend and CBRE work together to provide clients with the premier program, project and cost management offering in markets around the world.

We are passionate about making the difference, transforming performance for a green, inclusive and productive world.

I confirm the accuracy of the pay information contained in this report.

Patricia Moore,
Regional Managing Director, UK



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