



Turner & Townsend

Turner & Townsend UK gender pay report 2021/22



making the **difference**

Gender pay gap

We operate in an industry that struggles to attract and retain diverse talent. We want to address this and transform performance for an inclusive world.

Our Purpose & Values demonstrate how important this is to us. We want to bring out the best in everyone, helping each other to make the most of our potential, and always learning from our experience. We encourage everyone to treat each other with care and respect, and make time for all of our voices to be heard.

We are pleased that for the fifth year running, we can report that within our UK business we have seen a reduction in our pay gap and bonus gap across Turner & Townsend as a whole. A reduction is also demonstrated in both of our reportable entities (Turner & Townsend Project Management Ltd & Turner & Townsend Cost

Management Ltd). These figures are available in the appendix at the end of this report, showing improvement from our position last year.

The gender pay gap is the difference between the average pay of men and women across an entire business, regardless of experience, role or level. This differs from equal pay, which means paying men and women performing identical work the same.



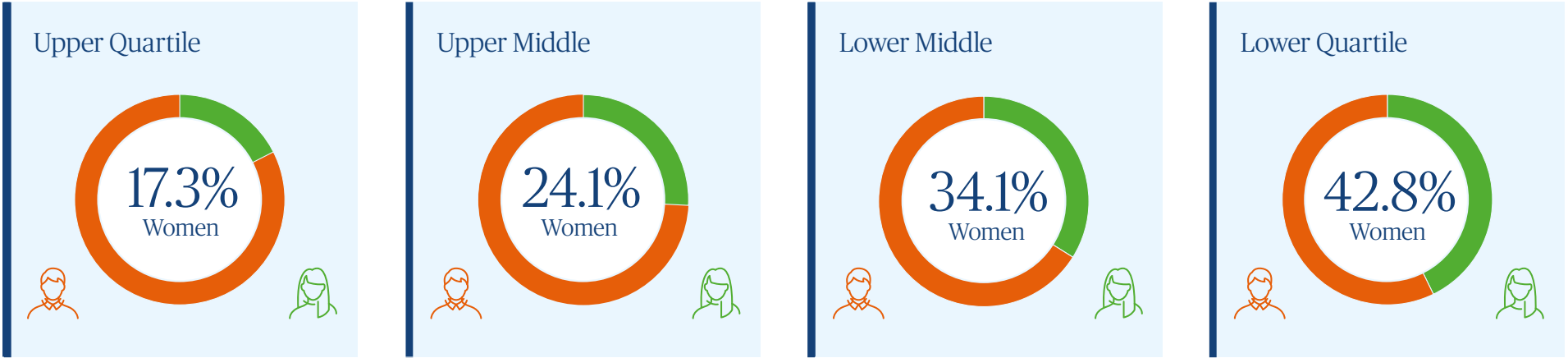
This year

We have seen further improvement in both our UK gender pay and bonus gaps. The mean gender pay gap has reduced by **1.9%** and our mean bonus gap has reduced by **6.2%**.



*Bonus pay based on bonuses paid in November 2020

Proportion of males and females in each quartile band (April 2021)



Our progress

While it's great to see year-on-year improvements, we still have more work to do.

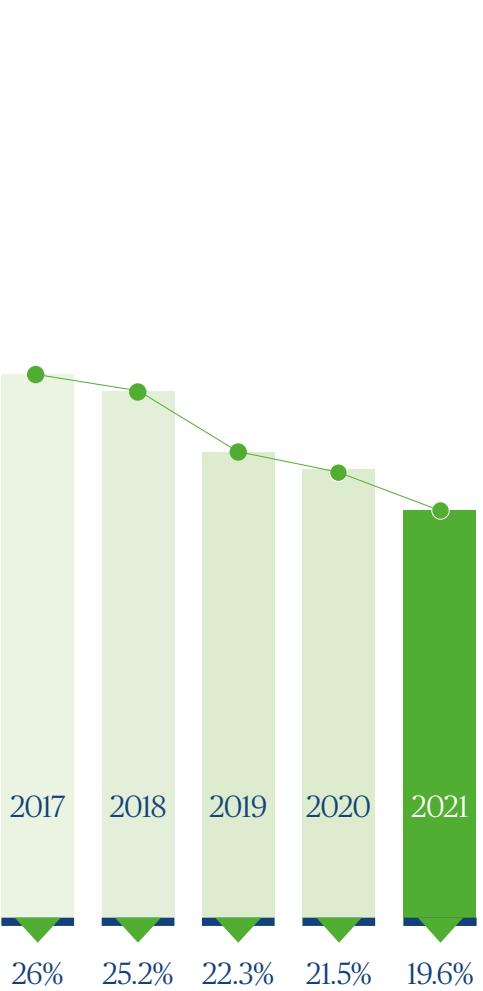
We're taking strong action to remedy this, particularly in how we attract and retain female talent. These actions include ensuring our job advertisements reflect our commitment to improving the diversity of our organisation, especially in encouraging women to join us. We are also relaunching our career returners programme, continuing to promote flexible working and hybrid working practices, and ensuring female sponsorship throughout the business.

We'll include more details about these initiatives in our updated UK Road Map which will be launched soon.

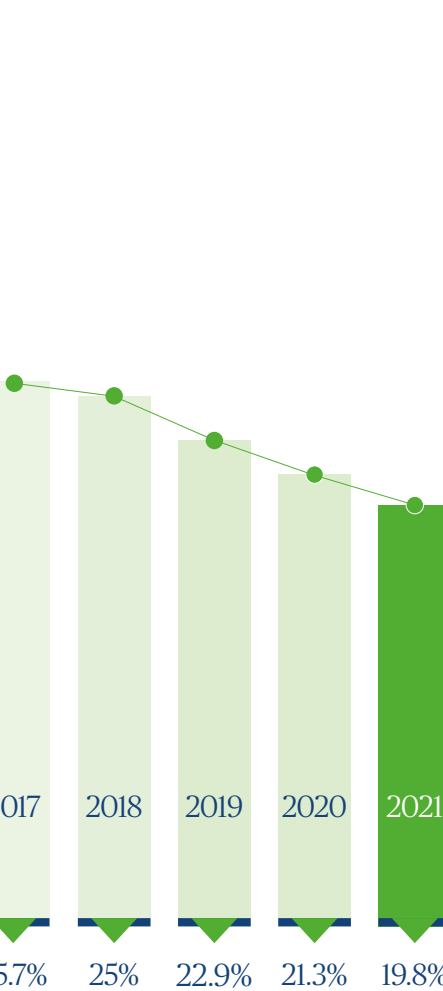


Year on year improvements

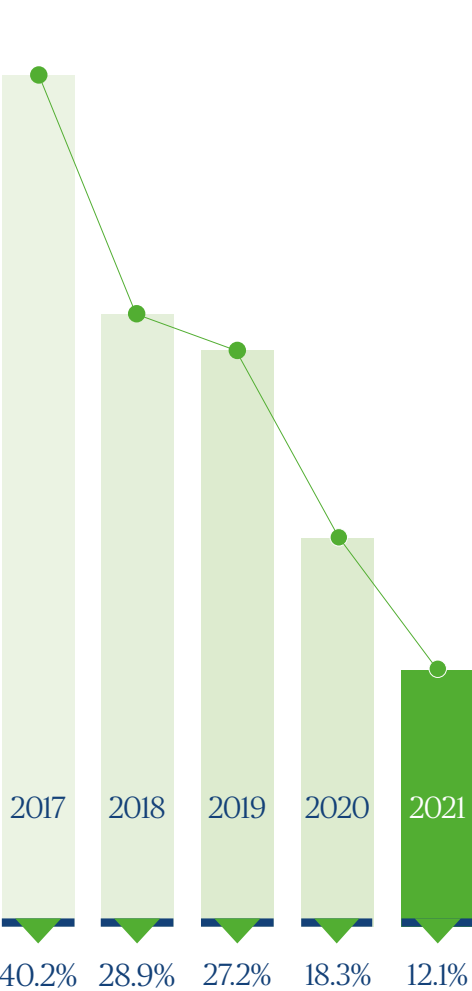
Mean gender pay gap



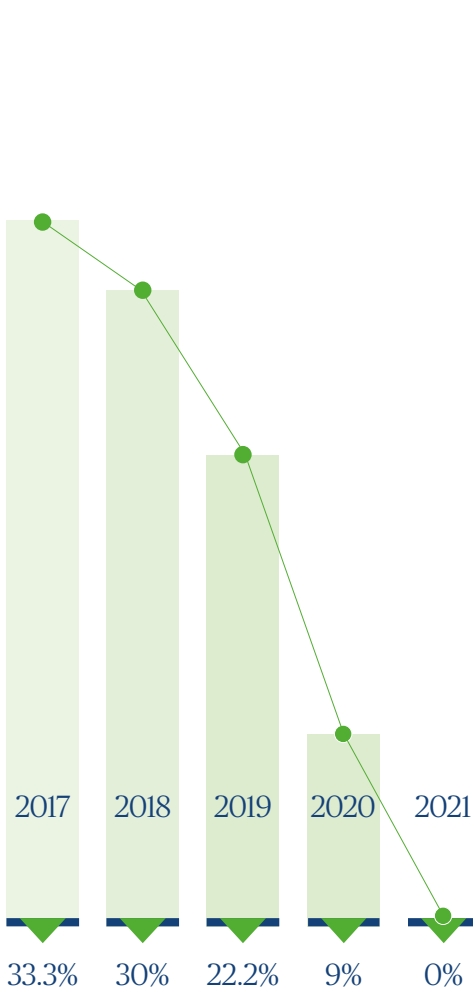
Median gender pay gap



Mean bonus gap

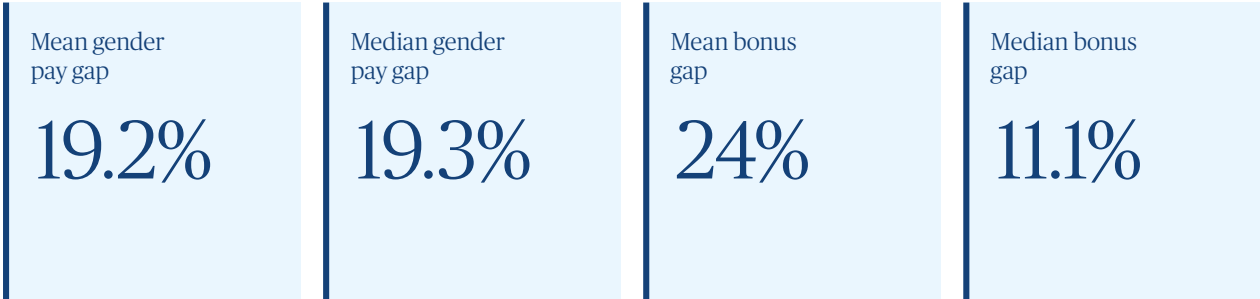


Median bonus gap

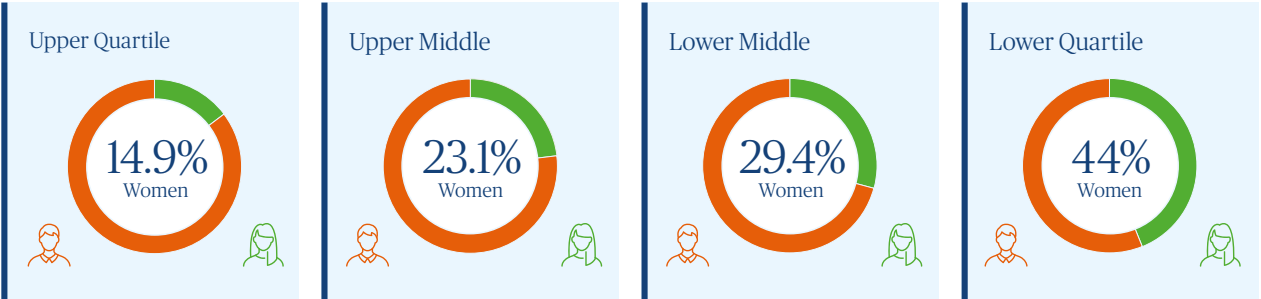


Appendix - Data disclosures per legal entity

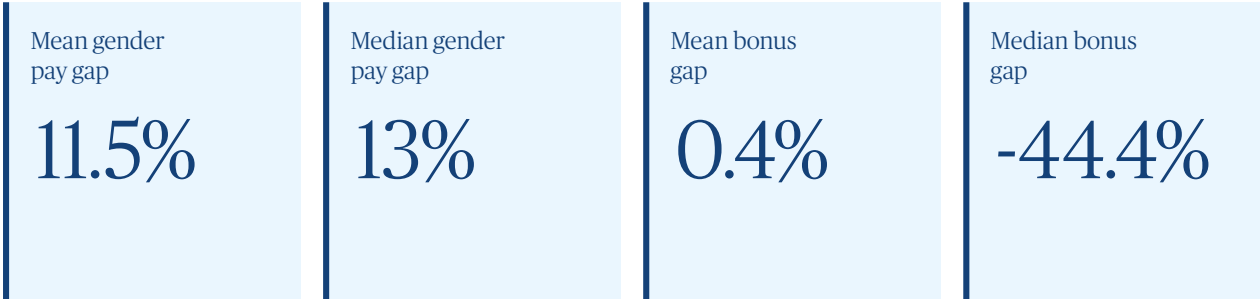
Project Management Limited (2021)



Proportion of males and females in each quartile band (2021)



Cost Management Limited (2021)



Proportion of males and females in each quartile band (2021)

