



Turner & Townsend

Turner & Townsend UK gender pay report 2022/23



making the **difference**

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 for the sixth year running, we can report that within our UK 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.



Mean gender pay gap as of April 2022

18.7%

decreased by 0.9% from 2021

Median gender pay gap as of April 2022

16.9%

decreased by 2.9% from 2021

Our results: this year

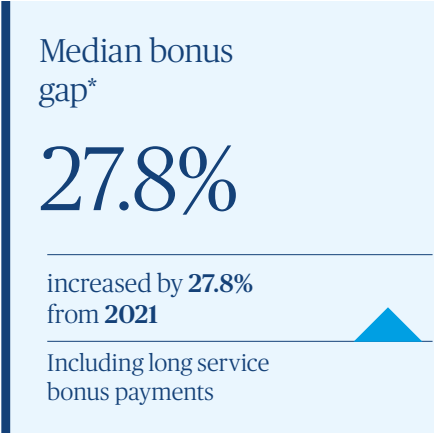
Once again, we have seen further improvement in both our UK gender pay and bonus gaps. The mean gender pay gap has reduced by **0.9%** and our mean bonus gap has reduced by **3.5%**

To ensure we comply with the statutory reporting requirements, we must include data relating to any bonus payments paid to our people. For this year's report, bonuses paid between May 2021 and April 2022 are analysed. In 2021, the same year we celebrated our 75th anniversary, we paid bonuses to some of our people in recognition of their long service to Turner & Townsend. These payments have impacted our bonus pay gap figures as a higher proportion of men were eligible for this payment, which was based on length of service.

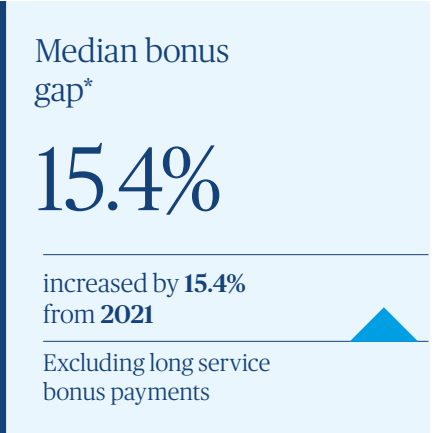
When the impact of the long service bonus payment is excluded, our mean bonus gap figure has reduced when comparing like for like.

The increase in the median bonus gap % is attributable to the number of men receiving a bonus being higher than that of women. Whilst we are increasing the proportion of females in our upper quartile and senior grades more work needs to be done.

Including long service bonus payments

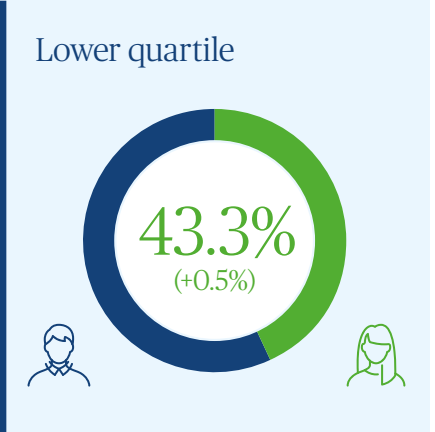
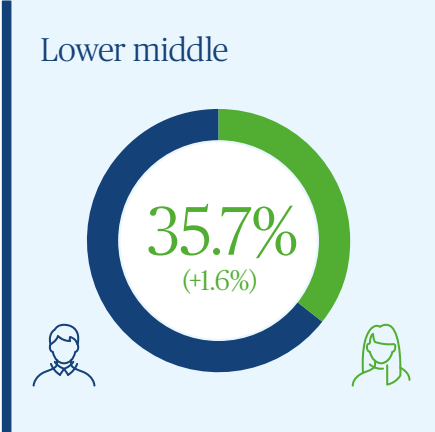
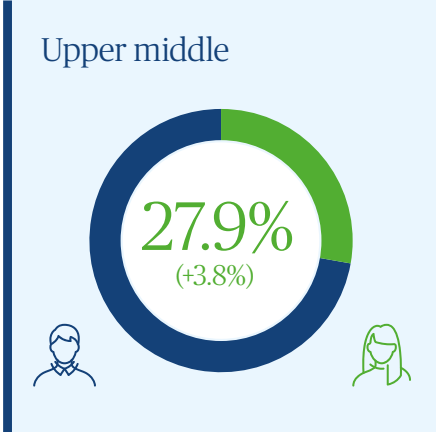
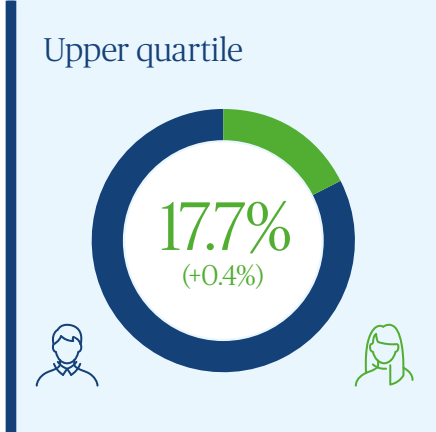


Excluding long service bonus payments



*Bonus pay based on bonuses paid between May 2021 and April 2022.

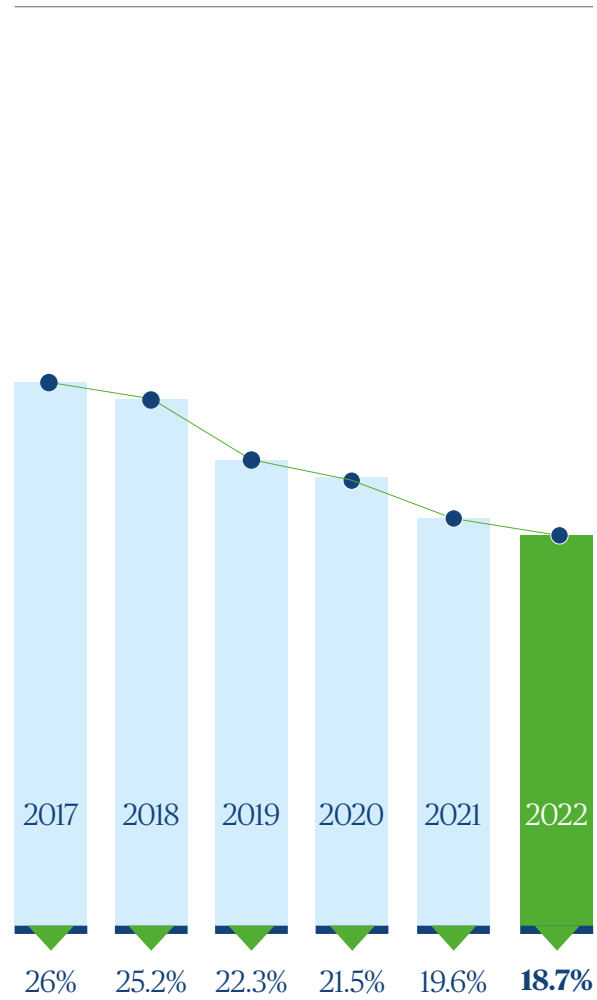
Proportion of males and females in each quartile (as of 5 April 2022)



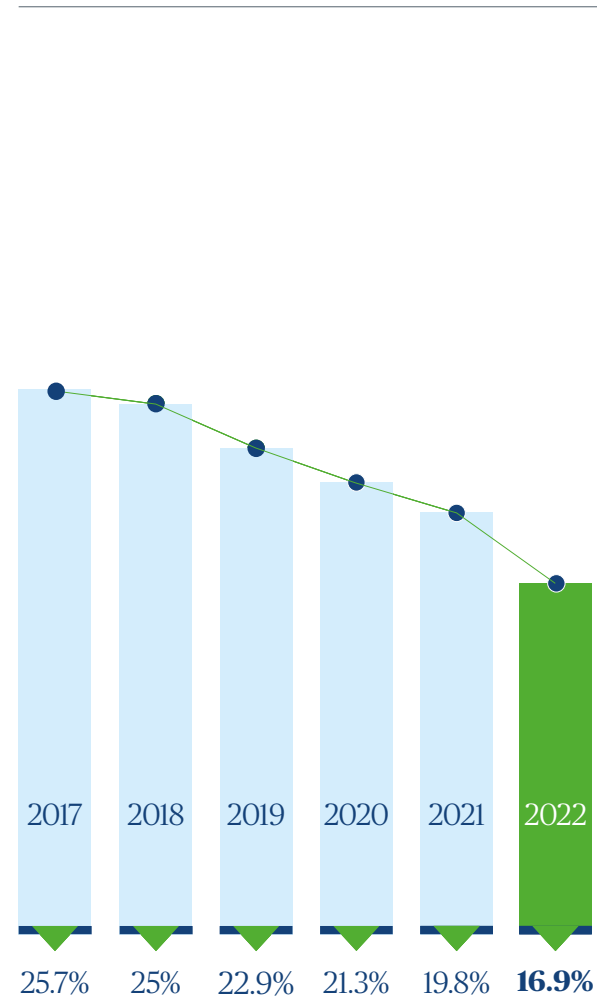
(%) increase from 2021

Our progress

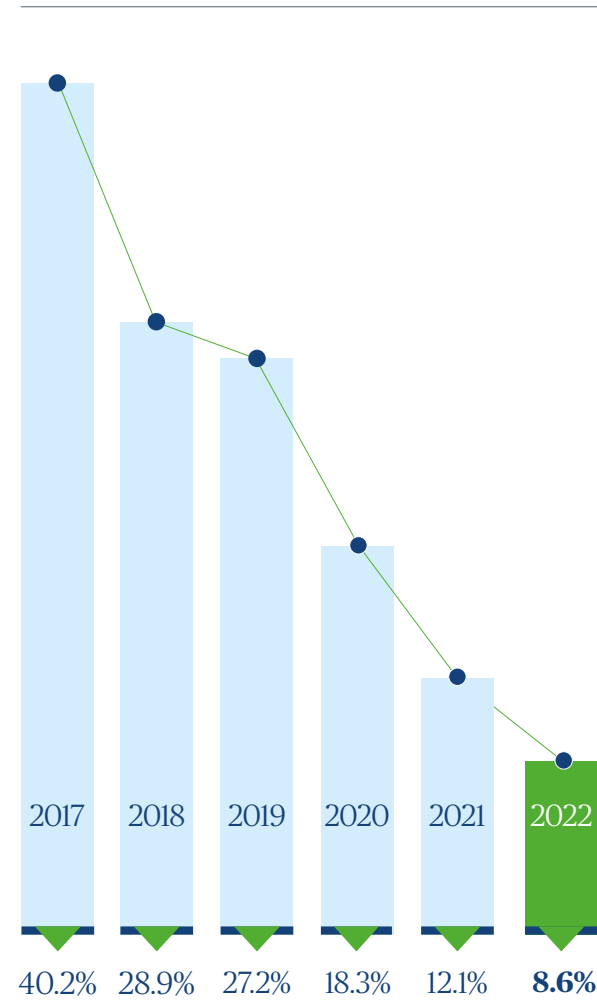
Mean gender pay gap



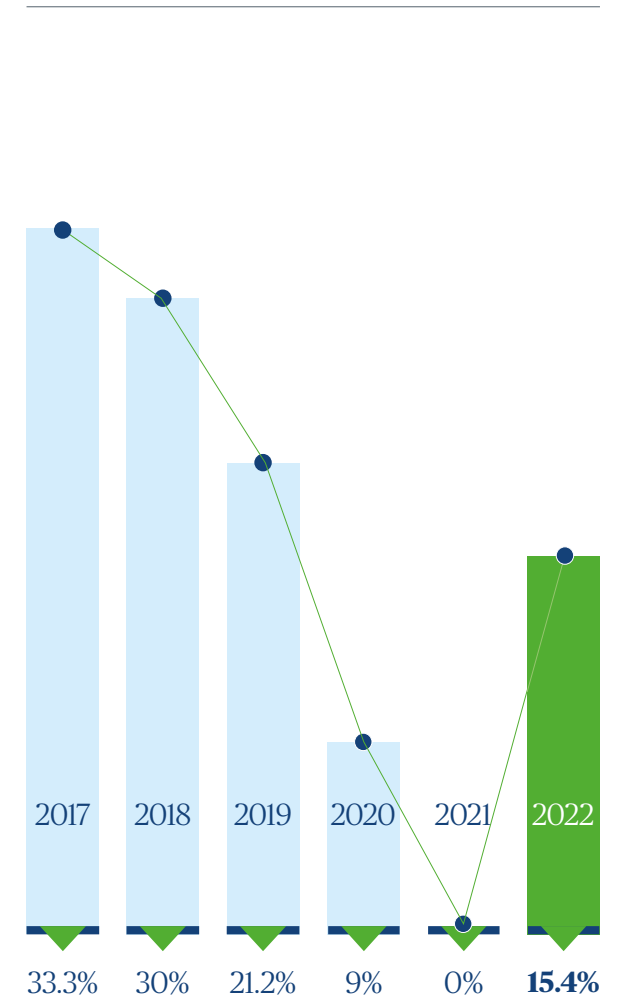
Median gender pay gap



Mean bonus gap *excluding long service bonus payments



Median bonus gap *excluding long service bonus payments



What actions are we taking

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 and bonus 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. 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 and short-listing females
- Continuing to set a 50:50 target for our early careers programmes
- Using a tool to ensure all of our job advertisements are gender neutral
- Continuing to promote our career returners programme



Retention

- Ensuring our family friendly policies remain competitive. In summer 2022 we further enhanced our provisions.
- Working with our Addressing the Gender Balance (AtGB) network to help shape our initiatives to retain females within our business
- We are holding ourselves accountable against our female representation target of 40:60 female: male split by 2025.



Development

- Clear sponsorship of female colleagues
- Providing opportunities to take part in mentoring programmes
- Ensuring balanced gender representation across our learning and development initiatives
- Developing additional career pathways and improving transparency
- Making inclusion training mandatory for all our hiring managers.



Enablers

Licence to lead; Commitment to inclusion; Agile working practices; People policies, Demonstrate our behaviours

Appendix - Data disclosures per legal entity

This year we have three legal entities to report on due to the formation of Infrastructure Limited on 1 May 2021. In practical terms this means that the reported headcount of both Cost Management and Project Management has been significantly reduced, which has impacted both the gender and bonus pay gap figures. In addition, the bonus figures include the long service awards as we are required to include these.

Cost Management Limited

Mean gender pay gap

6.3%

Median gender pay gap

5.2%

Mean bonus gap

19.4%

Median bonus gap

50.0%

Proportion of men and women who received bonus:
Male **37.9%**
Female **39.2%**

Project Management Limited

Mean gender pay gap

23.1%

Median gender pay gap

21.5%

Mean bonus gap

21.4%

Median bonus gap

50.0%

Proportion of men and women who received bonus:
Male **35.9%**
Female **25.6%**

Infrastructure Limited*

Mean gender pay gap

16.7%

Median gender pay gap

16.2%

Mean bonus gap

24.3%

Median bonus gap

37.5%

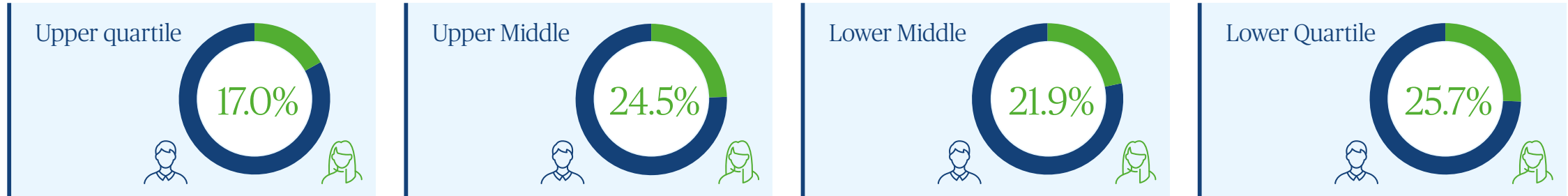
Proportion of men and women who received bonus:
Male **28.4%**
Female **19%**



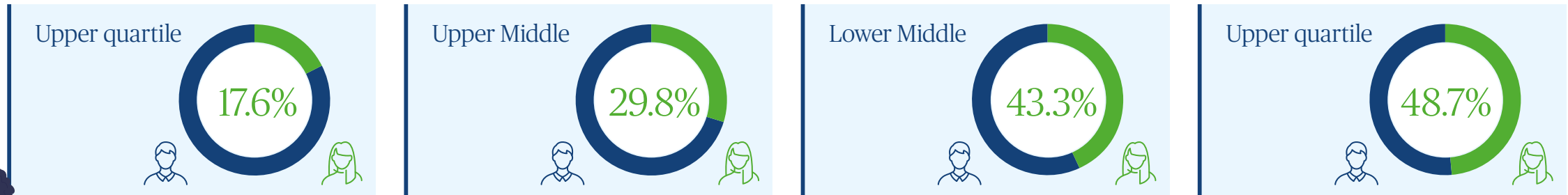
* This is the first year that we are reporting on the figures for Infrastructure Ltd.

Appendix - Data disclosures per legal entity

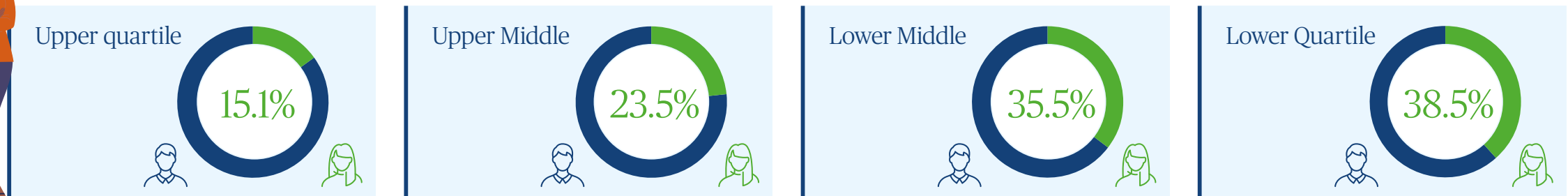
Cost Management Limited



Project Management Limited



Infrastructure Limited*



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