



Turner & Townsend

Turner & Townsend AUS

Gender pay gap report

2023/2024 reporting year



making the **difference**

Our commitment to advancing gender equality

An introduction from Darren Munton, Regional Managing Director, Australia and New Zealand

I am pleased to present Turner & Townsend's latest Gender Pay Gap Report and Employer Statement, which exemplifies our organisational commitment to transforming performance for a green, inclusive and productive world.

At Turner & Townsend, our work to address the gender pay gap is integral to our purpose of transformative change. By striving to close the gender pay gap, we not only uphold our values of fairness and inclusion but also contribute to a more gender equal global industry and community.

I am proud to report a positive trend in our efforts to reduce the pay gap, with a decrease of 1.8 percent in mean base salary pay gap and 1.6 percent in mean total remuneration pay gap.

We prioritise fairness and equity in our compensation practices and do not tolerate gender-based pay disparities. We are comfortable that we do not pay people differently because of their gender. It is important to note that our gender pay gap primarily reflects the higher representation of men in senior roles, a trend observed across our industry.

Our strategic initiatives aimed at closing the gender pay gap are making steady progress. Supported by our comprehensive Commitment to Inclusion strategy, these efforts promote an inclusive workplace where diversity is celebrated.

As we continue to make strides in this direction, I encourage you to explore the detailed insights and initiatives in this report. We are committed to further advancing our efforts to close our gender pay gap and continue to evolve and progress our approach to nurturing a diverse and inclusive workplace – a workplace where we help our people bring out the best in themselves and there is opportunity for everyone.

Darren Munton
Regional Managing Director
Australia & New Zealand



Measuring the gender pay gap

The gender pay gap measures the difference between the average (mean) base salary and total remuneration 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 2024, all AU employers with 100 or more employees are required to annually 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 salaries 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 **equal pay** and the gender **pay gap**

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.

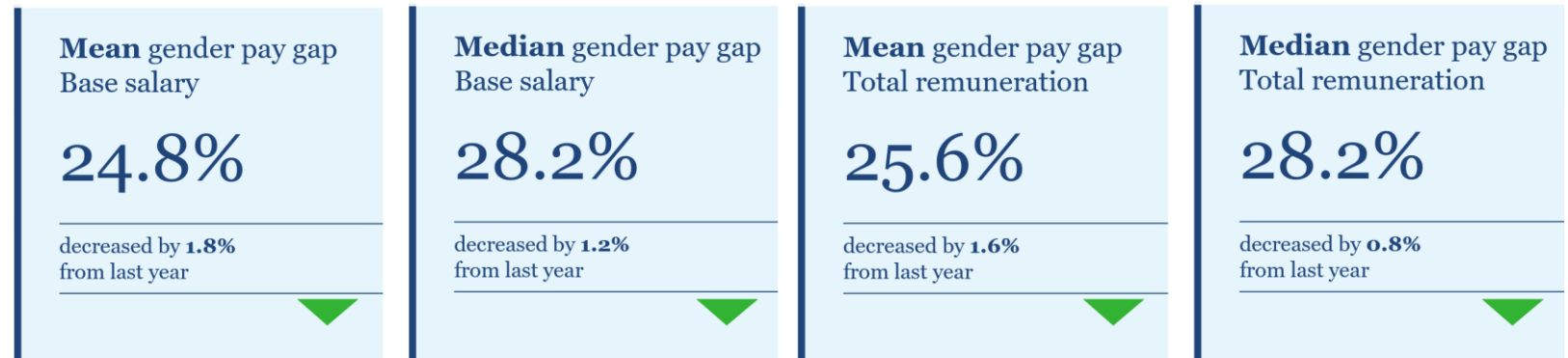
Equal pay – is a legal requirement for paying **women** and **men** the same for performing the same or equal work in the same role.



Our gender pay gap

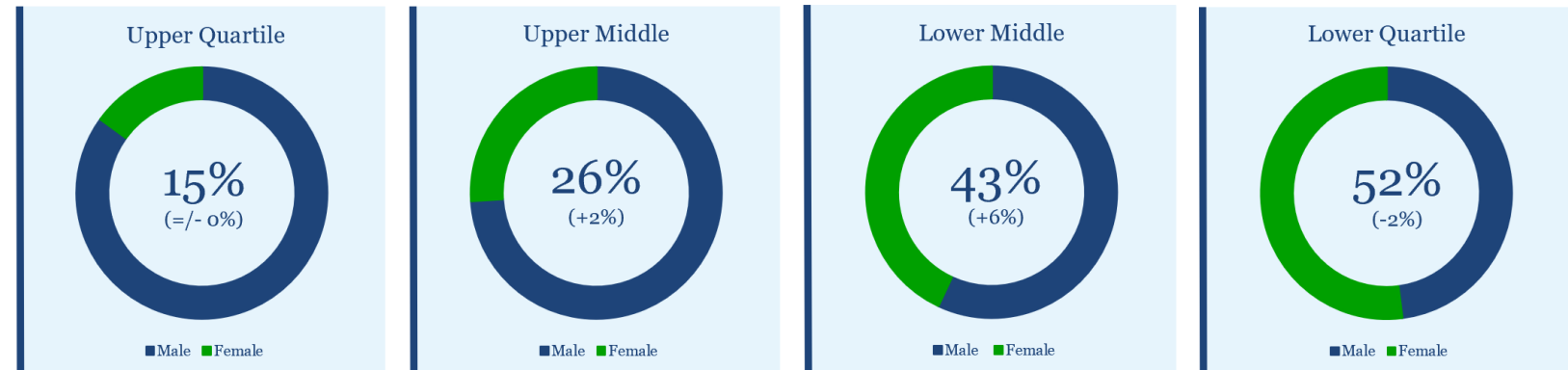
We are continuing to report improvements in our AUS gender pay gap. The mean gender pay gap has decreased by 1.8 percent for base salaries and 1.6 percent for total remuneration, and the median gender by gap by 1.2 percent for base salaries and 0.8 percent for total remuneration compared to last year.

We are pleased that we are making continuous year-on-year improvements across both mean and median and base and total remuneration gender pay gaps but recognise we still have more work to do to close the gender pay gap.

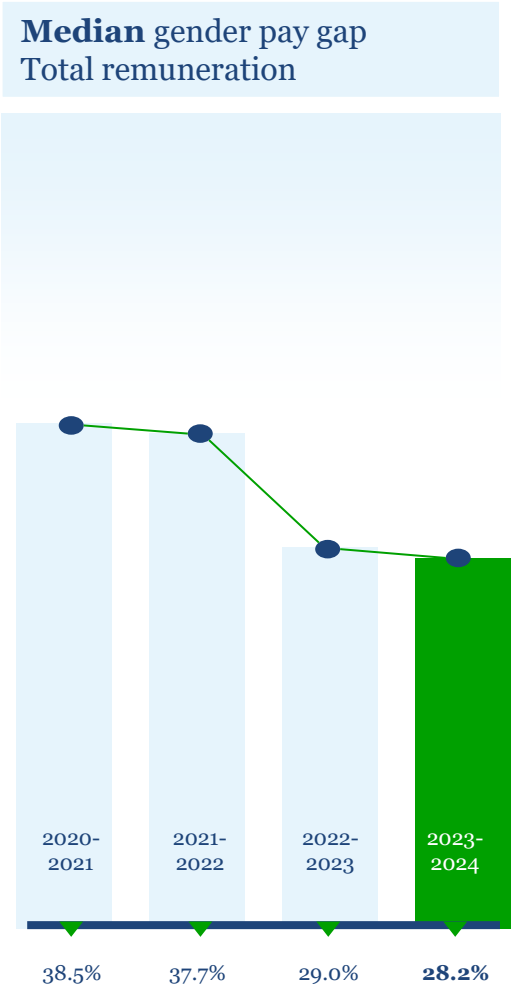
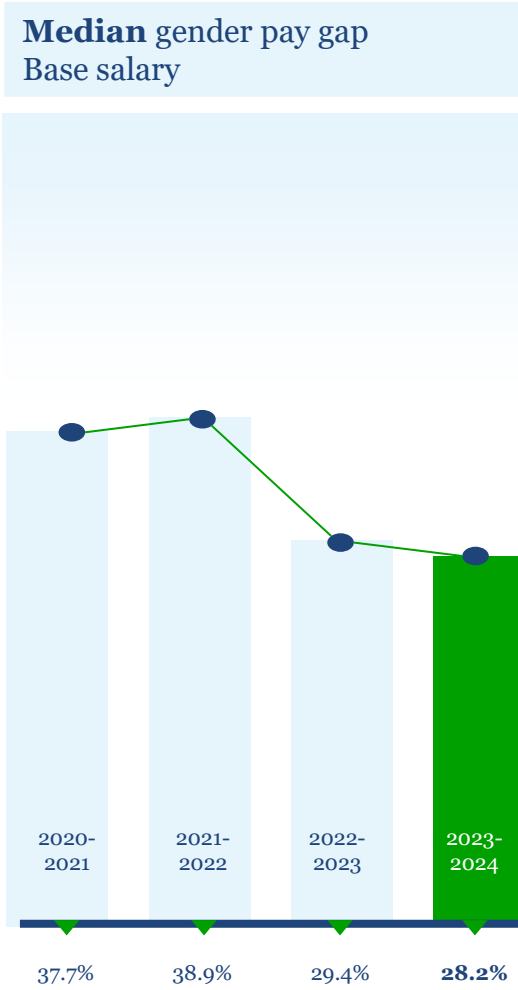
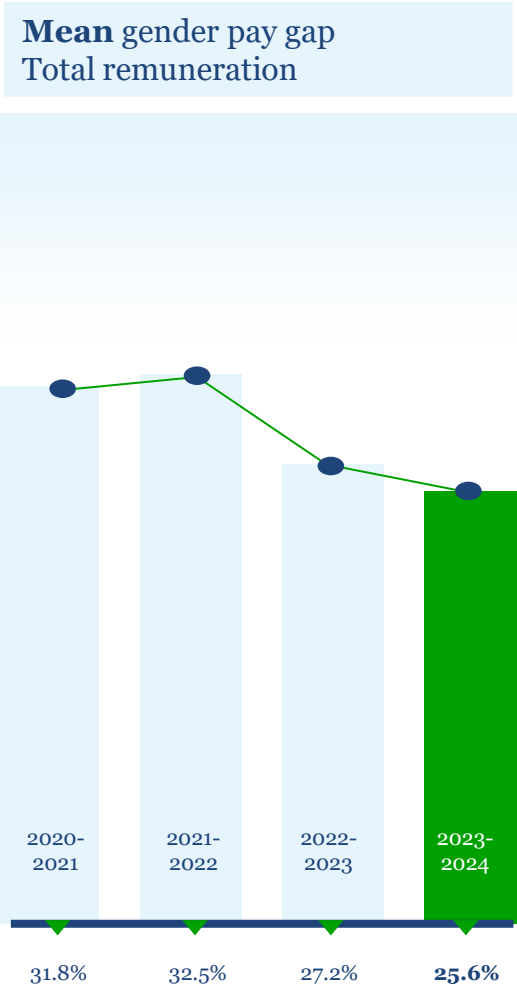
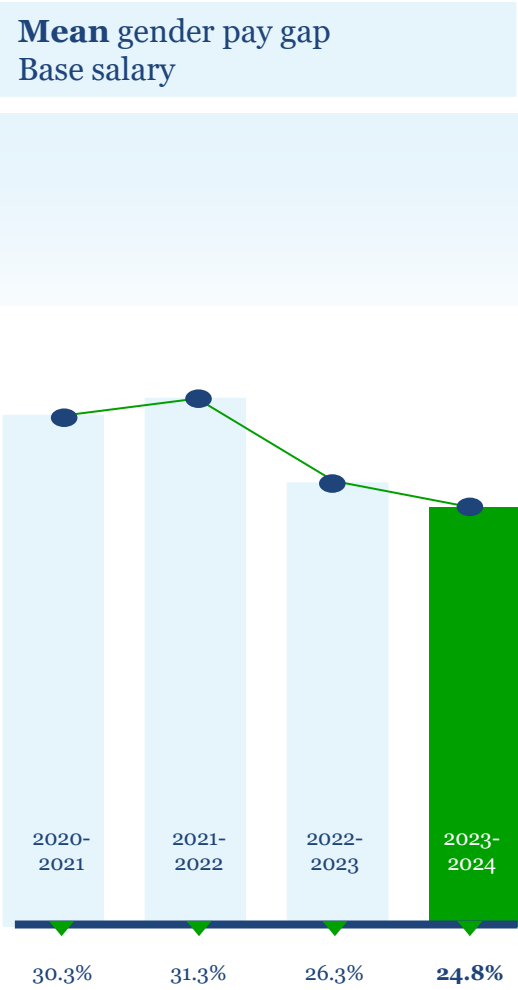


This year we have seen a 2 percent positive increase in females in our upper pay quartiles but recognise more work needs to be done to increase female representation in senior roles.

Proportion of males and females in each quartile band (31 March 2024)



Our progress



Driving change

We are actively implementing initiatives to close the gender pay gap, with a focus on strategic measures that enhance equity and inclusion at every level of our organisation.

Our Commitment to Inclusion

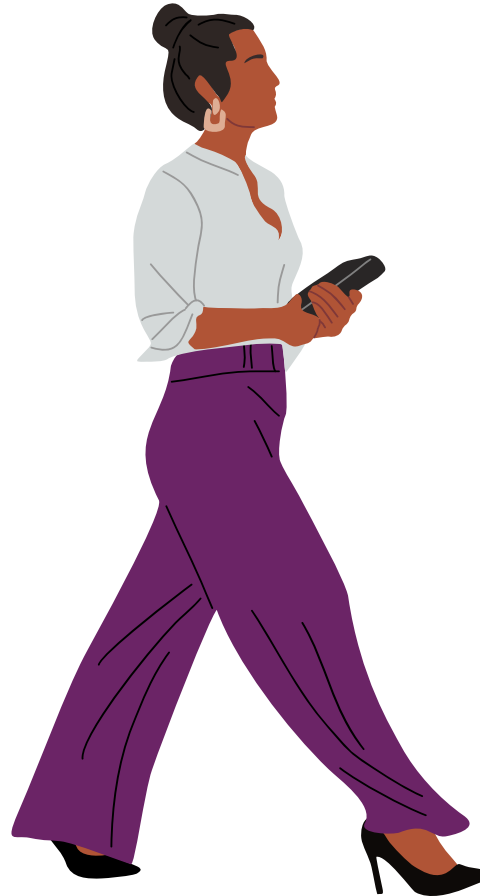
Our purpose as a company is to transform performance for a green, inclusive, and productive world – and this transformation begins with us.

Our commitment to inclusion is a core part of this purpose in action, recognising that inclusion is the foundation for diversity and key to bringing out the best in everyone.

This commitment is also foundational to our actions to close the gender pay gap, which are focused on three key areas: attraction, progression, and retention. By fostering an inclusive environment, we create the conditions necessary for addressing gender equity across all levels of our organisation.

In 2024, we made significant strides with our Commitment to Inclusion. Following global partner briefings and targeted workshops for directors, all line managers and employees were invited to dedicated events focused on fostering an environment that brings out the best in everyone.

To ensure steady and measurable progress, we are driving accountability through equity, diversity, and inclusion board metrics. These efforts, aligned with recognised standards of excellence, lay the foundation for our continued progress.



Liz Coop
HR Director ANZ

Our progress toward gender equity reflects the strength of our commitment to building a more inclusive workplace.

In 2024, we made substantial strides with initiatives that prioritise the attraction, progression, and retention of diverse talent, all with a focus on closing the gender pay gap.

We know that achieving equity is a continuous journey, and we are focused on driving this change with accountability at every level. As we move forward, our commitment to fostering an environment where everyone feels valued and supported remains unwavering.

Our recent programs, from global briefings to manager workshops, have strengthened our inclusive culture and set the stage for ongoing growth. We are dedicated to furthering this momentum, ensuring that our actions align with recognised standards of excellence in equity, diversity, and inclusion.

We are eager to build on this foundation as we continue working together to drive meaningful, lasting change.

Attraction

We are focused on attracting diverse talent and creating equitable opportunities throughout our recruitment process.

Transforming recruitment practices

We continually refine our recruitment strategies to ensure they uphold our Commitment to Inclusion, providing hiring managers with the tools and training needed to eliminate bias from the recruitment process.

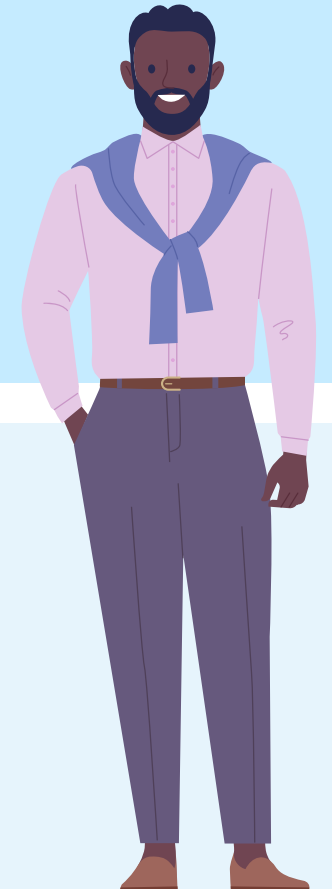


Building pathways for underrepresented groups

Our tailored programs empower underrepresented groups by breaking down barriers to entry, creating opportunities for meaningful career progression in the industry.

Strengthening our candidate pipeline

We actively monitor our candidate pipeline to increase female representation and expand our outreach. We also maintain a 50:50 gender target for our early careers program, ensuring balanced opportunities from the start.



Influencing change through strategic partnerships

Through collaborations with educational institutions, industry networks, and charities, we open doors for diverse talent and broaden access to careers within our industry.

Progression

Our focus is on nurturing and advancing diverse talent within the organisation, ensuring that all employees have equitable opportunities for career growth.

Accelerating our female future leaders

We have concluded our inaugural Accelerate program and are set to launch the second iteration, focused on creating equitable opportunities for women in leadership.



Eliminating bias in promotions

We regularly review and challenge promotion processes to ensure they account for diversity and intersectionality, promoting fairness in career advancement.



Embedding diversity and inclusion into succession planning

We engage in strategic succession planning to enhance diverse representation at senior levels, preparing a broad pool of talent for future leadership roles.



Ensuring gender balance in learning and development

We ensure that our learning and development initiatives reflect balanced gender representation, providing equal opportunities for growth and advancement.



Retention

We are committed to retaining diverse talent and creating an inclusive environment where all employees can thrive.

Amplifying women's voices and visibility

We actively support the growth of our gender equity employee network group to amplify women's voices and visibility, providing a vital platform for discussion, support, advocacy, and allyship.



Empowering work life balance

We promote equal access and uptake of our family friendly policies and flexible work arrangements, supporting all employees to thrive both personally and professionally.



Ensuring pay equity

We continuously assess and address pay equity to eliminate any form of wage discrimination and ensure fair compensation for all employees.

Holding ourselves accountable for progress

We are committed to holding ourselves accountable for meeting our target of a 40:60 female male split by 2025, driving progress towards balanced representation.



Simon Kearney
Director, Cost Management

As a leader, I firmly believe that attracting diverse talent is essential to our success and growth.

Our commitment to this objective goes beyond merely meeting quotas; it's about enriching our organisation with a variety of perspectives and experiences that drive innovation and creativity.

I am deeply committed to supporting our attraction strategy as part of our broader inclusion efforts, recognising that diverse teams lead to better decision-making and problem-solving.

At Turner & Townsend, closing the gender pay gap and advancing gender equality within our industry are fundamental objectives. By emphasising equitable opportunities throughout our recruitment process, we aim to create a workplace that reflects the diverse communities we serve.

I take pride in enhancing our recruitment practices to align with our values and eliminate bias. My goal is to ensure that every candidate feels valued and that our organisation is recognised as an employer of choice for diverse talent.

Our commitment to advancing gender equality

Measuring the gender pay gap



Marinna Keating
Senior Project Manager,
Infrastructure

I joined Turner & Townsend in 2022 and have since become part of a dynamic and collaborative group based at Melbourne Airport.

I had the privilege of participating in the inaugural Turner & Townsend Accelerate program, which is designed to challenge, develop, and empower female talent within the organisation.

Through formal training, group reflections, and individual sponsorship, the program offered a valuable opportunity for personal development.

The training sessions were thought-provoking and insightful, encouraging me to understand my strengths and work towards applying them effectively in an impactful manner.

For me, the greatest benefit of the program was the network I developed with like-minded colleagues and the invaluable support from my sponsor.

I am grateful to the Turner & Townsend team for providing me with this opportunity for growth and look forward to seeing the program continue into the future.

Our gender pay gap

Our progress

Driving change



Kim Wilson
Director, Infrastructure

Having spent over 25 years in the construction sector, I have seen firsthand the complexities of advancing gender equality, but I am confident that with our commitment, real progress is within reach.

Our Gender Equity Employee Network Group, which I have the privilege of leading, plays a vital role in our efforts to close the gender pay gap and retain female talent. This network is dedicated to ensuring that all genders feel heard, respected, and supported — both professionally and personally.

Through the Employee Network Group, we are focused on increasing retention and accelerating career opportunities for women, helping to reduce the leadership gender gap.

Additionally, we work to raise awareness and support initiatives that benefit underprivileged women in our communities.

By enhancing Turner & Townsend's profile as an inclusive employer, we strive to make a meaningful impact on the industry and foster a workplace where diverse talent can thrive.

Attraction

Progression

Retention



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