

# Turner & Townsend Ireland gender pay report 2024

Snapshot date 30 June 2024



We transform together.

# Our commitment to women's progress

## An introduction from Philip Matthews, Managing Director, Ireland

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.

The Gender Pay Gap Information Act was signed into Irish law in 2021. In 2024, employers with 150 or more employees fall under the scope of the regulations and are required to report on their gender pay gap. Turner & Townsend welcomes the opportunity to publish our first gender pay gap report.

In this report, we provide our gender pay gap information for all employees based in Ireland, including all partners and directors, paid via Ireland Payroll. The relevant snapshot date was 30 June 2024 and we collected the pay data regarding the remuneration of all employees, for the previous 12-month period (1 July 2023 to 30 June 2024). We identify the causes of the gap and outline the steps we are taking to address it.

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 the workplace and in senior roles.

This is a challenge shared across the construction industry, where there continues to be a pronounced gender disparity, with fewer women occupying roles within these sectors. Average female participation across companies in the construction and engineering sector that reported their pay gap numbers in December 2023 stands at 24.0 percent, with most of these in the lower and lower middle pay quartiles.

We are confident we have the right strategy, investment in careers and have made improvements in the proportion of women in the upper pay quartiles. It is important that we stay focused on our efforts to attract, retain 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.

**Philip Matthews**  
Managing Director, Ireland



# Our gender pay gap results

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 should not be confused with equal pay for equal work. Paying men and woman equally for equal work is of paramount importance at Turner & Townsend and the existence of a gender pay gap does not mean that men and women in the same roles are being paid differently for the same work.

## For the purposes of this gender pay gap report:

The gender pay gap is calculated in two ways:

The **mean gender pay gap** is the difference between men and women's hourly pay across the organisation and 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 the difference between the hourly pay of the middle-paid woman and the middle-paid man i.e. if the men and women are listed separately in the order of pay, it is the difference in the hourly rate wage between the person in the middle of each list.

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.

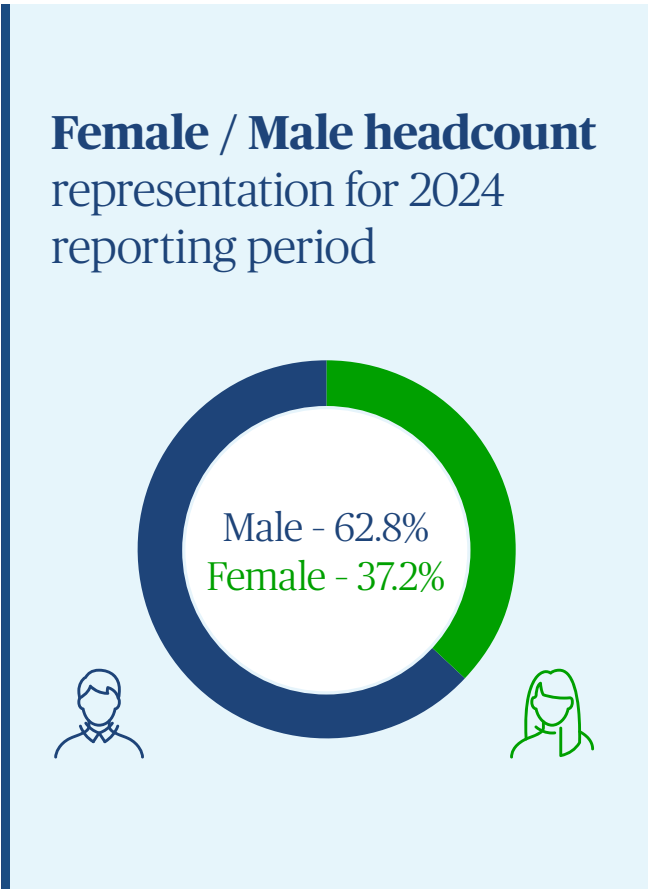


# Our gender pay gap

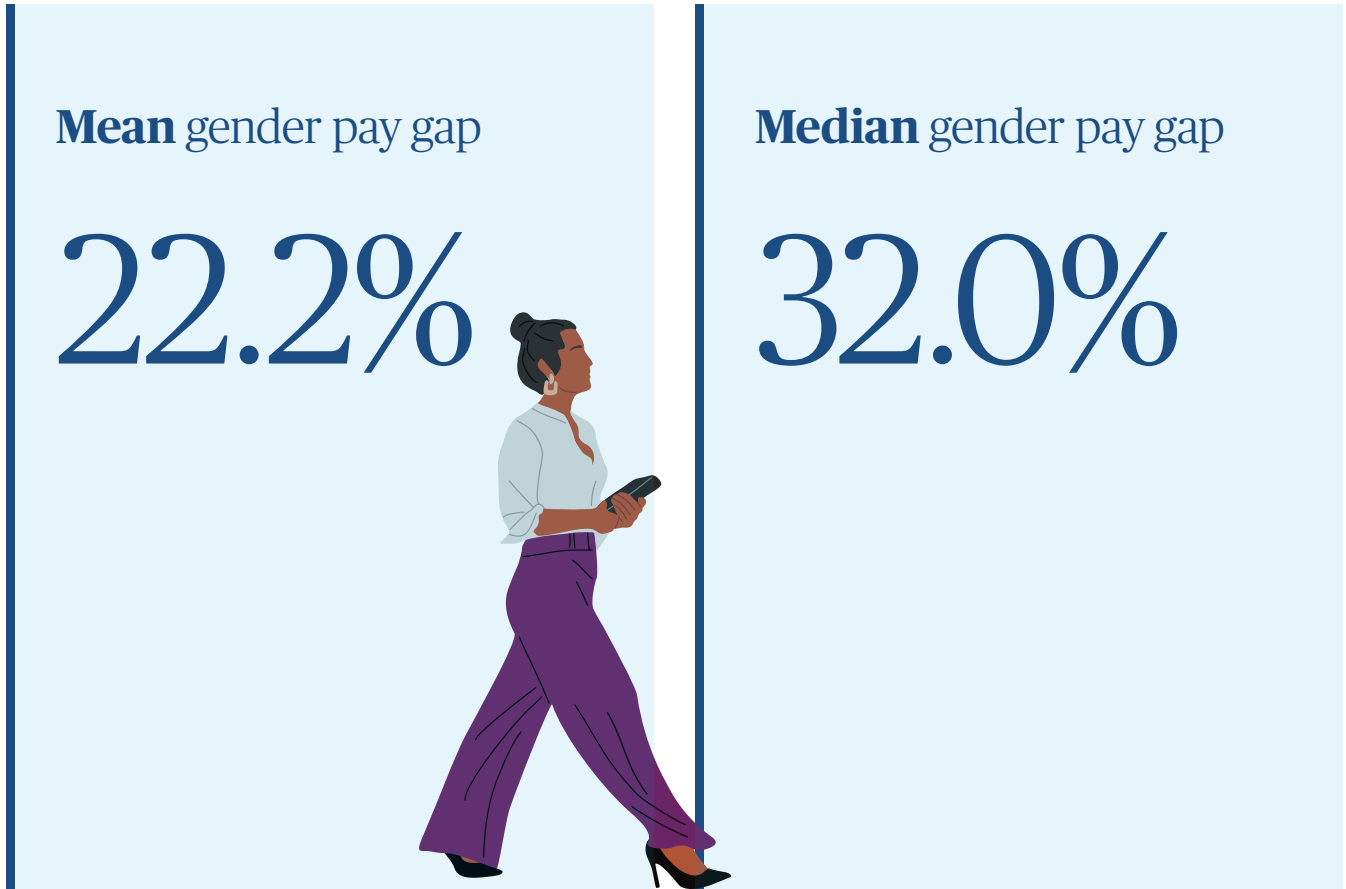
A key reason for our gender pay gap is the disproportionate representation of women in our workplace, with more men in senior roles.

As explained previously, this profile is characteristic of the wider construction industry and overall, the construction sector has traditionally attracted fewer women.

In 2024, our mean pay gap is 22.2 percent and our median pay gap is 32 percent in favour of male employees.



## Hourly pay gap



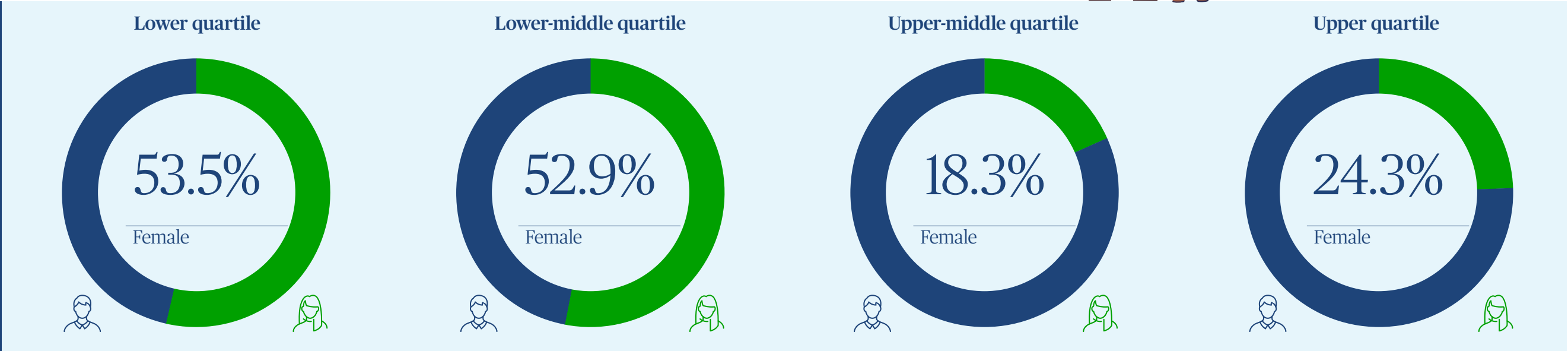
# Gender pay quartiles

Within this report, we present the percentage of men and women in each pay quartile.

The quartiles are determined by arranging the pay rates of all employees in ascending order. This list is then divided into four equal groups and the percentage of men and women within each group is calculated.



The proportion of males and females in each pay quartile (as of 30 June 2024)



These figures are reported as at the snapshot date 30 June 2024

# Gender bonus gap and benefits in kind

Employees at Turner & Townsend may qualify for various types of bonuses, including annual bonus awards and employee recognition vouchers.

We operate a discretionary annual bonus scheme with eligibility based on job grade i.e. seniority.

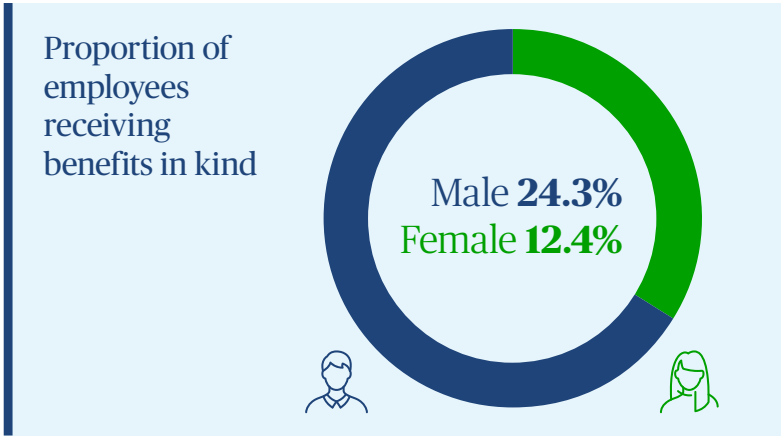
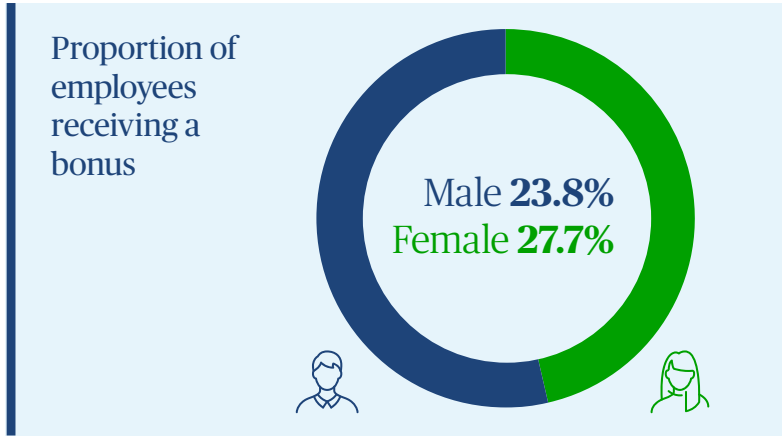
As we have more men in senior roles, a higher number of men than women received these discretionary bonus payments.

For this year’s report, the bonus gap has been calculated on bonus data from May 2023 to April 2024 (inclusive).

Turner & Townsend awards vouchers to staff monthly throughout the year, in addition to the discretionary bonus scheme. The monthly voucher values are significantly lower than an annual bonus, but both types of award are factored into the bonus gap calculations. As more female colleagues received voucher awards, this has had a significant impact on the calculations, particularly in relation to the median bonus pay gap.

The median bonus gap is the difference between the bonus of the middle-paid woman and the middle-paid man i.e. if the men and women are listed separately in the order of bonus pay, it is the difference in the bonus amount between the person in the middle of each list.

The proportion of employees receiving benefits in kind is 24.3 percent of males and 12.4 percent of female employees during the relevant pay period.



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

As part of our Commitment to Inclusion ambitions, we set out specific plans for Ireland. As this is our first report, this is our first inclusion route map we are delivering and will monitor our progress against this into the future.

## Ensuring transparency and accountability

We are holding ourselves accountable against our female representation target of 40:60 the female:male split by 2028.



## 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.

We conduct roundtable discussions with the Partners and key stakeholders to share perspectives and listen to the experiences of women across our organisation. These sessions will help shape our global Commitment to Inclusion events – our new approach to create a more inclusive culture and encourage personal responsibility through our everyday actions and an overhaul to our various committees.



## Supporting our journey

In 2025, 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 teams addressing the gender balance to shape our initiatives to help attract, engage and retain females within our business.



## 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 focus on the pay gap challenge.

We deliver bespoke inclusive hiring manager training on unconscious bias and equitable hiring processes.

We set 50:50 gender targets for our 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



**Lisa Duignan**  
Director, Data Centres

In my current role, I lead our data centre sector team for Europe, guiding our strategy, supporting our clients closely and working with our local teams to accelerate our growth and deliver a best-in-class service on major projects.

I joined Turner & Townsend as a placement student and rejoined in 2012 after completing my Quantity Surveying degree. I spent the first part of my career in London and was supported in a move home to Ireland in 2018. Here I was also encouraged and helped to take a step up in establishing and leading a business unit for Industrial, Science & Technology in Ireland for the first time.

Thanks to the support of our European and Ireland leadership teams, I was able to flexibly transition in and out of the business on maternity leave over recent years. Our encouraging approach to flexible and part-time working allowed me to build back up gradually to working full time after having my first child, which was very important to me.

I am so encouraged to now see the higher numbers of women joining us as graduates, knowing from experience that they will have the full support of our teams to achieve their goals regardless of gender.

Working with Turner & Townsend for over a decade, I have witnessed first-hand our growing dedication to supporting the professional growth of all our people. We have placed an important focus on addressing the gender balance and ensuring that we work towards more balanced leadership teams which better represent the demographics of our business and our world.



**Marian Kelly**  
Project Manager

In 2022, I made a significant career shift by joining Turner & Townsend as an Assistant Project Manager, bringing with me a background in architecture and experience in interior design and design management. After collaborating closely with contracting firms, I realised that I wanted to challenge myself further and develop new skills, and project management seemed like the perfect fit.

From day one, Turner & Townsend have been incredibly supportive. They've given me the opportunity to work on a range of impactful projects, which not only expanded my experience but also helped me get a solid grasp of project management. I've always felt valued as part of the team, and the collaborative environment made it easy to grow into the role.

In addition to hands-on experience, Turner & Townsend actively supported my professional development by sponsoring formal training. I completed and successfully passed the APM Project Management Qualification (PMQ) earlier this year, with the help and support of my line manager and colleagues. I was promoted to project manager before the results were released. This affirms Turner & Townsend's trust in my potential and further boosted my confidence in this new career path.

The support, guidance and opportunities I've received from Turner & Townsend have been key to my development, both personally and professionally. I'm excited to keep growing in my role and contribute to the success of future projects, knowing that I have a strong team behind me.



# Supporting women in our business



**Milagros Sotelo Paz**  
Associate Director

I joined Turner & Townsend in 2020 as a Risk Manager and I am now an Associate Director and Regional Lead for our risk service offering in Ireland.

I am extremely passionate about risk management and supporting the upskilling of my team and colleagues, and I appreciate the opportunities I have within my role to carry this out, passing on the support I have also received throughout my career.

As a civil engineer and risk management professional in the construction industry, I always look for role models and mentors that I can look up to, are supportive and are allies. Representation in senior leadership and having women role models in a commonly male-dominated industry is essential for the growth and development of women in this sector.

I am lucky to collaborate with multiple women within Turner & Townsend and our clients who are in various stages of their careers and from diverse backgrounds. Every one of them is a source of inspiration and motivation to keep working towards equality and inclusivity.



**Susan Bwowe**  
Associate Director

Turner & Townsend continues to play an instrumental role in enhancing my growth as a woman in the construction industry. They have embraced a people-first philosophy rooted in Equity, Diversity, and Inclusion (EDI), ensuring that my potential is nurtured.

Through tailored mentorship and work opportunities, I can sharpen and expand my skills, empowering me to navigate and continue to excel in an environment that has traditionally been male dominated. The immense support I continue to receive from my management and colleagues has given me the confidence to perform with purpose and contribute more meaningfully to my team and the industry.

What truly stands out for me is the company’s flexibility and holistic approach to my development. Their understanding of the need to balance personal and professional responsibilities has been invaluable, allowing me to stay focused and perform at my best, all while feeling supported. This inclusive culture not only respects diversity but also encourages open communication and collaboration, making it a space where I feel empowered to bring my best and authentic self to work every day.

The company’s ongoing commitment to EDI makes me feel proud to be part of an organisation that genuinely invests in its people. Their focus on fostering a more inclusive construction industry has not only enhanced my confidence but also reinforces my passion for contributing to meaningful change.

It’s incredibly rewarding to work for a company that values people above all and is dedicated to paving the way for a more equitable future in the built environment.

Turner & Townsend is a global professional services company with over 12,000 people in 49 countries. Collaborating with our clients across real estate, infrastructure and natural resources sectors, we specialise in major programmes, programme 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 programme, 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.

**Philip Matthews**  
Managing Director, Ireland



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