



Turner & Townsend

Turner & Townsend UK gender pay report 2024/25

Reporting Date 5 April 2024



We **transform** together.

Introduction

An introduction from Patricia Moore, Regional Managing Director, UK

At Turner & Townsend we are passionate about making a difference to create a greener, more inclusive, productive world.

We strive to do business the right way by placing our responsibility for our people, clients, communities and environment at the heart of every decision we make.

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

In this report, you can read about our performance against the gender pay gap for all employees in our UK business, taken on the snapshot date of 5 April 2024.

The headline result is that we have seen a reduction in our gender pay gap as a whole – reducing our mean pay gap by 1.3% to 16.3%. This year continues the positive trend we have reported for eight consecutive years.

In the report we provide a breakdown for each of the legal entities we are required to report on: Cost Management Limited, Project Management Limited, Infrastructure Limited, Consulting Limited, and Turner & Townsend Limited.

We are confident that our pay practices do not discriminate based on gender and recognise that the existing pay and bonus gaps are largely due to the underrepresentation of women in senior roles—a challenge that is prevalent across our industry.

We know that more work is needed to achieve gender pay and bonus parity, however, we are pleased with the progress we are making with year-on-year improvements in the proportion of women in our upper pay quartile.

If we are going to address this gender imbalance, it is imperative that we continue to drive meaningful change to retain, attract, and develop women and other underrepresented groups.

We have a clear commitment to inclusion strategy and approach to career development. We continuously review our practices to ensure inclusive hiring processes, nurture new talent through our market leading early careers programme, and build capability for our future business needs and the wider industry.

As we look ahead to the future, we will be guided by our employee network groups and maintain an ongoing dialogue through active listening with our people to ensure they feel valued. We will create access to new opportunities for career progression and attract and retain diverse talent at every level of our business.

Thank you to everyone at Turner & Townsend for joining us on this journey together to bring out the best in everyone.

Patricia Moore,
Regional Managing Director, UK



What is 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 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.



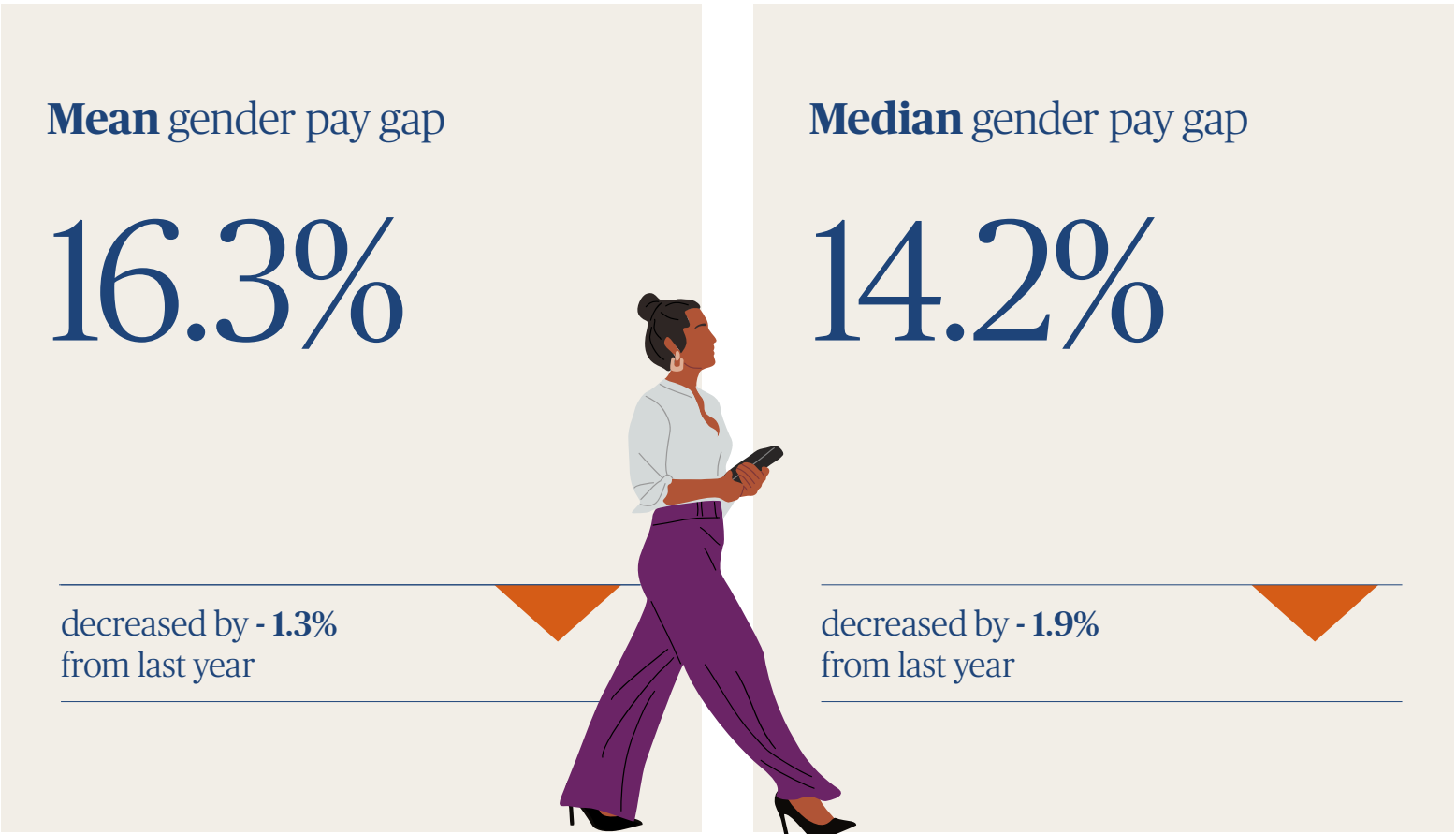
Our gender pay gap

For the eighth consecutive year we have reported an improvement in our UK gender pay gap. The mean gender pay gap across the UK has reduced by **1.3%** 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 2024

Our bonus gap

This year, we have seen an increase in our mean and median bonus pay gap across the UK.

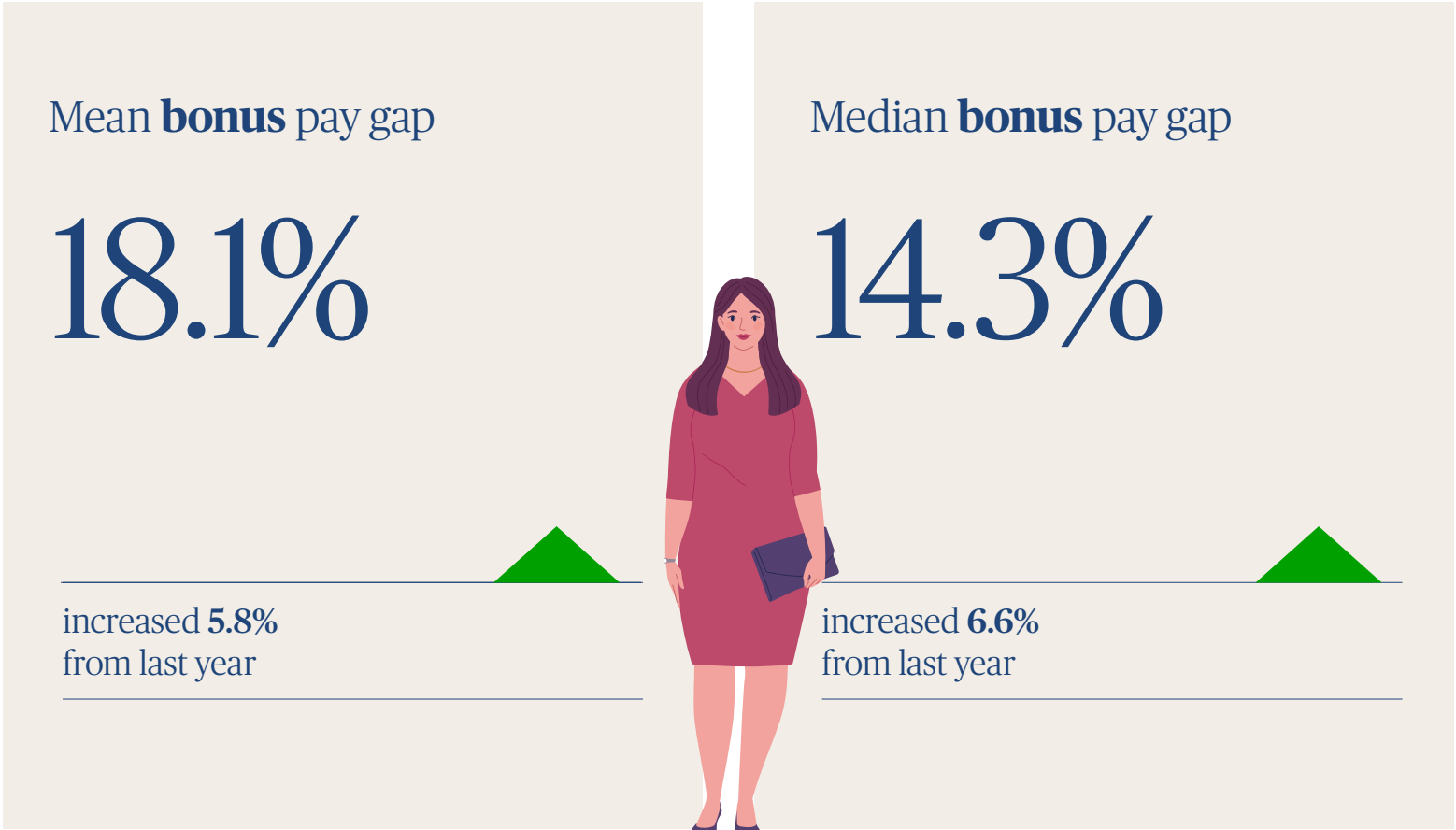
The figures in this year's report have been calculated using bonuses paid between 1 May 2023 and 30 April 2024 (inclusive).

One of the reasons for the increase in our bonus gap this year is that, while we have increased the proportion of women receiving a bonus by 0.9% since 2023, there has also been an increase in the total number of Directors due to the strong growth reported across of our UK business.

The majority of these director roles, which attract higher levels of bonuses, are held by men (82.5%). However, we have increased the number of women in director roles by 3% year on year.

We are pleased to report that since 2017, we have decreased our bonus gap by 22.1% overall.

Ultimately, the reason for our bonus pay gap remains the same as our gender pay gap: we need to increase the proportion of women in senior roles.



Calculated using bonuses paid between 1 May 2023 and 30 April 2024 (inclusive).

Our pay quartiles

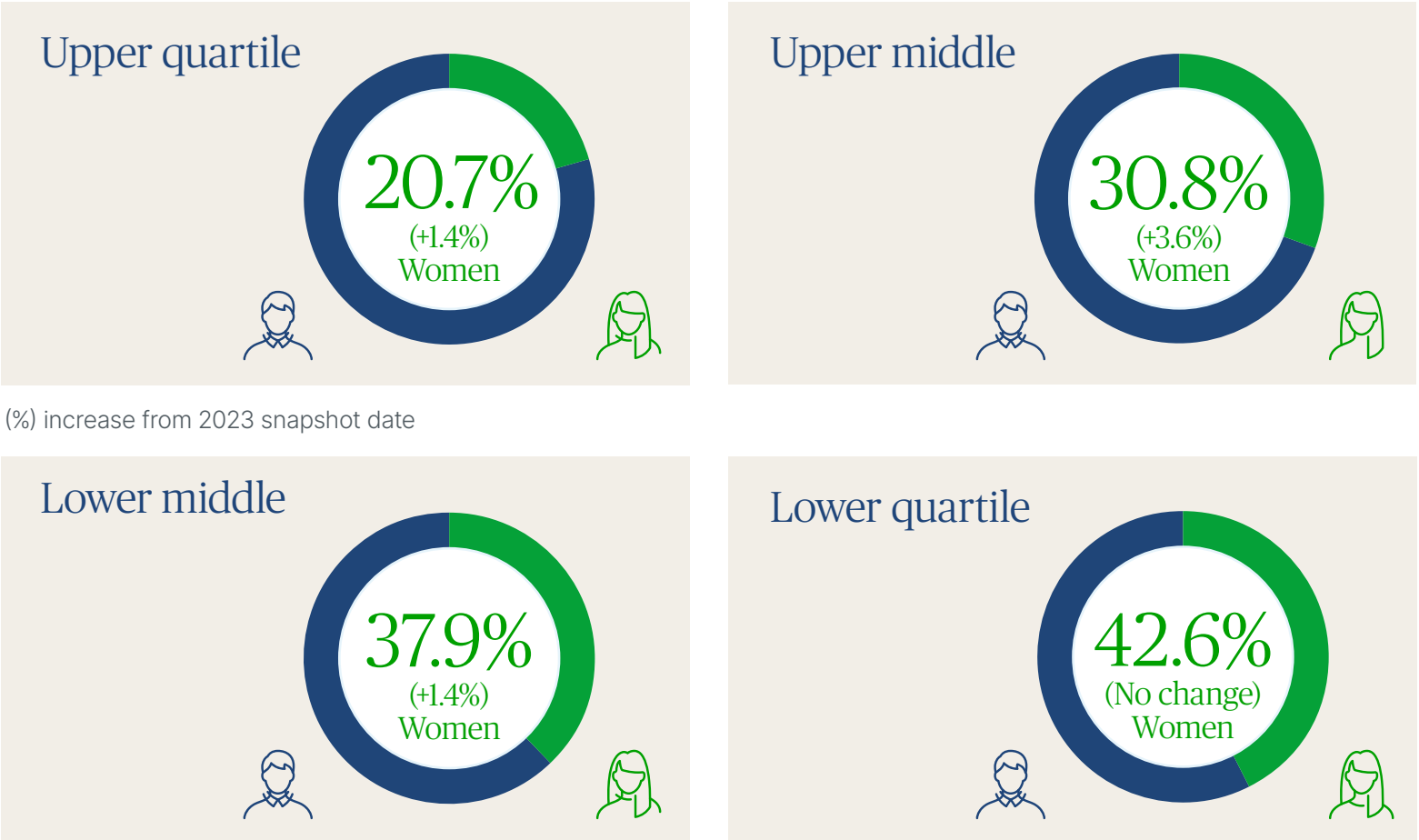
This year we have seen a continued increase in female representation in the upper pay quartile across the UK.

This year, we have seen a 1.4% increase in the number of women in our upper pay quartile, but we know that more work is needed to drive further representation in senior roles.

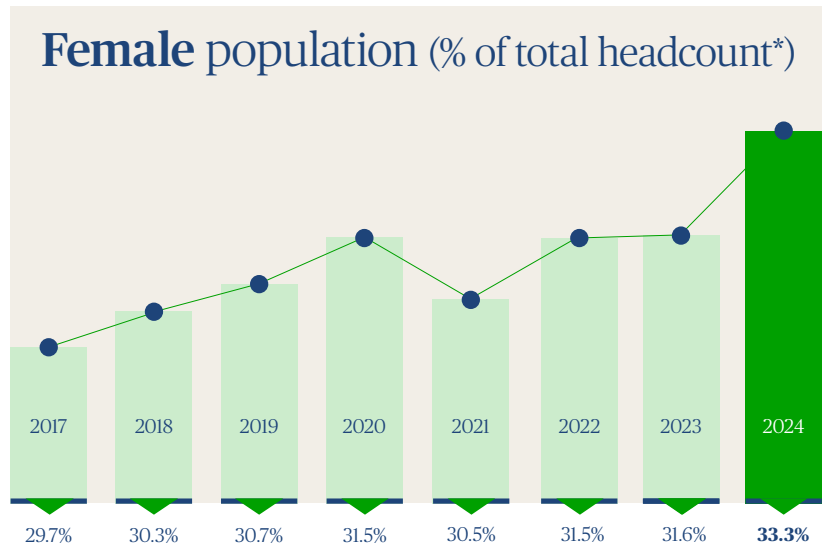
We are pleased to note that the overall proportion of women is also increasing in the upper middle and lower middle quartiles, and we have nearly reached 50/50 parity in the lower quartile.

These quartiles do not include partners.

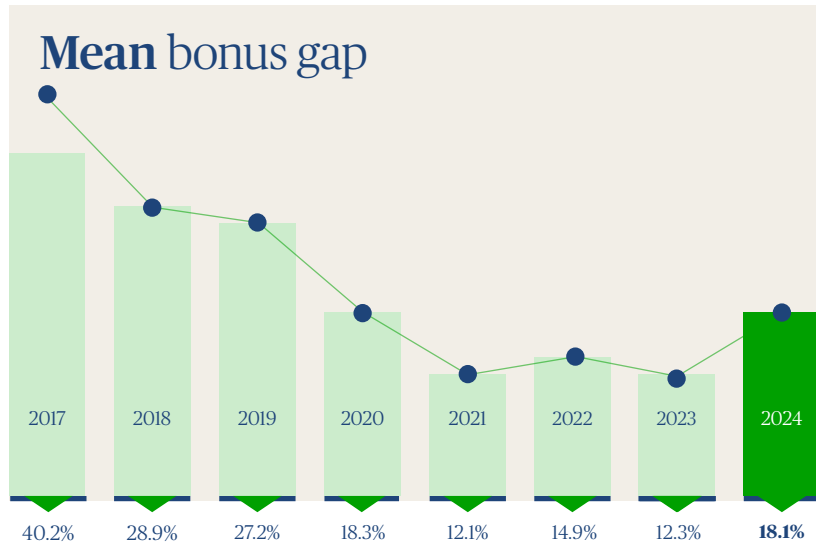
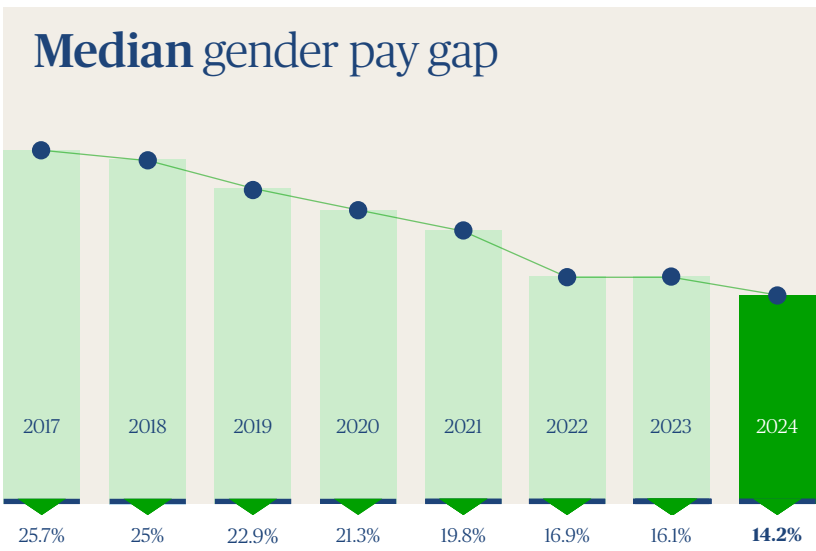
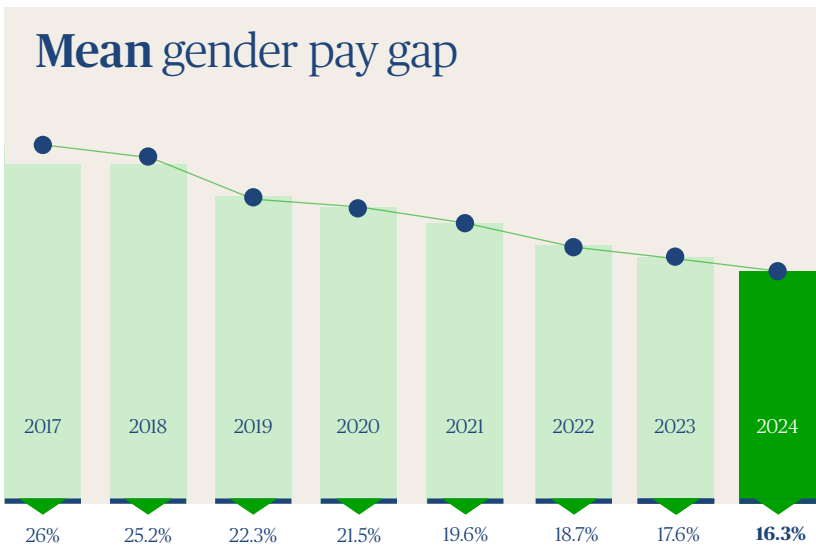
Proportion of men of women in each pay quartile (as of 5 April 2024)



Our progress



*Based on headcount as at the snapshot date 5 April each year.
This does not include partners.



Tackling the gender imbalance – how we’re closing the gap

As part of our Commitment to Inclusion ambitions, we set out specific plans for our UK region in our inclusion route map. We’ve been delivering and monitoring our progress against this to hold ourselves to account.

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 especially. We are continuously reviewing and improving the way we attract and recruit to tackle the pay gap challenge.

Through our partnership with EY Lane4 we created bespoke **inclusive interview training** aligned to our values and behaviours and ensure we have mixed gender interview panels.

We set 50:50 gender targets for our popular **early careers programmes** to foster 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.



Driving advocacy through active listening

We want everyone across Turner & Townsend to feel comfortable and confident to be themselves so we must recognise and embrace the unique perspectives and talents that each of us brings.

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.

Throughout the year our female partners host a series of **inclusion roundtable discussions** to share perspectives, listen to the experiences of women and develop strategies to champion women across our organisation.

The responses to #TTIncludeMe, our annual **inclusion survey**, provides us with valuable insights into the demographic makeup of our UK business and how our actions are changing the shape of our business.



Building capability and developing our future female leaders

License to Lead, our global inclusive leadership development programme, is designed to help our leaders to maximise their potential and that of their teams.

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

Our commitment to inclusion for leaders is reflected in our popular **Reverse Mentoring programme**. Through this initiative, we aim to cultivate a more inclusive mindset by building allyship and changing perceptions through one-to-one discussions.

Our in-house programme of **Line manager training** across a variety of topics, continues to build line management capability. This will help to remove barriers to career progression and promote greater advocacy and sponsorship for our female talent.

Expanding our Partnerships

Our commitment to inclusion extends beyond our immediate organisation. To further this commitment, we have established partnerships with clients and industry organisations, including Women in Transport, Women in Nuclear, and Women in Rail.



Supporting our journey

To support the building of a truly inclusive culture, our employee network groups support, educate, challenge and celebrate our people.

This year, we welcomed the relaunch of our **Addressing the Gender Balance network**, reaffirming Turner & Townsend’s commitment to an inclusive and equitable workplace.

This employee group is a catalyst for progress in attracting, developing, and retaining talented women, celebrating professional success, building peer connections, and providing support in a safe space.

With the passionate support from our regional leads, the group enhances our training, mentoring, coaching, and sponsorship efforts. It hosts roundtable events, panel discussions, and awareness campaigns to promote equality, consult on business processes, and develop strategies to champion women across our organisation.

Through our **Parents & Carers network** we create supportive communities for parents and people with caring responsibilities across our UK business.

The network leadership includes a maternity steering group who introduced supportive group KIT days and refreshed manager guidelines to ensure those returning to work after a period of family leave are supported when transitioning back to work.

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

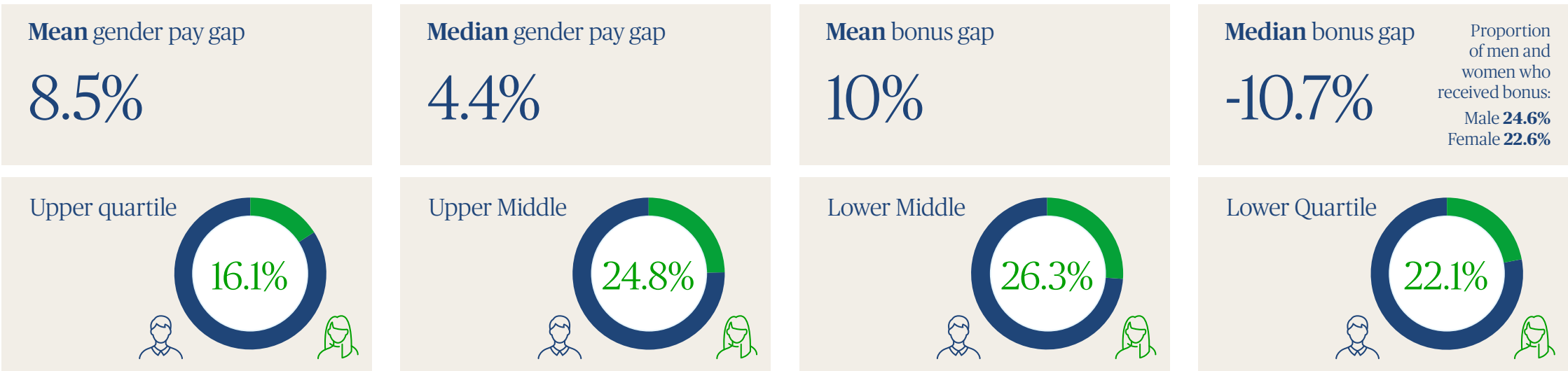
Supported by our **Wellbeing network**, we offer regular learning opportunities for our line managers and colleagues on important health topics, such as menopause and demystifying cancer screenings, in partnership with AXA Health.



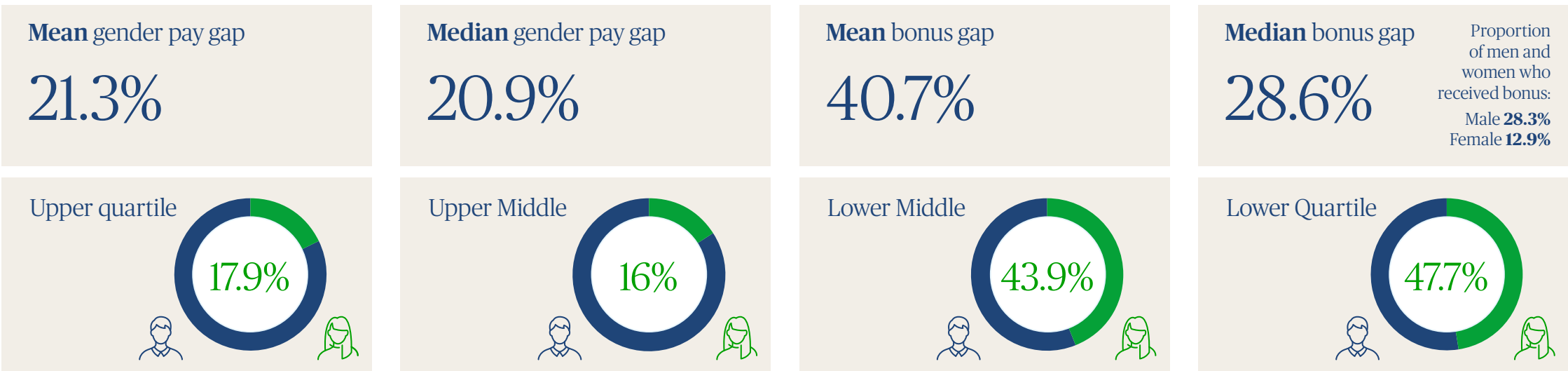
Breakdown by legal entity with 250 or more employees

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



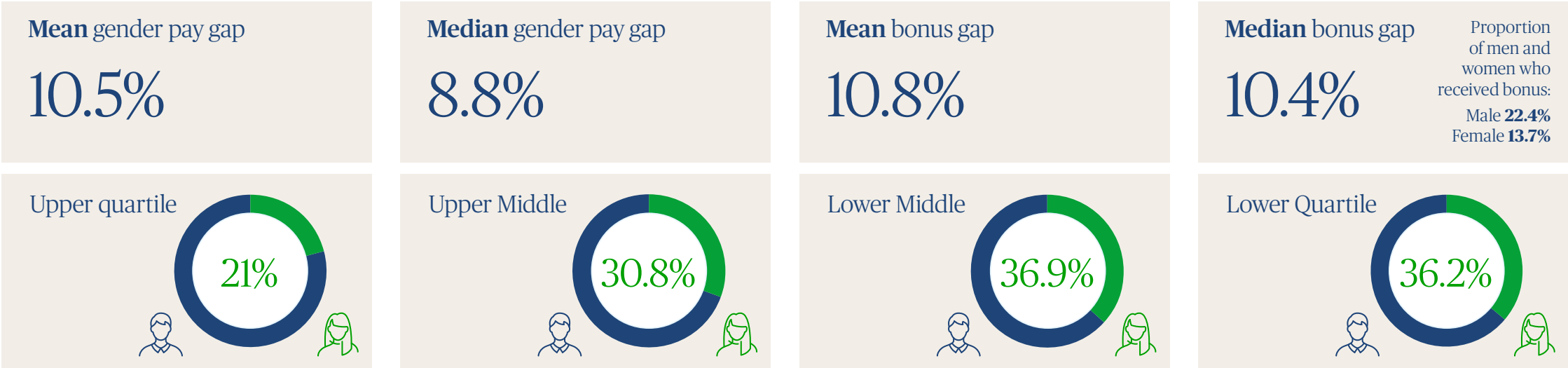
Project Management Limited



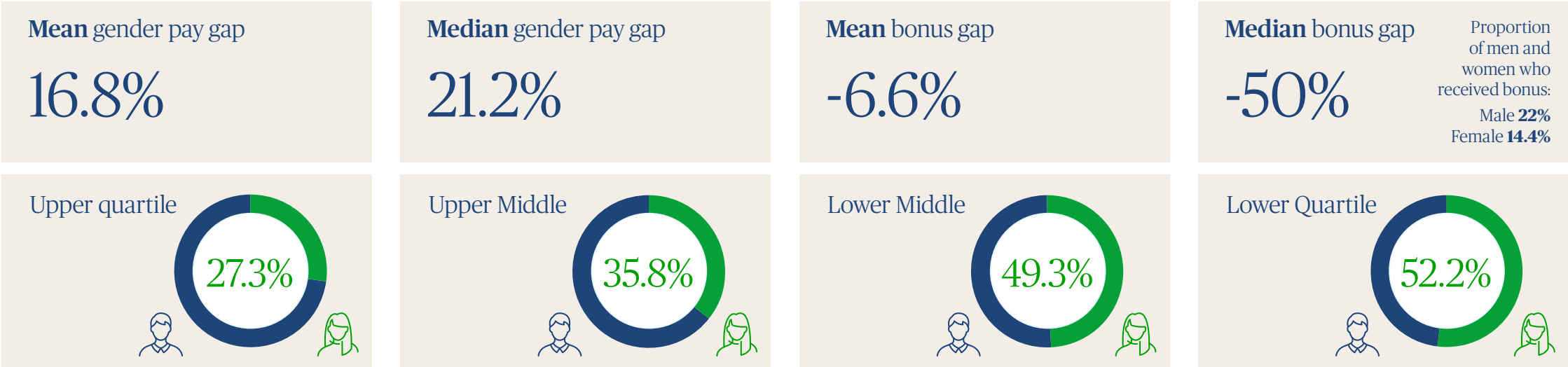
Breakdown by legal entity with 250 or more employees

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



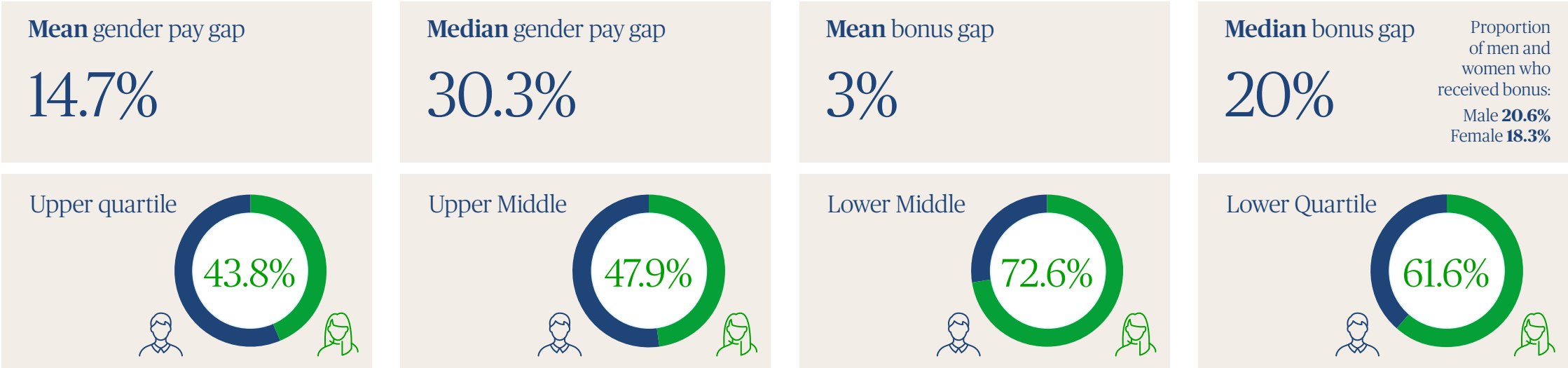
Consulting Limited



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 Turner & Townsend Limited

Turner & Townsend
Limited*



*This is the first year that we are reporting on the figures for Turner & Townsend Limited.

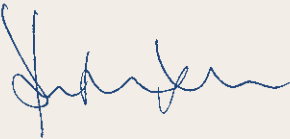
Turner & Townsend is a global professional services company with over 20,000 people in 61 countries. Collaborating with our clients across real estate, infrastructure and natural resources sectors, we specialise in major programs, program management, cost and commercial management, net zero and digital 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



www.turnerandtowntsend.com