



Turner & Townsend

Turner & Townsend UK gender pay report 2020/21

making the **difference**

Gender pay gap

Creating and maintaining an inclusive workplace remains one of our top priorities. We are committed to building a positive culture of respect where all our people are empowered to be their authentic selves.

Due to the impact of COVID-19 the Government suspended the statutory requirement for companies to report their gender pay gap for 2019/2020 in April 2020 and have deferred this year's deadline to October 2021.

We have chosen to share our UK gender pay gap data for this year in advance of the statutory deadline. This report sets out the data for this year, last year, and makes clear our commitment to creating an inclusive environment for all.

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 **0.8%** and our mean bonus gap has reduced by **8.9%**.

Mean gender pay gap
as of April 2020

21.5%

reduced by 0.8%
from 2019 (22.3%)

Median gender pay gap
as of April 2020

21.3%

reduced by 1.6%
from 2019 (22.9%)

Mean bonus
gap

18.3%

reduced by 8.9%
from 2019 (27.2%)

Median bonus
gap

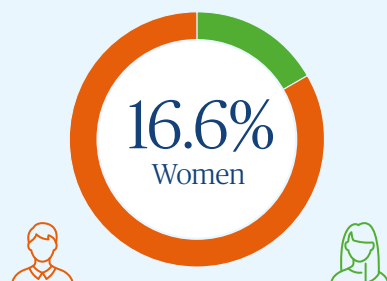
9%

reduced by 13.2%
from 2019 (22.2%)

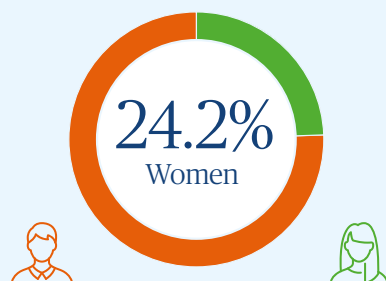
*Bonus pay based on bonuses paid in August 2019

Proportion of males and females in each quartile band (April 2020)

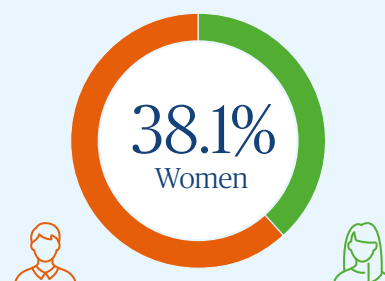
Upper Quartile



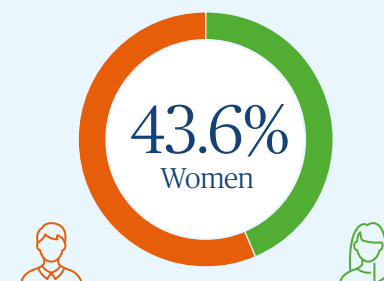
Upper Middle



Lower Middle



Lower Quartile

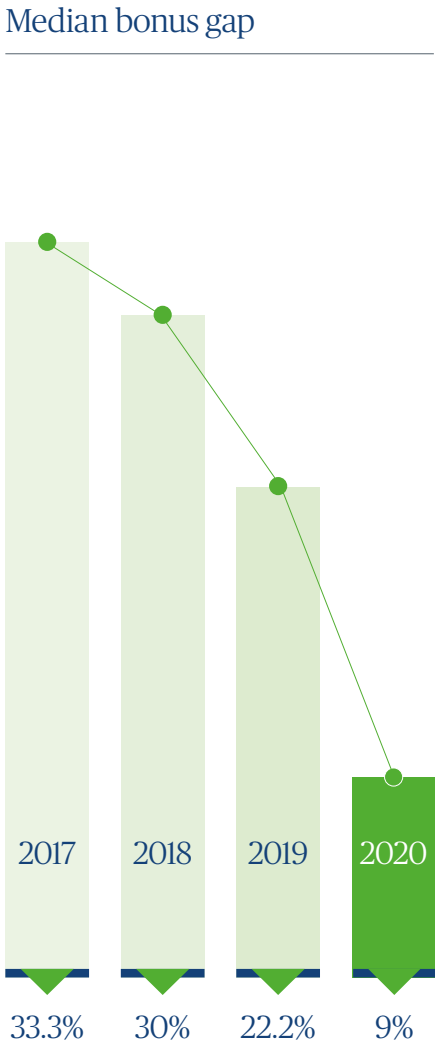
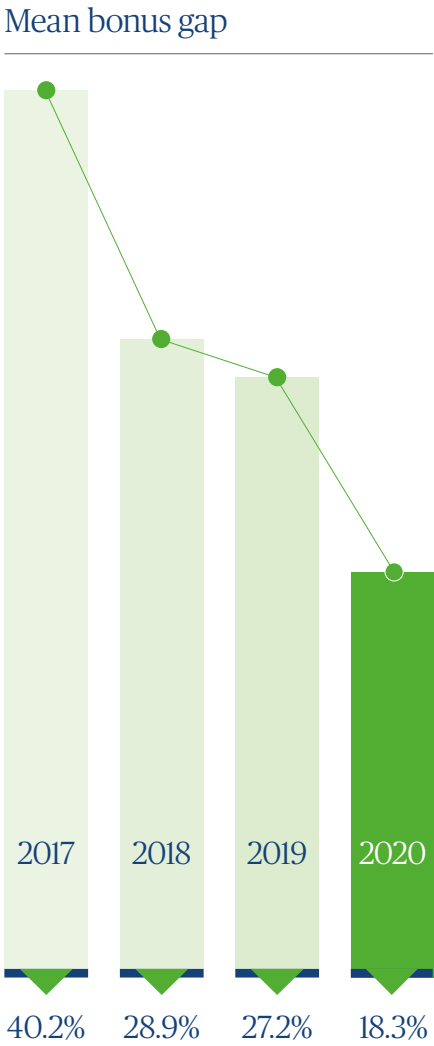
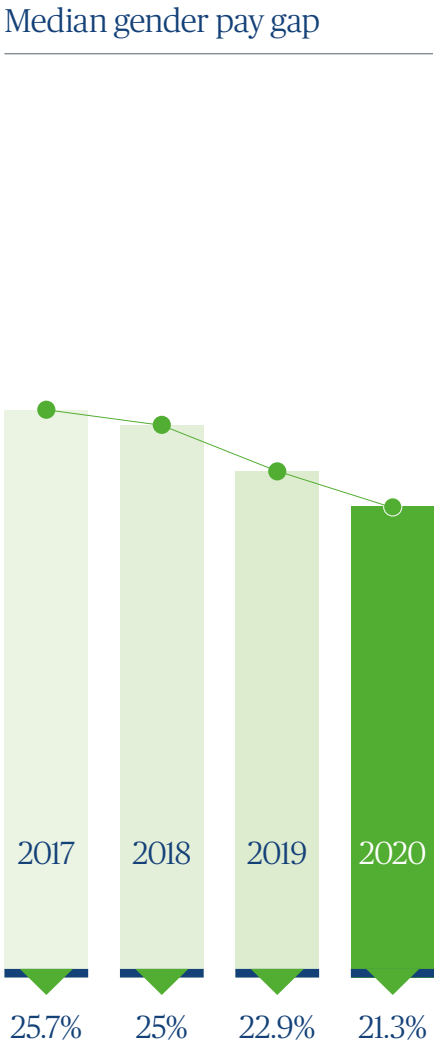
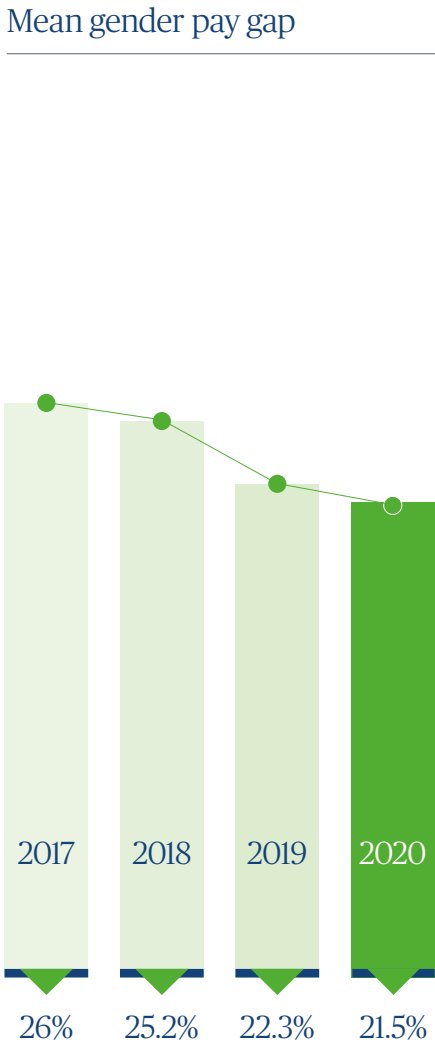


Our progress

Like others in our industry, our gender pay gap is influenced by a lower number of women, compared to men, particularly at senior levels in our UK business.

While we have started to see a change in the gender balance of our senior leadership, we know we have more to do. By continuing to drive a 50/50 gender diversity target for our early career programmes, investing in our career returners programme, developing our talent, and working towards creating an inclusive environment for all, these numbers will increase.

Year on year improvements



An inclusive environment for all

Our first UK Diversity & Inclusion route map published back in 2018 set out what actions we were going to take to increase the diversity of our workforce. While delivering on these actions we have been growing our understanding around the importance of Diversity & Inclusion.

We have been challenged by our people through the 'let's talk' roundtables, as well as societal forces, and we recognise that inclusion is key to making Turner & Townsend a better workplace for our people, clients, and the communities we impact through our work.

We want to drive meaningful change on Diversity & Inclusion and turn empathy into action. We know that building a more diverse and inclusive environment is not simply the ethical thing to do, it just makes sense. Having different people with different experiences helps us make better decisions, be more innovative, and improves our employees' experience.

In December of last year we launched our Diversity & Inclusion roadmap, inspired by many conversations with our colleagues at our 'let's talk' roundtable sessions. Our global inclusion commitment is coming soon, and to ensure we know how to build a more diverse and inclusive business, we need to better understand the demographic makeup of our organisation. Then we can begin to have a full picture of where we need to make more effort to improve diversity and understand how to deliver targeted initiatives to build a more inclusive Turner & Townsend culture.



Understanding our baseline

Only by understanding the true diversity of our people can we be sure we're addressing the right issues in the right way and taking action that will deliver real change.

Ron Lewis, Director, who has been integral to this work, has said:

“Barriers such as lack of diversity in leadership roles, inequity of opportunity or simply the diversity of our staff, need to be understood so that we can take proactive action.

“With this said, I welcomed the route map set out by our UK Managing Director Patricia Moore in December, which gives me a great feeling that as a business, progress will be made. This is a welcome start, formed through the ongoing work of our employee network groups and the passion and openness shared by all at the 'let's talk' roundtables.”

We will report on this data going forward and will move from a gender pay gap report to a broader inclusion report from 2022. We will also use this data to demonstrate the social value that our people bring to our local communities, as a result of this diversity. As set out in our social value approach, we're committed to creating and promoting a diverse and inclusive workplace where our people are safe, inspired and empowered to succeed. We firmly believe that understanding our workforce will help us become a more inclusive employer.

Ron Lewis
Director

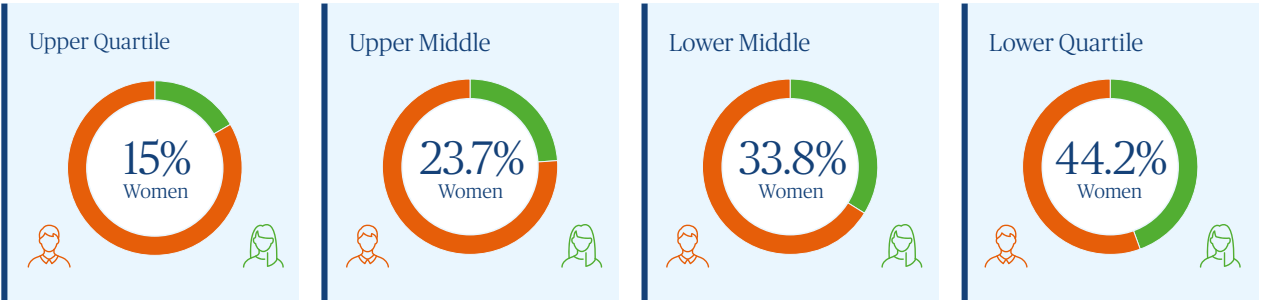


Appendix - Data disclosures per legal entity

Project Management Limited (2020)

Mean gender pay gap	Median gender pay gap	Mean bonus gap	Median bonus gap
20.7%	19.7%	29.9%	20.1%

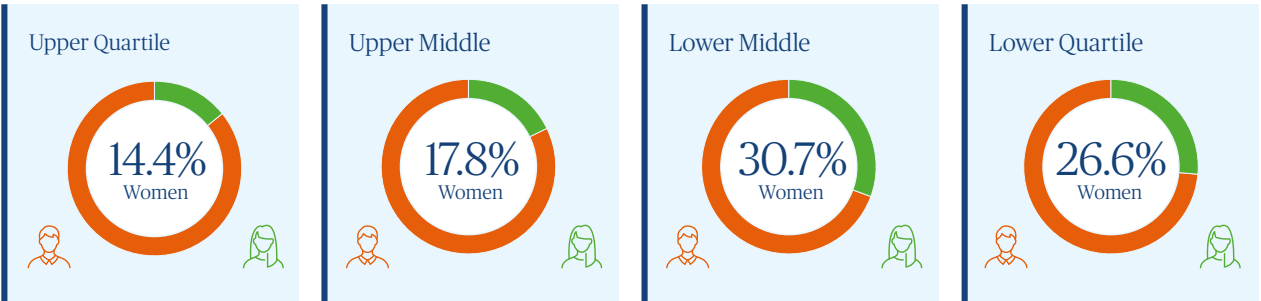
Proportion of males and females in each quartile band (2020)



Cost Management Limited (2020)

Mean gender pay gap	Median gender pay gap	Mean bonus gap	Median bonus gap
14.7%	15.4%	10.2%	27.3%

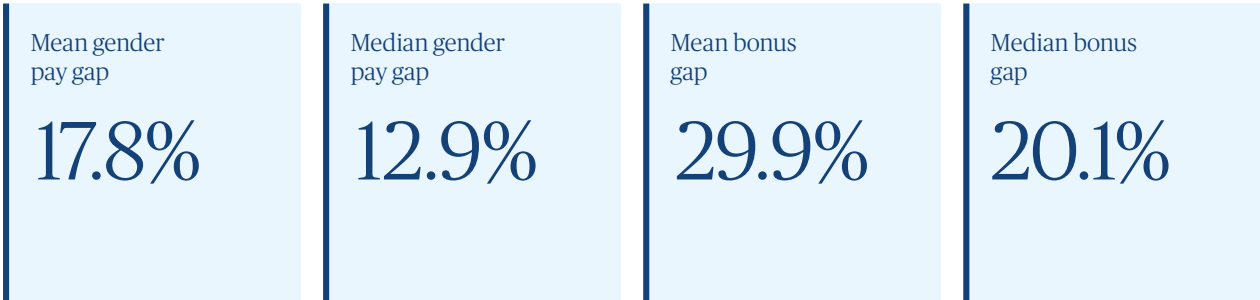
Proportion of males and females in each quartile band (2020)



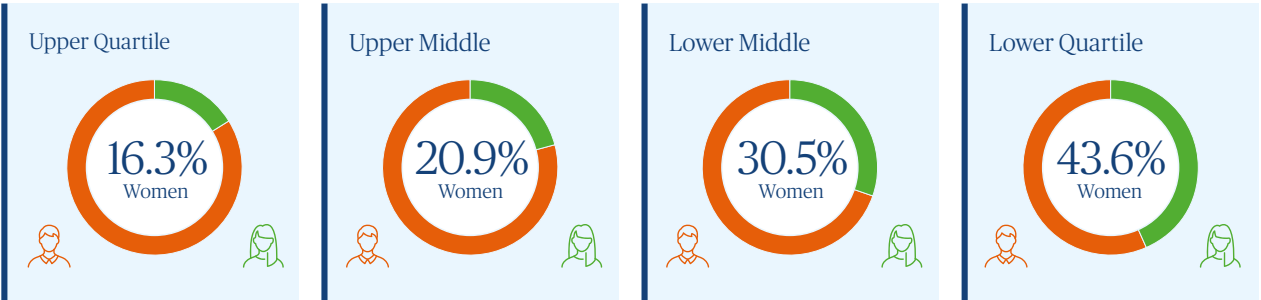
Appendix - Statutory disclosures per legal entity

Project Management Limited (Covid impact - 2020)

*This data excludes those on furlough as of April 2020 to comply with the government's reporting requirements.

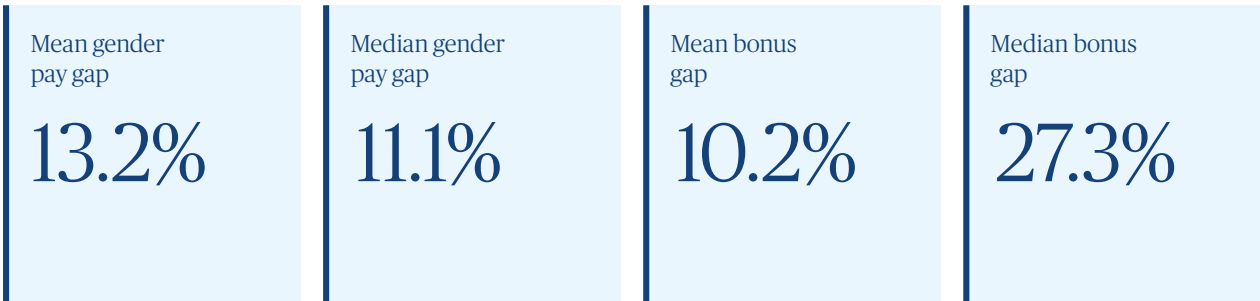


Proportion of males and females in each quartile band (2020)



Cost Management Limited (Covid impact - 2020)

*This data excludes those on furlough as of April 2020 to comply with the government's reporting requirements.



Proportion of males and females in each quartile band (2020)

