



Turner & Townsend

Corporate responsibility report 2024

This is an
interactive
brochure

making the **difference**

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Corporate responsibility report 2024

Introduction

Introduction

This year's Corporate responsibility report reflects our growing maturity as a company and our ambitious approach to sustainability. This report gives our stakeholders a comprehensive insight into our Environmental, Social and Governance (ESG) strategy supported by policies, their implementation and our performance and progress over recent years. This report outlines our interventions under the banner of corporate responsibility and brings together content from our corporate responsibility, human resources (HR), risk, procurement and client-facing teams.

Turner & Townsend is reporting in reference to the Global Reporting Index (GRI) for the period 1 May 2023 to 30 April 2024. The report details our adherence to the Ten Principles of the United Nations Global Compact and United Nations Sustainable Development Goals (SDGs). We comply with all relevant legislative requirements and disclosure benchmarks. This year, we have integrated our Task Force on Climate-related Financial Disclosures (TCFD) report, demonstrating our commitment to leading change to address the climate emergency.



A message from our CEO and Chairman

“““

I am delighted to introduce our Corporate responsibility report 2024 - a testament to our continuing growth and dedication to our purpose: to transform performance for a green, inclusive and productive world.

Since joining forces with CBRE in 2021, our ambition remains to create an unrivalled programme, project and cost management capability globally. In 2024, we announced our plan to combine CBRE's project management business with ours, further strengthening our joint offering. Together, we have greater firepower to invest in our proposition, technology platform and talent, to allow us to build more impactful solutions for the world's biggest programmes. United in that mission, we also share a commitment to a sustainable future that fosters thriving communities, and in reporting our progress across the environment, social and governance space.

We are determined to take the bold, transformative steps needed to build a more inclusive, equitable and sustainable world. Aligning to those responsibilities is our unwavering commitment to inclusion, which is fundamental to who we are and how we operate as a company.

2023 was the hottest year on record with devastating droughts, wildfires and floods. The Intergovernmental Panel on Climate Change has made it clear that the risks and projected adverse impacts from climate change escalate with every increment of global warming. As a global professional services business operating across the infrastructure, energy and natural resources, and real estate sectors, we understand the task and our duty to be part of the solution.

We continue to support our clients by future-proofing our services with climate considerations as a priority. Our energy and natural

resources business saw global growth of approximately 25 percent over the past 12 months, with partnering roles on major projects across Europe. Our industry's challenges, climate-related, economic and social, require fresh thinking and new solutions.

In this report, we reaffirm our commitment to the Ten Principles of the United Nations Global Compact - a business's fundamental responsibilities concerning human rights, labour, the environment and anti-corruption practices. The report also illustrates our growing achievements in aligning business impacts with the sustainable development goals that are central to our mission.

Our ESG reporting has always aligned with the UN and GRI frameworks, and I am pleased that this report combines all our impacts across Environmental, Social and Governance in more detail than ever before.

Our ESG credentials have never been stronger, demonstrating the power of our client relationships and partnerships and, above all, the commitment of our people. Through their passion and the greater integration of all our stakeholders on our sustainability journey, we can create positive change. That said, we are only at the start of a long road ahead to transform our business and our industry for a brighter future. I look forward to continued progress in the year ahead.



Vincent Clancy,
Chairman and Chief Executive Officer

About Turner & Townsend, Purpose, and Values

We believe that we achieve better outcomes to create a positive impact on the world around us. Employing over 12,000 people in 49 countries and 133 offices, our global teams offer key services to effectively deliver a diverse range of major programmes and projects across real estate, infrastructure, energy and natural resources.

We build trust between clients, suppliers, governments, and communities. Our purpose is to transform performance, for a green, inclusive and productive world.

Our values guide the behaviours we need to transform performance and will help us to live our purpose every day.



Love a challenge

We love a challenge and we work hard to make change happen and see things through. We don't stand still, challenging ourselves and others to do better every day. And we are trusted to do the right thing, raising standards all the time.



Stronger together

We're stronger together by connecting people in diverse teams, so that we can all collaborate to deliver our best work. We focus on what matters and use our influence to build a better world for everyone.



Bring out the best in everyone

We bring out the best in everyone. We help each other to make the most of our potential, always learning from our experience. We treat each other with care and respect and make time to give everyone a voice.

Introduction from our Global corporate responsibility director

“

Corporate responsibility (CR) is an evolutionary process and constantly changing - driven by unfolding mega trends and our commitment to delivering on our Purpose.

To better communicate the impact we generate across our CR programmes, this year we have further aligned our commitment to Environmental, Social and Governance (ESG) through our CR Strategy and are achieving the highest standards in our global operations. We see ESG as a business-critical and integral framework within our organisation, a central strand of our DNA.

In recognition of our commitment to all aspects of ESG, we were delighted that we attained a silver rating from the EcoVadis ESG assessment platform, our highest score to date, putting us within the top 25 percent of all companies scored. The platform covers environment, labour and human rights, ethics and sustainable procurement.

In addition, 2023–2024 saw much progress on the practical steps we are taking to turn our climate intentions into actions. Our second year of Task Force on Climate-related Financial Disclosures (TCFD)

reporting, articulated how we are integrating environmental and climate issues into the fabric of our operations. And, we were pleased to achieve a 'B' score for environmental management from the Carbon Disclosure Project (CDP), placing us in the top 32 percent of global professional services companies.

In 2021, we committed to achieving net zero, in accordance with the Science Based Target Initiative (SBTi) guidance and under the banner of our NewLeaf strategy. Since its rollout our business has changed dramatically. Unfortunately, we have seen an increase in our emissions from FY22/23. This increase has been driven by strong year-on-year growth in the business, and geopolitical factors resulting in greater carbon intensity across our value chain. That said, we have seen some progress made in reducing emissions as we transition to renewable energy in our major regions and phase out company car schemes. The development of new sustainable service

offerings from acquisitions, asset transfers and expanded capabilities across our global portfolio means we are better placed than ever to address our carbon footprint head-on while partnering with clients and suppliers to do the same.

Continuing to build an inclusive culture has been a major focus this year. We continue to make progress against our global target to reach a 40:60 female:male gender split across the business. A number of our global regions have met this goal and we are continuously reviewing and improving the way we attract and recruit to meet this target. For example, we have 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.

Our commitment not only makes us a more inclusive organisation but also has a direct relationship to project delivery and the programmes on which we work.



Lydia Parnell, Director
Global corporate responsibility

2023-2024 at a glance

Our commitment to inclusion, has also been the catalyst for broadening our supplier diversity. This year, we have put a major focus on standardising our sustainable procurement practices and developing our supplier diversity programme and tendering processes.

And finally, I am so pleased to share that we have donated just under £1.2m in corporate and employee donations and 39.7 percent of our colleagues dedicated a total of 21,341 volunteering hours to causes close to their hearts in our local communities. Our Making the Difference Fund continues to deepen our impact and support causes which transcend geographical borders. This year, our partnership with Barefoot College International resulted in the first female graduates from remote rural communities in Guatemala and Senegal completing their training as solar engineers, empowering them to assist their communities and improve their lives.

Our ESG agenda is authored and delivered by everyone across Turner & Townsend – from Vincent Clancy, our CEO and Chairman and senior leaders, to our Corporate Responsibility champions in every region and our colleagues across business services. We thank all our people for their continued passion and action to create positive impact in the world around us. Becoming a truly responsible business is a company-wide effort and this report is a testament to that commitment.

61/100

EcoVadis Score

B

CDP score

21,341

Employee Community volunteer hours

£1,198m

Charitable corporate and employee fundraising donations

34.7%

Female colleagues globally

174,625

Total emissions (metric tonnes CO₂e)

94.5%

Employees who completed anti-bribery and corruption training

8/10

I am satisfied with the actions Turner & Townsend is taking to be a socially responsible company

849

#of employees who received leadership skills development training through Licence to Lead

Corporate responsibility strategy

As a key enabler of our Purpose and Values, our corporate responsibility agenda supports our business and colleagues to uphold the highest ethical, sustainable and inclusivity standards, aligning to all relevant ESG frameworks and legislation. We define stakeholders as individuals or organisations that positively or negatively impact, or are impacted by, our business operations and service offerings.

Our stakeholders help shape our corporate responsibility strategy through a range of engagement opportunities.

Clients	client care questionnaire, wrap-up interviews.
People and partners	employee survey, broadcasts, VivaEngage, emails.
Community	community partnerships.
Government	legislation, direct collaboration with government bodies.
Suppliers	supplier events, supplier questionnaire, supplier policies & frameworks, workshops.
Environment	legislation and data.
The wider industry	industry groups, horizon scanning, working with peers.



Sustainable Development Goals

We place our responsibility to our stakeholders at the heart of every decision we make. Our Vision and Values are underpinned by the Ten Principles of the United Nations Global Compact and we align our strategies to the United Nations Sustainable Development Goals (SDGs). We strive to leverage our business impact and influence to drive progress against the following material SDGs:

Environment



Social



Governance



Environmental

Driving towards net zero

Driving towards net zero

Intergovernmental Panel on Climate Change (IPCC) research shows that 3.6 billion people already live in areas highly susceptible to climate change. Adverse weather effects continue to grow. We have an obligation as a professional services company working across real estate, infrastructure and energy and natural resources to strengthen our environmental capabilities and create a holistic adaptation strategy to play our part in mitigating the climate crisis's. Inaction is not an option. Without mitigation, the climate crisis will have increasingly devastating environmental, social and economic consequences. That is why we incorporate services which aim to mitigate the worst effects of the climate crisis into our business strategy by providing market-leading sustainability and net-zero services.

Our efforts to date have allowed us to access new market opportunities and grow key partnerships that have strengthened our capability in the environmental space. In 2023, acting on the IPCC's warning about the increasing complexity of risk, we further improved our approach to climate risk management by adopting more robust risk assessment methodologies.

Our Task Force on Climate-related Financial Disclosures (TCFD) reports detailed our commitment to understanding and integrating climate risk into our risk management governance, processes and strategies. More detail can be found in the appendices of this report and in our [Environmental policy](#).

We have a clear action plan to reduce emissions and stay on a 1.5°C pathway over the long term which includes:

Transitioning to **100 percent renewable** energy by 2030.

Working towards **environmental accreditations** in all offices (eg. BREEAM / LEED) in the same period.

Reducing our business travel across air and rail annually by 8.7 percent per employee by 2025.

NewLeaf

Our internal net-zero strategy, NewLeaf, addresses our climate impact and is key to growing our business and service offerings with integrity. The strategy aligns with best practice released by the Science-Based Target Initiative (SBTi) which defines net zero as a reduction in absolute emissions of 90 percent against a baseline year. Like many businesses, we are therefore transforming our operations and tackling emissions from our supply chain, which represents 83 percent of our carbon footprint. We are currently seeking verification from the SBTi on our revised targets net zero by 2040.

In the last three years, our business has grown significantly both organically and through several major mergers and acquisitions. In addition, we continue to evolve our service offer, expanding into carbon-intensive markets and managing value chains on behalf of our clients. This has increased our property portfolio, expanded our global workforce, increased business travel and our procurement. Geopolitical events have also contributed to the increase of carbon factors. These have all contributed to an increase in our emissions since last year. In 2023–2024, we emitted 175,000 tCO₂e, an increase of 31 percent on FY22/23. The increase in business travel per full-time equivalent (FTE) has meant that our carbon intensity per FTE has risen by 3.9 percent.

This isn't the trajectory we want to be on and we are more galvanised than ever to transform our business for a low-carbon economy.

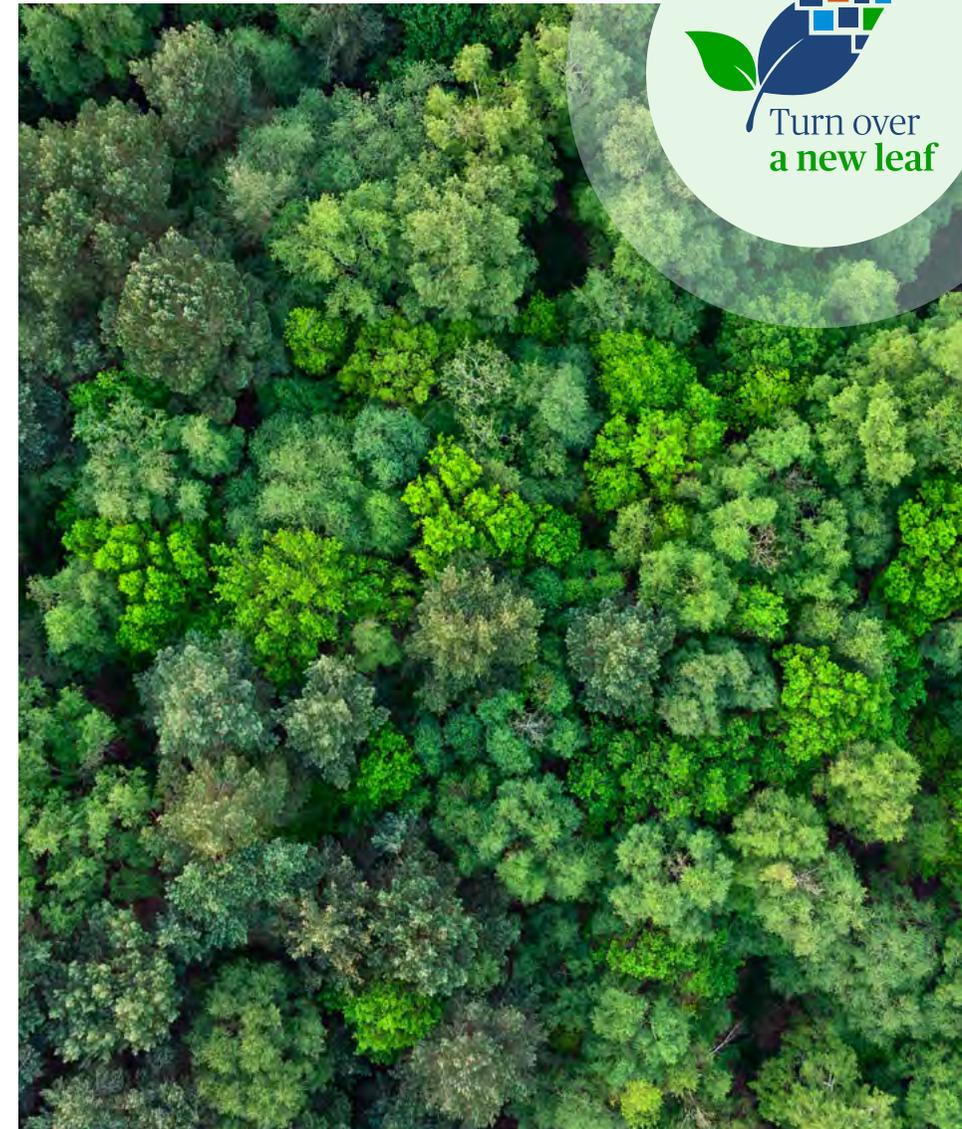
Where we have taken action, we have seen a reversal of emissions in several countries. All electricity consumption in our UK permanent offices is now matched with Renewable Energy Generation Obligation (or similar) certification. Furthermore, as we phase out our company

car scheme, emissions associated with mobile combustion will continue to fall. Finally, improvements in data quality and accuracy have resulted in a significant reduction in emissions from commuting and hybrid working across the globe.

We have seen improvements in our sustainability systems and disclosure scoring, and we have increased our EMS capability.

Eighty-three people across our global business undertake environmental reporting for one or more of our offices, which includes reporting on business travel, energy consumption, water consumption, waste generated in our operations, paper consumption and refrigerant emissions coming from cooling systems on site. This reporting is pivotal for the calculation of our carbon footprint, year-on-year, with frequent and regular reporting meaning we have stronger data for greenhouse gas accounting.

Both the environmental reporting champions and environmental regional leads work with colleagues on local green investments or behaviour change campaigns.



NewLeaf

Despite our commitment, we are a long way off meeting our net-zero goals. Over the year ahead, we will be focusing attention on four key workstreams, taking action on:

Offices:

Over the year, we will be doubling our efforts to work with our landlords on transitioning to renewable energy and invest in energy-efficiency measures worldwide.

1

Business travel:

We will be implementing new travel management systems and associated policies which encourage our people to consider greener modes of transport and deter unnecessary travel.

2

Sustainable procurement:

83 percent of our emissions come from our supply chain, so we will be working with key suppliers on accurate data capture and empowering our procurement teams to consider sustainability more consistently. See Governance section for more detail on our sustainable procurement plan.

3

Enabling activities:

We are investing in a new data collection system to improve our reporting accuracy and undertaking internal educational campaigns to encourage behaviour change.

4



As we continue to collaborate with CBRE on several joint initiatives affecting carbon emission reduction, we will report on updated net-zero targets in late 2024. Together, we have a significant opportunity to use each other's strengths to address our carbon footprints while working with our clients and suppliers on tangible pathways to net zero.

Effective environmental management

In 2023-2024, we scored a 'B' rating for environmental management from CDP (formerly the Carbon Disclosure Project). This score reflects our commitment to continuous improvement, placing Turner & Townsend in the top 32 percent of companies in the professional services sector and is a strong foundation from which to address our growing emissions. We also continue to grow the number of offices with ISO 14001: Environmental management system accreditations for our environmental management system worldwide. Today, 38 of our sites are certified.

In 2023, we published our carbon reduction plan, reaffirming our commitment to net zero and outlining our achievements.

View the plan [here](#).



Sustainability services

As we navigate the global challenges across our sectors, we are helping our clients transform cities, communities and industries by putting social, economic and environmental considerations at the heart of their strategies.

Our sustainability advisory services are driving rapid progress towards climate commitments across the public and private realm. Our growing sustainability practice is comprised of around 200 strategic and technical specialists who support our clients in their decarbonisation efforts and provide cross-sectoral expertise on sustainability. We provide expert advisory services to support and challenge clients on their strategies and implementation – from carbon accounting, Environmental, Social and Governance (ESG) reporting, and costing net zero through to sustainable procurement and major, national retrofit scheme delivery.

2023–2024 saw significant growth in our sustainability advisory services worldwide, particularly in Asia, the Middle East and the Americas. Quantifying social and environmental benefits alongside economic gains is vital if our clients are to demonstrate positive outcomes for communities and justify investment.

In 2024, we established a new strategic partnership with JUMBO Consulting Group, a global leader in procurement and contract management for offshore wind, to support our expansion in the clean energy sector. The combined team will be known as Turner & Townsend JUMBO, creating an end-to-end service offer for clients looking to develop projects in the offshore wind sector, as well as around energy islands, grid expansion and interconnectors. The agreement builds our capability in a fast-expanding market.

Our embodied carbon calculator tool enables clients to evaluate their projects' carbon footprint throughout the construction process, and allows the calculation of carbon and capital costs from the project's inception. The resulting data is used in our proprietary database for benchmarking and to inform best practice.



Exemplary sustainable projects

Developing sustainable aviation hubs

Heathrow Sustainable Procurement, UK

To help Heathrow deliver its sustainability targets we developed an innovative procurement tool that identifies supplier emissions and social value outcomes. The Heathrow 2.0 Balanced Scorecard is playing a vital role in driving improved results and helping achieve the airport's sustainability goals.

Clean energy master planning

Hydrogen Society Roadmap, South Africa

Since 2023, we have been working with the South African Government's Department of Science and Innovation (DSI) to support the implementation of its Hydrogen Society Roadmap. Our work involves optimising how DSI engages with stakeholders in the hydrogen value chain.

Supporting the global EV transition

AESC Douai Battery Gigafactory, France

We are providing a range of services to support the construction of AESC's lithium-ion battery gigafactory. Scheduled to open in 2024, the facility will significantly expand the company's manufacturing base in Europe.

Panasonic Project Kansas, USA

With some 2.5 million EVs currently operating in the United States, this number needs to increase twentyfold by 2030 to meet the country's net-zero targets. In this project we are supporting the construction of a new lithium-ion battery facility to add critical capacity to the US EV battery supply chain.

Ford BlueOval City/BlueOval SK Battery Park, USA

Supporting Ford in its development of an EV manufacturing facility with high sustainability credentials. The project is at the heart of the company's mission to accelerate the manufacture of zero-emission EVs at scale.



Exemplary sustainable projects

Delivering sustainable urban rail systems

City Rail Link, New Zealand

City Rail Link (CRL) in Auckland is New Zealand's first underground railway and the largest transport infrastructure project in the country's history. As cost managers, we provided cost control to this project, setting a new benchmark for delivering sustainable infrastructure.

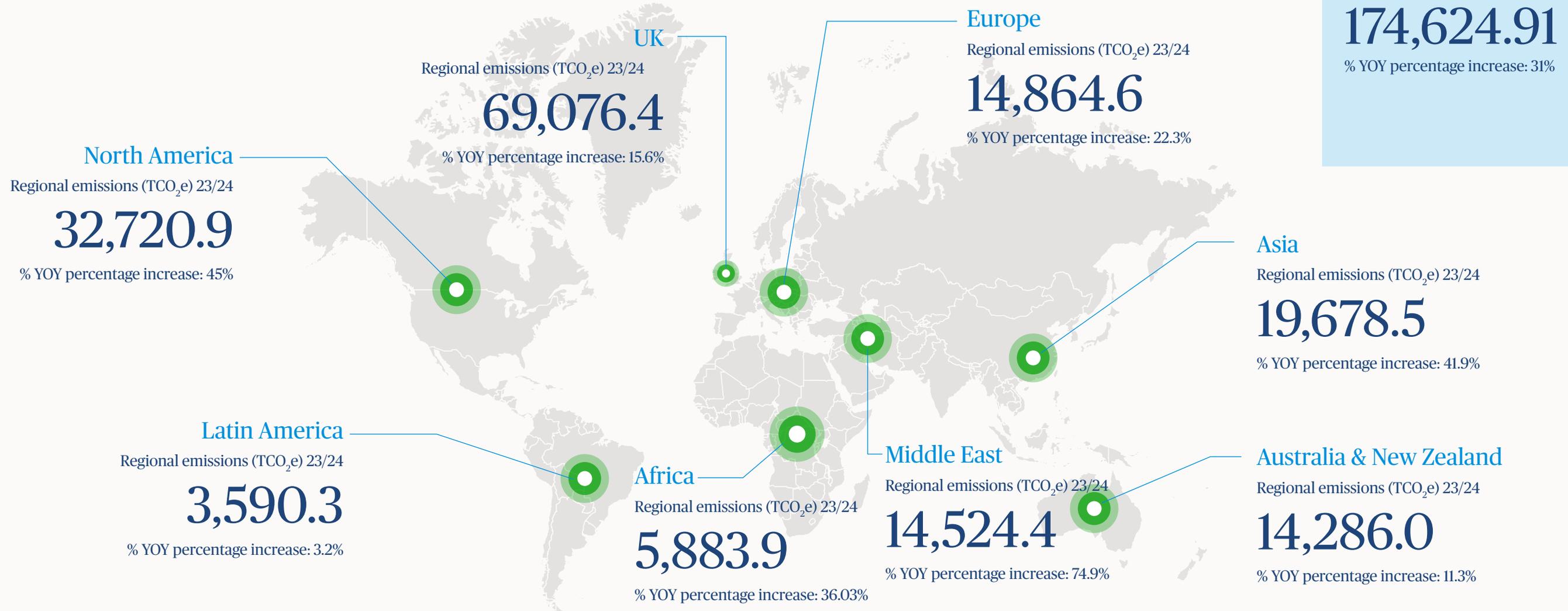


Trams to Newhaven, UK

Tasked with improving connectivity and reducing car use in Scotland's capital, the Trams to Newhaven project delivered a vital new sustainable transport option for Edinburgh. We provided a comprehensive range of services to deliver the £207m project.



FY 23/24 total emission footprint by region



Environmental KPIs

Environmental KPIs	2023/2024	2022/2023	2021/2022
Number of Offices certified to ISO 14001 Environmental Management System	38	38	33
CDP (formally known as carbon disclosure project) scoring	B	D	-B
Scope 1 emissions (metric tonnes CO ₂ e) ¹	352.4	961.18	970.44
Scope 2 emissions (metric tonnes CO ₂ e) ¹	3,604.03	4,789.13	3,696.58
Scope 3 emissions (metric tonnes CO ₂ e) ¹	170,668.49	132,483.93	99,510.31
Total emissions (metric tonnes CO ₂ e) ²	174,625	138,234.24	104,177.33
Total emissions (metric tons CO ₂ e) ¹ per employee	13.58	13.51	12.28
Energy intensity (metric tonnes CO ₂ e) ² per employee	0.61	0.55	0.54
Total renewable energy consumption Kwh (UK Only)	1,616,959	2,190,017	-
Total energy consumption Kwh	8,808,620	9,308,563	-
Emissions from business travel – air (km)	31,599,534	38,881,505.00	23,026,675.00
Emissions from business travel – road (km)	1,961,863	195,331.00	182,106.00
Emissions from business travel – rail (km)	6,727,222	5,008,543.00	3,332,336.00
% of offices (with more than 10 people) reporting environmental measures	62.0%	66.0%	-
Water consumption (litres)	26,689,997	222,000,000	25,164,280
Paper procured	119,745	-	-
Waste – recycled or reused (kg)	92,362	78,395	82,000
Waste – incineration with heat recovery (kg)	13,338	1,191	-
Waste – landfill (kg)	88,336	172,647	597

¹ Location-based emissions reflect the average emissions intensity of the grid on which energy consumption occurred. Market-based emissions reflect the emissions from electricity purchased (and chosen when available), derived from contractual instruments such as Guarantees of Origin, supplier-specific emissions rates or direct contracts with energy providers.

² CBRE embeds Scope 3.2 Capital Goods and Scope 3.4 Upstream Transportation emissions within Scope 3.1 Purchased Goods and Services

Social

Creating opportunity



Creating opportunity

“

2023-2024 was a watershed year. It began a vital phase in the company's growth as we implemented new interventions to prepare our business for further transformation. Driven by demand, our work on major programmes is set to grow substantially. We are one of the few companies in the world with the capability to be the trusted delivery partner for evermore complex, large and mega-scale projects, and that has major implications for the Human Resources space.

Our challenge is to ensure we can rapidly build expert teams to service that agenda.

Those teams need technical and cultural diversity to deliver a competitive advantage for our clients. Through our culture of inclusion we realise the value of diverse thinking. This enhances creativity and innovation, and it attracts and retains the best people around the world.

In this section, we outline the interventions we are making to attract, engage, develop and retain innovators who transform our clients' performance. It reports on our strategies, targets and accomplishments as we strive to create a truly diverse, equitable and inclusive company culture, where all feel valued and can thrive.

Our challenge is to ensure we can rapidly build expert teams to service that agenda.



Colm Coffey
Chief People Officer

Supporting our people

Inclusion is at the heart of our Purpose, and if we are to transform performance and create meaningful change in our industry, we must begin with ourselves. 2023-2024 began a vital new phase of interventions to prepare our business for expansion. At its simplest, it describes the process we are taking to help every one of our people feel comfortable and confident to be themselves. Where people feel they have a voice, feel they are listened to, are secure, and confident, and know they are supported, competitive advantage follows, this helps bring out the best in everyone.

In 2023–2024, we took significant action in making a step change in our commitment to inclusion, engaging everyone across our business to ensure everyone can understand their role in embedding inclusion and the everyday actions that will make the difference.

In November 2023, we delivered ten Partner workshops (98 percent attendance) followed by two Partner briefings (95 percent attendance). We then engaged our Director population in December 2023, delivering two Director keynote events (60 percent attendance) and launched 156 Inclusion Groups between Partners and Directors, gaining their commitment to collectively role model our values and behaviours every day, in every interaction.

Following this, 26 manager and all colleague interactive online events ran in March and April 2024. These provided an opportunity to hear the importance of inclusion and our progress to date from our our CEO and Chairman, as well as regional managing directors. Approximately 8,000 people joined an event – training 70 percent of our people globally. The events received excellent feedback with an average recommendation score of 8.0 out of 10.0.

In 2023–2024, the further embedding of inclusion in our operations directly influenced our procurement policies for major programmes and projects. Creating interventions to grow supplier diversity in our work in the United States, Australia and Africa are key initiatives that are significant for all our regions.

Our commitment has three fundamental pillars:

The need for a global standard

The minimum expectations we have for every employee, and that every employee can expect from a colleague, to build trust.

1

The need to bring out the best in everyone

Living our Values and behaviours by taking everyday action.

2

The need to ensure opportunity for all

Getting the structures, systems and measures in place at a global and regional level.

3

Equity, diversity and inclusion

We are committed to creating an environment where people of diverse backgrounds, cultures and life experiences succeed and thrive. We invest in equitable and inclusive practices for all our people. We encourage every employee to use their identity, their way of looking at the world - everything that makes them who they are - to help create brilliant solutions for our clients and partners, and to deliver on our purpose: to transform performance for a green, inclusive and productive world.

In 2023–2024, we employed 12,369 people across our global operations, an increase of 15.3 percent over the previous year. Our global employee community consists of 118 different nationalities. Gender balance across the global workforce is 34.7 percent female, with 22.6 percent of female colleagues at associate director level or above and 19.4 percent of our global boards made up of women. Our global gender parity target is 40 percent. Three of our eight regions are above this target. We are continuously reviewing and improving the way we attract and recruit to meet this target, for example, we set 50:50 gender targets for our popular early careers programmes to ensure we are building a more diverse pipeline of individuals progressing through our business.

Regional inclusion roadmaps are informed by a global set of principles that address inclusive leadership and progression, recruiting for diversity, and sustaining work environments where all our people feel confident, secure and supported. All our regions have equal opportunities policies.

We undertake employee training and leadership mentoring to enhance our equity, diversity and inclusion (ED&I) performance, and our employee networks regularly review and inform policy development and initiatives.

We do not tolerate harassment in any form and our Global Workplace Harassment and Bullying Prevention policy includes anti-harassment

training across all our jurisdictions. Anti-harassment training is also a mandatory requirement for employees in our Australia and North America regions. Our global labour and human rights policy outlines commitment to protecting and upholding the human rights of all our people and anyone involved in or affected by the provision of our services.

Our global engagement survey results showed a score of 8.2 for “People of all backgrounds have the same opportunities at Turner & Townsend”.

Our global engagement survey results showed a score of **8.2** for people of **all backgrounds** have the same opportunities at **Turner & Townsend**.



Narrowing the gender pay gap

We hold ourselves accountable against our female representation target of 40:60 female-male split by 2025.

In the UK, we have narrowed our gender pay gap for the seventh year running. Based on the reporting date of April 2024, there was a 1.1 percent decrease in our mean UK gender pay gap over the last year to 17.6 percent, and a 0.8 percent decrease in our median UK gender pay gap respectively to 16.1 percent.

Gender pay and bonus gaps continue to be driven by the disproportionate representation of women in senior roles – a challenge shared across our industry. Confident we have the correct strategy to address the issue, we continue to make year-on-year improvements in the proportion of women in the upper pay quartile.

We continue to review career pathways and seek to develop learning and development interventions that support women's career growth. Developing our future female leaders is a critical element of our Licence to Lead programme which targets global inclusive leadership development.

We have narrowed our UK gender pay gap for the seventh year running. Based on the reporting date of April 2024

There was a **1.1 percent decrease** in our mean UK gender pay gap over the last year to 17.6 percent ↓ **1.1%**

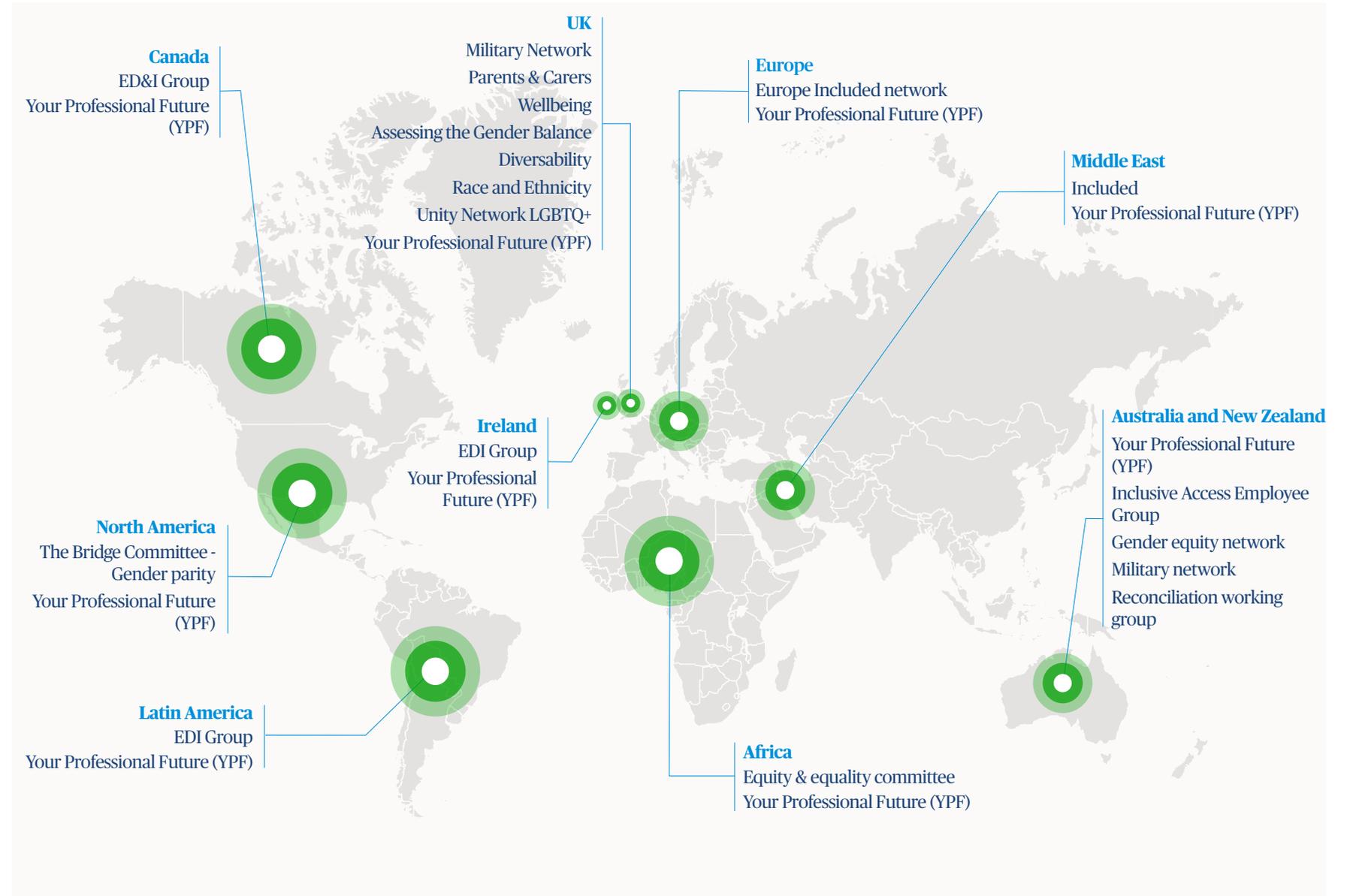
A **0.8 percent decrease** in our median UK gender pay gap respectively to 16.1 percent ↓ **0.8%**



Employee networks

As we strive to create a truly inclusive environment where everyone feels empowered, our online employee networks act as crucial tools in delivering this ambition. Comprising employees who identify with specific groups and communities, our networks enhance collaboration by sharing best practices, are social platforms, and encourage dialogue across our business.

Many of our most inspirational educational and awareness-raising events, talks and presentations are conceived and implemented through these networks. To date, those events have included promoting Pride, exploring mental health awareness, monitoring gender equity and celebrating black heritage. We celebrate International Women's Day globally across all regions.



Employee networks

The Your Professional Future (YPF) network helps employees in the early stages of their career, build relationships beyond their immediate team.

YPF works through task-based groups and encourages collaboration with global colleagues to explore how our industry can deliver better solutions. YPF initiatives have included developing social value charters with clients to improve major programme delivery, and creating a women in engineering panel that highlights career pathways and monitors inclusion issues.



“““

Involvement in the YPF is a springboard for personal and professional ascent within the business; it's one of the strongest and most valuable assets the organisation offers. It fosters connections with a multitude of talented peers across the world, offering invaluable guidance and helps propel individuals towards exciting growth opportunities including involvement in Board Directives. It's a catalyst for personal development, equipping individuals with a broader perspective and increased capabilities to help navigate the intricate landscape of Turner & Townsend as a business.

Kyra Gemmell
Consultant - YPF network



Our 'impressions' functionality was launched alongside the new behavioural framework in October 2021. It allows peer-to-peer and manager recognition of colleagues for demonstrating our behaviours. Colleagues have given over 11,300 impressions since launch, and 6,000 were provided in 2023-2024.

Growing our own talent

Our commitment to growing our own talent is also shown by our Board composition globally, with 66 percent having joined Turner & Townsend through our graduate development programme.

Our graduate and apprentice development programmes create a 'one business' approach, designed to build capability and support individuals into well-rounded, competent professionals with a breadth of experience. They also support external qualifications such as RICS, APM, ICE and CIOB and allow individuals to monitor and plan learning needs for progress as far, and as fast, as possible. 100 percent of graduates, apprentices and placements who join Turner & Townsend are enrolled onto a development programme.

Our global engagement survey results show a score of 7.4 for "I see a path for me to advance my career in our organisation".

Retaining our diverse talent is key and we have many programmes to support this. In North America and Canada, The Bridge is a programme focused on supporting and retaining talented women, whilst the Everwise Mentorship Program is an internal mentoring scheme open to all employees. In Australia, we launched our Female Future Leaders programme Accelerate, which offers a platform for professional development, personal growth and creating meaningful connections. Approximately 5 percent of our employees worldwide are subject to collective bargaining agreements.

Our Technical Training Academy (TTA) is a suite of e-learning and onsite technical training courses. Providing a base level of knowledge for employees to meet the requirements of their role, the courses go on to develop a deep understanding of client expectations, client-relationship skills, and the critical decision-making processes inherent to successfully delivering our services to projects and major programmes. Currently comprising 25 separate courses, the TTA was developed originally for UK staff but is being expanded globally.

Advance training platform

Designed for peer-to-peer and manager recognition of colleagues, our Advance training platform continues to be an important tool for online training and assessment across our workforce.

Over 214,000 hours of learning and development were accessed by our employees in 2023–2024, an average of 43 hours of training was accessed per employee, 854 people obtained professional qualifications, sponsored by Turner & Townsend.

Over
214k hours
of learning and development were
accessed by our employees in FY23/24

An average
43 hours
of learning and development were
accessed per employee

During FY23/24
854 people
obtained professional qualifications,
sponsored by Turner & Townsend in
Asia, ANZ, North America and the UK





Diversity in talent attraction

Promoting diversity in talent attraction is a key priority to support our Purpose. We utilise a global dashboard to ensure that we are measuring gender statistics and report to our quarterly Global People and Purpose Board. We have clear global recruitment process and policy documents covering both internal and external recruitment. Job descriptions use inclusive, non-discriminatory language and an online gender decoder is available to enable recruiters to ensure there is no gender bias in language used.

Whether external or internal, applications for specific roles will follow the same recruitment process to ensure a fair and consistent candidate experience. Hiring managers and interview panel members have the opportunity to attend recruitment process training and this is to be further strengthened by a global programme of inclusive interview training with an external provider.

Global welcome event

As our business continues to grow, it is more important than ever that people feel welcomed as part of the Turner & Townsend team from day one. In April 2024, we launched a new inclusive Global welcome event, transforming the way we welcome new joiners into the company. The online event is designed so new colleagues hear directly from our senior leaders and gain insight from colleagues across the global business.

The Global welcome event includes information on our Purpose, Vision, Values, how we work as a business, our commitment to inclusion, the transformative projects in our portfolio and the wealth of career opportunities available.

The interactive event enables new joiners to build networks across the business and ask questions to a live panel of Turner & Townsend colleagues from graduates through to Partners. Over 900 employees have joined an event since its launch in April 2024 with brilliant feedback. On average, participants score 4.5/5 when asked how useful they found the event and 4.7/5 when asked how confident they are that they've made the right choice joining Turner & Townsend.



“““

Probably the best induction introduction I have seen.”

New joiner, UK

The session was very well structured and covered all areas of interest.”

New joiner, Australia & New Zealand

I cherished getting to know Turner & Townsend on a deeper level, and the opportunity to join in and make a difference.”

New joiner, North America

Engagement

Valuing feedback: employee engagement

Understanding how our people feel about their work, workplace and our policies is vital. Our ability to listen and respond to what our people need is critical. Through our employee engagement surveys, conducted twice a year, we actively listen to our people and identify areas we need to improve. Using our engagement platform Peakon, every employee is encouraged to take part. All respondents' comments are anonymous and the survey is available in nine languages. In 2023-2024, 87 percent of our workforce took part, an increase of one per cent on the year before.

The questions we ask explore the many factors affecting our workforce and relate to the organisational culture they experience, their work environment, colleague relationships and career-development needs. After each survey, results are shared with all colleagues.

Our global engagement survey results tell us our people think we are doing the right things.

We score 7.8 against

“““

I'm inspired by the purpose and mission of our organisation.

Our engagement survey also tells us **our people feel confident in the delivery of the Purpose** rating us above other professional service companies for doing the right thing.



Performance management

In 2023-2024, every employee had the opportunity to review their own performance and growth against their goals, and in relation to Turner & Townsend's behaviours. 99 percent of our people took part in a performance and career review.

Our target remains for all our people to have an annual review which considers their performance against their goals and career aspirations. We will continue to focus on quality and frequency of coaching conversations and career development.

99%

of our people took part in a performance and career review.



Commitment to equal pay and benefits

Building capability and promoting our own talent is essential to our success. We recognise that a competitive pay and benefits package is a key part of our employee experience.

Our frameworks for salary reviews and promotions, all of which are moderated on a regional level and by our Global Reward Committee, ensure we are fair and equitable in pay and promotions decisions for all employees.

Every year we review our talent, identify high performers and shortlist internal promotion candidates. 1,777 individuals were promoted in 2023–2024, an increase of 700 on last financial year. We also promoted 189 of our people internally to Director level, this compares to 172 people recruited into Turner & Townsend at this level. Our diversity of promotions was female 37.1 percent and male 62.9 percent.

We offer benefits that are appropriate to the markets in which we operate, applying common global principles and standard core benefits where possible. This includes company-wide paid annual leave, paid public holidays, wellbeing support, employee assistance programmes and community volunteering opportunities. We provide paid parental leave and family-friendly policies across the world. All our regions have family-friendly working policies and flexible working. Turner & Townsend is committed to paying above the minimum wage in all relevant jurisdictions.

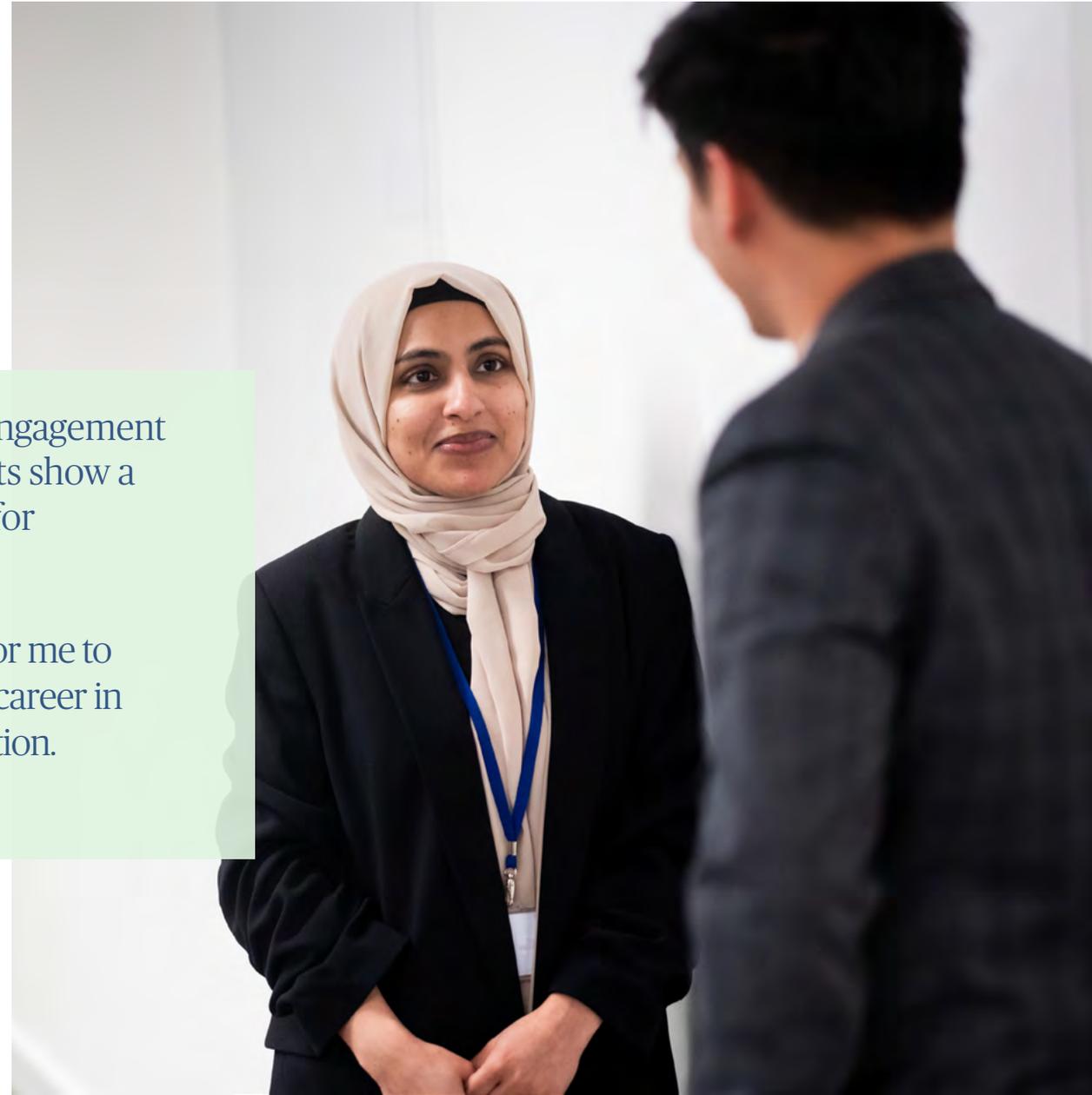
Our employees that hold a Director, Project Director or Associate Director position are also entitled to participate in the company's discretionary annual bonus scheme which is linked to both individual and company performance.

Our Reward Committee continues to provide governance regarding our Equity, diversity and inclusion ambitions, tracking the progress of gender in terms of salary reviews and Director and Associate Director bonus.

Our global engagement survey results show a score of **7.4** for

“““

I see a path for me to advance my career in our organisation.



Licence to Lead

Licence to Lead, our unique leadership development programme, is transforming our business. As we continue to grow our global workforce, we need leaders who can create and sustain an empowering working environment - a collaborative culture that celebrates our Purpose and Values - and who can build high-performance teams who will deliver exceptional results for our clients. Mentors who value and promote inclusion in every aspect of their work. Our Licence to Lead programme embeds our Values in our leaders and is a key enabler for our Purpose.

We want the best talent, and we want to bring together diverse skills and experiences to deliver our services. Our job as leaders is to create a working environment where this can happen.

By creating an inclusive culture where our people can thrive, we build a more equitable business. We also become an employer of choice, enabling us to attract and retain the best talent.

"It has been very satisfying over the past year to see Licence to Lead extend its reach. Some 1,500 of our top people worldwide have now taken part, and we're seeing that programme graduates are getting much better engagement scores from their teams than those yet to complete the programme.

"It's about changing behaviours, empowering managers to communicate with their teams in ways that deliver a high-performance mindset."

Colm Coffey
Chief People Officer

“““

It's about changing behaviours, empowering managers to communicate with their teams in ways that deliver a high-performance mindset.



Global: health and safety vision and mission

We are committed to continuously improving health and safety practices in all regions where we operate, and our global health and safety objectives are to:

- provide and maintain a safe and healthy working environment
- support a strong, positive corporate safety and wellbeing culture at every level of the business
- establish and maintain an effective and consistent approach to the management of health, safety and wellbeing for our people, in their working environment: whether that is working from home, on Client sites and/or travelling particularly to “new” geographical areas.

Underpinning our global policy statements are four pillars which in turn link clearly to our mission vision, standards and KPIs. These are:

Health, safety and security

Our mission:

- Identifying risks to our people - whether this emanates from their workplace and or capability to deliver their job.
- Promoting zero accidents/ deaths/ serious injuries (AFR = 0).
- Employing competent professionals to lead, advise and work with.
- To put in place and test local emergency plans to check efficacy.
- Safeguarding lone workers using people trackers/Staysafe app etc.
- Policies in place for anti-bribery, whistleblowing, and Third-Party Code of Conduct. Quarterly Peakon surveys allow for anonymous reporting.
- Providing a Wellbeing & Safety app to promote security as well as Health & Safety.

Construction

Our mission:

- Providing/maintaining a safe working environment for our people globally - regular office /office space inspections and for those working outside of our offices completing risk/ commission assessments.
- On non-Turner & Townsend sites agree site requirements with Clients.
- Making sure that those attending construction sites receive a level of awareness commensurate with risks associated with that environment and their service delivery, eg CSCS training for cardholders or equivalent/make sure that arrangements include being escorted as appropriate.
- Providing suitable PPE to facilitate compliance and safe working.

Wellbeing

Our mission:

- Our wellbeing strategy has three pillars: My Wellbeing, Supporting Others and My Support.
- Our commitment to inclusion encourages Directors to get involved in and support diversity & inclusion, CR opportunities, cultural customs and wellbeing events and have those difficult conversations with our people.
- Sharing information from our Cardinus assessments with our HR colleagues so that they can check that actions raised are not related to wellbeing issues.
- Employ early interventions - signposting to /sharing details for office MHFAs.
- Improve awareness of health and lifestyle issues through an Annual Wellbeing plan and a range of actions to raise awareness of wellbeing.

Travel

Our mission:

- Minimise the need to travel by supporting hybrid working, encouraging virtual meetings and providing a better functionality on Teams (facilitating several people working on the same document in real time).
- Travel bookings made through authorised agents only. Using the Vialto tool to both track where our people are/allowing people to communicate local information in real time.
- Monitor and measure work-related travel accidents and lost time.
- Use of Licence Check Ltd to check drivers are legally up to date.
- Revisiting our travel policy mindful of our frequent travellers and high mileage drivers.

Global health and safety: our approach

The health, safety and wellbeing of our people is a core principle at Turner & Townsend, and we are committed to continuously improving health & safety practices in all regions where we operate. We continue to require staff to complete our Cardinus [healthy working] assessments to ensure our colleagues have the equipment needed to work from home safely.

We require colleagues to complete a commission risk assessment for environments which are under the control of a third party, so that risks can be identified and mitigated. The risk assessment is shared directly with the clients. We have supported this process by putting in place a Project/Contract Execution Plan for all our commissions. We have now developed this into a CDA Tool which can be completed online and which therefore can be updated as the need arises and capture any new emerging risk.

We are a global business and this means working in a vast number of locations across the globe. The consideration of people risk continues to grow with our expanding business. We carry out checks on International SOS for any identified risks, before sending our people into new locations where our consideration for their protection is enhanced. Our people tracker allows us to share information with others who have already visited these new areas. This tracker is supplemented by a commission risk assessment which is being tailored to capture risks associated with global working.

The business is supported by a strong team of health, safety and environmental professionals and within region by dedicated H&S Representatives and BMS [business management system] Representatives, all of whom receive training. Nattasha Freeman, Global Lead for Health & Safety and BMS, holds monthly "round the world" calls with our Global and Regional Health & Safety Reps to discuss "emerging risks" and changes to local legislation which impact on operations/compliance.

Our global health, safety and wellbeing policy statement is reviewed and signed every 12 months by our CEO, communicated to all colleagues, displayed on all noticeboards, made available on our intranet and external website, and included in every bid submission. Our BSI 45001:2018 audits acknowledge that this is fit for purpose.



People, labour and human rights KPIs

People, labour and human rights KPIs	2023/2024	2022/2023	2021/2022
Number of people employed as of 30 April	12,368	10,731	8,458
Employees with formal objectives and regular performance reviews	99.0%	99.0%	98.0%
Employee engagement survey: response rate	87.0%	86.0%	85.0%
Employee engagement survey: average score (out of ten)	8.1	8.1	7.9
Employee turnover	15.0%	18.9%	20.0%
Employees by gender (% female)	34.7%	33.7%	33.7%
Associate Directors and above by gender (% female)	22.6%	21.0%	18.8%
% women within the organisation's board	19.0%	15.0%	14.0%
Number of different nationalities within the organisation	118	120	109
Employee engagement survey: average score (out of ten) when asking if our people of all backgrounds have the same opportunities at Turner & Townsend	8.2	8.2	-
Number of employees who received leadership skills development training through Licence to Lead	849	398	42 (pilot)
Average hours of training provided per employee	43	20	-
Number of employees who obtained professional qualifications, sponsored by Turner & Townsend	854	453	-
% of employees who received training on topics of child labour, forced labour and human trafficking, as required by contracts	92.0%	88.0%	86.0%
% of managers who received awareness training on ED&I	88.0%	33.0%	34.0%
Accident incident rate (AIR)	0	0	0
Accident frequency rate (AFR)	0	0	0
% of employees completed health and safety training	94.0%	94.0%	92.0%
Number of offices certified to ISO 45001: Occupational Health & Safety	32	31	-

Social

Supporting communities

Supporting communities

We encourage our people to personally engage with external initiatives related to sustainable development. Employees can take one workday a year to assist a local project of their choice. In the past year, our people delivered 21,341 hours of volunteering and supported 14,767 beneficiaries. In addition, we contributed £1,198,806 through employee and corporate donations.

As a people-focused business, in an industry that faces a significant skills gap, we have always prioritised education and employment for underrepresented groups. We focus on creating long-term impactful partnerships in our communities, particularly with schools, colleges and educational institutions, to help ensure that opportunities in our industry are open to all. As we grow in scale and influence, the opportunity for us to deliver long-term impact by breaking down barriers to success has never been greater.

We are passionate about increasing social mobility and creating opportunities for the next generation of industry leaders.

We recognise literacy's crucial role in helping close the attainment gap. In the UK, we are working with the National Literacy Trust to inspire a love of reading in children and specifically encourage involvement in STEM subjects (science, technology, engineering and mathematics). This year, we celebrated the delivery of 10,000 grants through our Education Fund in partnership with Action for Children. These grants help deprived families with school uniforms and equipment.

We manage book donation campaigns across our offices in Latin America and North America and engage with a programme that ensures books are printed and shipped sustainably to education institutions. In the UK and the Middle East, we work with the award-winning learning programme Design Engineer Construct, inviting young people to explore pathways into architecture, engineering and construction careers.

In Kenya, we continued our long-standing partnership with Builher and Heritage Home in delivering a mentoring programme for women wanting to gain accredited construction skills. In Australia and New Zealand, we began a long-term partnership with Habitat for Humanity International, uniting to develop social accommodation.



Indigenous Supplier Development Program

The Indigenous Supplier Development Program, sponsored by Turner & Townsend, HKA, LogiKal and Deloitte, is a joint initiative of the University of Sydney Business School and the NSW Indigenous Chamber of Commerce, designed to grow and strengthen the Indigenous business sector within construction and infrastructure.

The program blends academic rigour with cultural authenticity and is designed specifically to equip participating Indigenous business owners with essential communication, strategic and leadership skills to effectively pitch for and respond to procurement opportunities and engage within their markets more broadly.

Associate Director, APAC Inclusion & Corporate Responsibility, Therese Nitenius said of the programme:

“This program takes a sustainable approach to empowering and growing Indigenous businesses, leading to enhanced supply chain diversity and community benefits, ultimately driving systemic and transformational change for a better future. Through connection and collaboration between all parties involved, valuable opportunities have been created to establish and build mutually beneficial relationships in support of reconciliation, industry diversity and growth.”

Pro bono services

We offer pro bono services to charities, not-for-profits and community-related projects that improve the quality of people's lives. In 2023, our South Asia business provided procurement expertise in partnership with their client MakeMyTrip to enable the vital reconstruction of a bridge in the Indian state of Himachal Pradesh following devastating floods. In the same year, we saw our largest pro bono project ever undertaken in North America; the refurbishment of the YMCA's central Nashville property. In 2024, we are providing advisory services to Action for Children (UK) to help the organisation transition to net zero and support the charity's work in providing residential care homes for children. In 2023-2024 we provided 1,311 hours of pro bono.

In 2023-2024 we provided

1,311

hours of pro bono

Inspiring the Middle East's next generation of construction professionals

We have been partnering with the UK organisation Class Of Your Own (COYO) since 2015. COYO is a social business dedicated to inspiring young people to explore careers in the built environment by studying science, technology, engineering and mathematics (STEM).

COYO's flagship Design Engineer Construct (DEC) programme, operated in partnership with leading professional services companies and schools, has enabled hundreds of students to discover pathways into careers in the built environment. In the UK, Turner & Townsend has adopted four schools where the DEC programme is part of the curriculum, and in 2023 we extended our support to the UAE, where we are now working with Uptown International School in Dubai.

Part of the Taleem school network, 60 percent of Uptown's students are Emirati. In addition to supporting the DEC programme and wider curriculum at Uptown, Turner & Townsend teams host work experience weeks, mock interviews, 'day in the life of a professional' sessions, and many other types of engagement.



“““

As a leading employer in our industry, we recognise the critical role we play in attracting the next generation of talent. Through partnering with Class Of Your Own and Uptown International School, we aim to bring a wider, more diverse pool of people into successful careers in the built environment, both in the UAE and across the Middle East.

Adam Ralph
Country Manager - Dubai

“““

The opportunity to work with the world-class teams at Turner & Townsend is a game-changer for our students. Through this partnership, children across our entire school will be inspired to become future architects, designers, engineers and project managers.

Rob Commons
Uptown International School

Making the Difference Fund

In 2023-2024, we launched our global [Making the Difference Fund](#) to support causes aligned to the ethos of our business. Building on existing local and regional charitable partnerships, the Making the Difference Fund enhances our support for causes that cross borders and generate long-term collaborations.

The fund supports:

- **Social mobility:** unlocking opportunities for underrepresented groups
- **Disaster relief and recovery:** providing funds to support the long-term resilience of communities affected
- **Industry innovation:** resourcing new research that will help our industry meet tomorrow's challenges.

We are committed to the highest standards of openness, probity and accountability which is why the Fund is governed by the Making the Difference Fund Governing Committee, which consists of representatives across the global business who meet quarterly to review proposals, agree fund allocation and assess the progress of existing partnerships. This committee is chaired by Patricia Moore, UK Managing Director. The Fund is now financed solely by the business through donation of one percent of Turner & Townsend Partners LLP distributable profit on an annual basis

(each July). Turner & Townsend colleagues are invited to make applications to the fund to support causes which align with our fund aims. These applications are reviewed on a quarterly basis by the Making the Difference Fund Committee.

Training women to be solar engineers

In 2023, we began a three-year partnership with Barefoot College International. Our partnership focuses on the organisation's Solar Mama Programme which supports some of the most remote and impoverished communities in Guatemala and Senegal.

The programme trains women to assemble, install and maintain solar home lighting systems. This technical training is complemented by lessons on digital literacy, healthcare, civil rights and developing micro-enterprise management skills. Once training is complete, the graduates are employed by their communities as solar engineers.

The project has far-reaching impacts on the

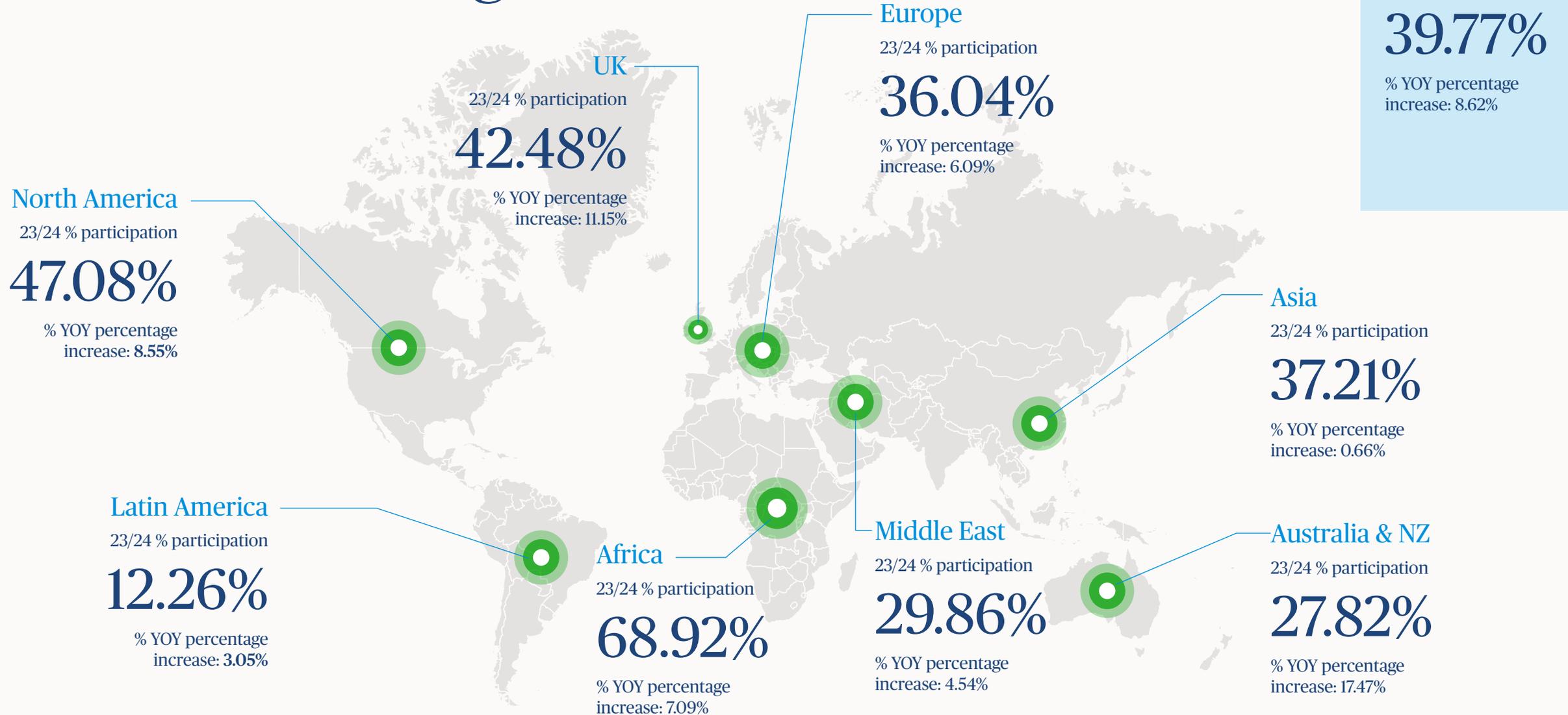
communities involved. It enables them to use reliable, renewable energy instead of fossil fuel-based energy. Moving away from fossil fuels gives the communities a host of benefits – not least improving air quality and avoiding domestic fires. Solar lighting also enables significant improvements in the communities' functioning beyond daylight hours – allowing families to prepare meals, children to study and adults to expand indoor labour activity.

Over the course of our partnership, our support will help in Barefoot College International's global aim of training 744 women to become solar engineers and the electrification of over 37,000 homes, benefitting approximately 300,000 people. To date, 24 women have graduated from our funded programme and 350 solar lighting systems have been installed. In 2024-2025, we will extend our partnership with Barefoot College International on a pro bono basis, leveraging our project management, procurement and digital expertise, to add further capability to its operations.



Solar Mamas install clean, sustainable energy for their communities and gain a sustainable income and financial independence.

Regional volunteering statistics



Community impact KPIs

Community impact KPIs	2023/2024	2022/2023	2021/2022
Community volunteer hours	21,341	13,929	8,399
Employee volunteer participation rate (%)	39.77%	31%	26%
Charitable corporate and employee fundraising donations (£000)	1,198,806	642,960	418,997
Pro bono project hours	1,311	827	242
Number of community partners	352	217	184
Number of people reached through our community programmes	32,736	8,147	9,112



Governance

Delivering integrity

Delivering integrity

Guided by our Purpose and Values, and aligned with United Nations Sustainable Development Goals, our governance policies allow us to deliver excellent outcomes for our stakeholders, including our clients. As evidence of our integrity and being a trusted partner, our client net promoter score for the reporting period 2023-2024 is 53.7 percent (on a scale of -100 percent to 100 percent). Our average client-care score has remained at 9.

Our Executive Committee is responsible for overseeing our Purpose, Values and Vision 2025 strategy. All related decision-making, including disclosed information, policy sign-off, and financial and strategic planning, occurs at this level. Corporate responsibility policies and strategies are governed by the Global People Board, comprising regional HR directors, business leaders and employees. The Board is chaired by our CEO and Chairman, Vincent Clancy.

The Board tracks performance against strategic outcomes. Regional Board Sponsors report across key CR topics at regional boards on a quarterly basis and control the implementation of the people and corporate responsibility strategies and report on progress. Regional board membership includes a NewLeaf representative responsible for delivering the region's roadmap to net-zero.

Our global net-zero strategy and updates from our environmental management system (EMS) are presented to Turner & Townsend's Board of Management by our Global Head of Business Services, Duncan McIndoe, who has overall management responsibility for our corporate responsibility agenda.

Community and environmental champions in our offices worldwide lead local net-zero initiatives and encourage colleague involvement. These champions play a central role in delivering net-zero impacts in their region, and each region has its own community and net-zero budgets to support local initiatives.



ESG disclosures reporting

In the past 12 months, we have built on our commitment to transparent reporting on environmental, social and governance matters. We welcome the growing national legislation of ESG disclosures most material to our business, and are responding to this by driving sustainable action and integrating environment, people and community needs into our business strategies. These metrics ensure ongoing transformation and strong governance around climate risk and resilience and environmental management.

Supported by a sustainability management system, we are taking bold actions to address the biggest challenges and impact areas. We comply with and publish transparent policies, reports, and updates in accordance with the following standards:

ISO 14001, ISO 9001 and ISO 45001	Task Force for Financial Disclosure (TCFD) & Climate-related Financial Disclosure (CFD)		Greenhouse Gas Protocol	Science Based Targets initiative (SBTi)
Carbon Disclosure Project (CDP)	EcoVadis	Gender Pay Gap Report	Modern slavery statement	United Nations Global Compact (UNGC)
Streamlined Energy and Carbon Reporting (SECR)	Privacy Policy	Health & Safety Policy	Other standards and requirements such as UK Government public procurement guidance	

Sustainable procurement programme

Turner & Townsend recognise our opportunity to extend real and positive social and environmental impacts beyond the boundaries of our own operations, through our relationships with our Supplier partners. To that end, we have developed a number of positions that express our expectations of supplier performance in the following areas:

- **Human Rights** in the supply chain
- **Labour Practices** in the supply chain
- **Modern Slavery** in the supply chain
- **Environmental Practices** in the supply chain
- **Anti-bribery and Corruption** in the supply chain
- **Gifts and Hospitality** in the supply chain
- **Information Security** in the supply chain

Our expectations apply to all suppliers with whom we have a commercial relationship for the provision of goods and services. This includes manufacturers, suppliers of branded goods, contractors, distributors, and any other entity supplying goods and services. Where local laws dictate any additional requirements, those will be applicable along with these expectations and we encourage suppliers to continuously improve their own operations in line with such. In cases where the supplier has adopted their own Code of Conduct, and we agree these are aligned with our position, we apply the principle of mutual recognition and accept the supplier's Code or Policy as the standard governing our ongoing relationship.

Implementation of these expectations is underpinned by four key themes:



We believe in the principle of proportionality, recognising that there is greater or lesser risk of non-conformance to our expectations determined by, for example, the degree of influence we have with suppliers, the extent of their own operations and their geographical location. Our sustainable procurement programme, therefore, adopts a risk-based approach where we reserve the right to monitor supplier compliance through a combination of self-assessments, due diligence reviews, worker voice programmes or audits. While one of our key themes is that of supply chain intervention, where necessary our ultimate sanction is to terminate our relationship with suppliers.

Risk management:

Our ethics and corporate compliance programmes

We are committed to operating with the highest levels of integrity and have implemented ethics and corporate compliance programmes designed to address key areas of risk. This includes (but is not limited to) ethics and compliance frameworks in relation to:

- **Anti-bribery and corruption** – setting out our zero-tolerance approach to bribery and corruption
- **Conflicts of interest** – describing our approach to understanding, assessing and mitigating or avoiding conflicts of interest
- **Gifts and hospitality** – establishing acceptable gifts and hospitality and internal governance requirements
- **Whistleblowing, speak up and investigations** – describing our speak up culture, how concerns can be raised both internally and externally, and our commitment to the investigation of concerns alongside our zero-tolerance approach to retaliation
- **Third-party risk management** – setting out the conduct and expectations for third parties we engage with
- **Other financial integrity areas** – such as our approach to prevent tax evasion fraud.

In 2024, we also launched to all our people a revised Code of conduct, which sets out a holistic view of expectations we have for our employees and third parties to support building trust with our people, our communities and our clients. View our code of conduct [policy here](#). This includes content across the business on a broad range of subject areas and provides a globally consistent communication of minimum standards of conduct that apply to all our people.

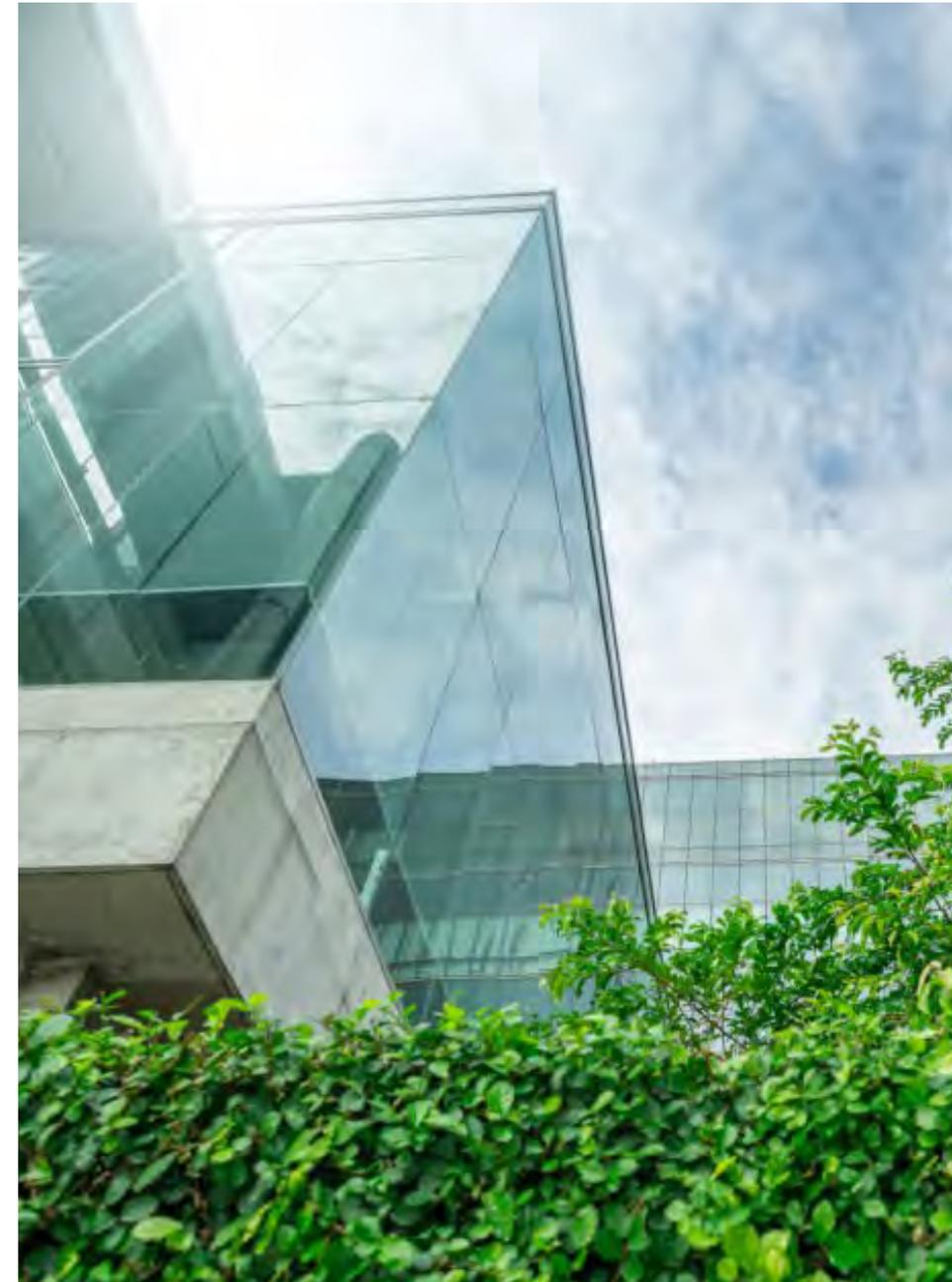
All our people are required to undertake new starter and refresher training on areas related to our ethics and corporate compliance programmes. Additionally, our people are required to complete an annual declaration to confirm their commitment to following the requirements of key policies, as well as giving the opportunity to disclose concerns or potential conflicts of interest. Our speak up reporting includes access to Safecall, an independent speak up provider, where reports can be made online, by email and by telephone across more than 150 countries. Reports can be made by anyone, including third parties, and can be made anonymously if the reporter wishes to do so.



Governance KPIs

Business ethics KPIs	2023/2024	2022/2023	2021/2022
Average client care score (out of 10)	9	9	9
Net promoter score	53.7%	54.1%	53.0%
% employees who completed anti-bribery and corruption training	94.5%	93.0%	92.0%
Employee engagement survey: average score (out of ten) when asking people whether they are satisfied with the actions Turner & Townsend is taking to be socially responsible	8	8	8
Number of Ethics and Compliance reports to Risk Management (incorporating whistleblowing reports)	22*	6	3
% of employees trained on Cyber security	93.0%	92.0%	-
EcoVadis score (out of 100)	61	50	47
Number of offices certified to ISO 9001	53	53	50

* the scope of reports required to be shared with RM was expanded in 23/24





Looking forward

Looking forward

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The next five years are crucial. It is a period that will define the extent to which United Nations Sustainable Development Goals (SDGs), material to our industry, have been achieved by 2030.

The core of our vision continues to be the opportunity to create a better industry which can help solve some of the biggest issues faced by society. Our ESG strategy is an integral part of achieving this vision, and we will grow our ambitions with investments in our priority areas. These areas include a focus on supplier diversity, sustainable procurement, our Making the Difference Fund and our net-zero roadmap. We recognise and welcome the increased scrutiny that ESG legislation is providing across the globe to businesses worldwide. Through continuously working with our stakeholders, realising the impact that we can have and developing the areas most material to our business, we can meet these challenges.

Aligning our strategy to ESG, gives us an opportunity to better communicate our impact and collaborate with others for meaningful change. Over the coming year, we will be looking at how we can build on these great ESG foundations, using its scale and influence to help our industry transform. Together, we can solve so many societal and environmental challenges, helping the achievement of the UNSDGs, whose realisation is only five years away.

Environment



Social



Governance



Lydia Parnell, Director
Global Corporate Responsibility

Appendices

TCFD 2023 Report: risks, opportunities and action points

The Task Force on Climate-related Financial Disclosures (TCFD) framework provides information to investors on how companies plan to mitigate the risks of climate change, and improves the reporting of climate-related financial information. Since our first TCFD report in 2022, we have reviewed our operations under the four pillars of TCFD, redefining our overall governance, strategy and how our risks and opportunities are managed.

Code	TCFD recommended disclosures	Progress
Governance		
TCFD 1(a)	Describe the board’s oversights of climate-related risks and opportunities	<p>Executive Committee is responsible for overseeing our Purpose, Values and Vision 2025; these have formed the basis of all decision-making. An Executive Sponsor has been appointed with overall sight of our environmental strategy globally.</p> <p>Risks and opportunities are escalated and reviewed, including climate-related risks to the Operations Board which meets quarterly.</p> <p>The Risk, Assurance and ABC Committee oversees reporting on the Enterprise Risk Management framework (ERM), incorporating the implementation of management actions to address risks and ensure that they are being suitably managed by the appropriate owners.</p> <p>The Risk Management team supports our regions in their identification and management of the physical and transition risks they face.</p>
TCFD 1(b)	Describe management’s role in assessing and managing climate-related risks and opportunities	<p>The Management Board is held on a quarterly basis and has key decision-making responsibilities, including those related to climate-related risks and opportunities.</p> <p>The Divisional Board is responsible for delivering against corporate objectives locally. Each regional and country board sponsor is responsible for delivering their local roadmap to net zero with clear KPIs and interim targets which drive Turner & Townsend’s service offering and climate risks at a local level.</p> <p>The Global Head of Business Services is responsible for the climate-related risks and opportunities of the company in relation to our facilities, our people, corporate responsibility, IT, digital and risk management.</p> <p>The Global Corporate Responsibility (CR) team manages enterprise-wide climate-related matters. The CR team is instrumental in supporting all workstreams that identify climate-related risks and helps produce our Task force on Climate-related Financial Disclosure (TCFD). This team coordinates with risk and finance functions to strengthen implementation of TCFD guidance into business processes.</p>

Code	TCFD recommended disclosures	Progress
Strategy		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over short, medium and long term	<p>Our research and analysis on climate-related financial disclosures has been undertaken at a group level, and through collaboration with our global regions. In our analysis, we have observed common transition risk trends within our global portfolio.</p> <p>Transition risks</p> <ul style="list-style-type: none"> ■ Uncertainty through market signals. ■ Turner & Townsend currently operates in markets that are constantly evolving in an abrupt and unpredictable way. ■ Disruptions in these markets, including economic instability or geopolitical unrest. ■ These disruptions can negatively impact our business by inhibiting our ability to deliver our services effectively, creating supply-chain shortages or shifts in the demands for our services. <p>Our analysis using a global approach shows uncertainty through market signals having a medium risk in the short term.</p> <p>Environmental reporting obligations</p> <ul style="list-style-type: none"> ■ Turner & Townsend is currently subject to several climate change-related legislations, including SECR (UK). ■ There is a risk that Turner & Townsend will continue to fall under additional environmental reporting requirements, requiring more resources to meet them. ■ Failing to monitor developments in the reporting landscape, reviewing their impact on our business and our ability to meet these reporting obligations, could lead to additional costs, including financial penalties. <p>Our analysis using a global approach shows environmental reporting obligations having a medium risk in the medium term.</p> <p>Substitution of existing products and services with lower emissions options</p> <ul style="list-style-type: none"> ■ The substitution of current products, services and inputs (such as raw materials and energy) with lower-emission alternatives carries the risk of operational disruptions and supply-chain complexities. ■ There is a risk that Turner & Townsend and its suppliers will be required to reduce carbon emissions, especially scope 3 emissions, to avoid the loss of existing/potential clients. ■ Due to regulatory policies or shifts in consumer demand to sustainable alternatives, our business will be at risk because of increased demand for lower-emission products, leading to higher capital and operating costs. <p>Our analysis using a global approach shows substitution of existing products having a high risk in the long term.</p> <p>Transitional opportunities:</p> <p>Development / expansion of climate adaptation services</p> <ul style="list-style-type: none"> ■ In line with our Vision 2025, we continue to expand our sustainability and net-zero advisory services, building centres of excellence globally by investing in talent across multiple markets and tailoring our offer to meet local challenges and priorities. ■ Support our clients to implement sustainable construction practices that reduce carbon emissions, mitigate risks associated with non-compliance or inadequate carbon reduction efforts, and regularly review and update our clients’ carbon-reduction strategies based on changing regulations and advancements in sustainable technologies. <p>Expand our presence in existing markets / with existing clients by providing wider variety of services</p> <ul style="list-style-type: none"> ■ We are building climate resilience into our infrastructure proposition worldwide and are increasingly working with our energy and natural resources clients on their low-carbon energy transition through decarbonisation of energy infrastructure, renewables and extraction of essential materials for green technology. <p>Decarbonise delivery of our services</p> <ul style="list-style-type: none"> ■ We recognise and actively address our contribution within the value chain by looking to reduce our overall environmental impact and emissions through our service offering aligned to our NewLeaf ambitions. This manifests in a range of ways from reducing business travel to implementing sustainable procurement practices.

Code	TCFD recommended disclosures	Progress
TCFD 2(a) continued	Describe the climate-related risks and opportunities the organisation has identified over short, medium and long term	<p>Physical risks Using the most recently available climate data and hazard mapping tools, the following physical risk hazards were identified as most material to our people, assets and supply chain globally, over the short and long term.</p> <p>Flooding</p> <ul style="list-style-type: none"> Fluvial (river flooding) and pluvial (rain-induced flooding). Due to climate change, the frequency and intensity of flood events will increase in many regions. Heavy rainfall can overwhelm drainage systems and with increasing urbanisation, there has been a rise in impermeable surfaces which can exacerbate flood events. <p>Our analysis using a global approach shows flooding having a medium risk in the long term.</p> <p>Heat stress</p> <ul style="list-style-type: none"> Recently, different regions have been experiencing much hotter, including the occurrence of three consecutive ‘tropical nights’ (temperature above 20°C), which will become more frequent over time. Heat stress events can be exacerbated in the locations of our offices due to the urban heat island effect. Furthermore, the relationship between heat stress and other ‘dry’ hazards (droughts and wildfires) can compound the impacts of heat stress, leading to widespread and prolonged disruption. <p>Our analysis using a global approach shows heat stress having a medium risk in the long term.</p> <p>Storm and wind events</p> <ul style="list-style-type: none"> Climate change is causing higher temperatures, increasing air moisture, which can lead to more extreme storm and wind events. <p>Our analysis using a global approach shows storm and wind events having a medium risk in the long term.</p> <p>Physical risks: adaptation measures</p> <p>Flooding</p> <ul style="list-style-type: none"> Review asset locations to ensure climate resilience. Encouraging flexible working can ensure that if flooding does occur, employees are able to work from home. By updating the company’s health and safety policies it ensures that they will be more prepared if flooding does occur. <p>Heat stress</p> <ul style="list-style-type: none"> Review asset locations for climate resilience and explore relocation opportunities. Assess HVAC systems. Promote flexible working. Develop business continuity plans. Establish a heat alert programme and adhere to sustainability guidelines like LEED which can help decarbonise and develop green buildings which can adapt better to heat stress. <p>Storm and wind events</p> <ul style="list-style-type: none"> Review asset locations for climate resilience and explore relocation opportunities. Encourage flexible working to adapt to changing conditions. Develop a business continuity plan that considers potential impacts of storms and wind events on operations. Evaluate workers’ health and safety, productivity and social welfare in the context of storm-related risks. Additionally, the company can regularly review health and safety policies, including building evacuation procedures. There is an opportunity to establish a weather alert programme connected to local services for timely warnings.

Code	TCFD recommended disclosures	Progress
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	<p>Since Turner & Townsend launched its NewLeaf strategy in 2021, the business has changed dramatically; including strong year-on-year growth, development of new sustainable service offerings from acquisitions, asset transfers, and expanded department capabilities across our global portfolio. We have managed this significant impact on our carbon footprint and increase in greenhouse gas (GHG) emissions through our business management system and reporting and disclosures cadence. This year, we took an important step to update our net-zero strategy. Our sustainability strategy and detailed roadmap to 2040, which includes a more holistic target for the short, medium and long term, adheres to the UN-backed Science Based Targets initiative (SBTi) standards and follows guidance from the IPCC.</p> <p>We align with TCFD guidance which maintains that a company should provide a transparent, clear description of the resilience of our company's climate strategy, taking into consideration different climate-related scenarios.</p> <p>Using the TCFD methodology, we identify opportunities to respond to climate risk, and to strategically align these actions with our NewLeaf sustainability strategy and net-zero ambitions.</p> <p>Our leading sustainability practice is comprised of strategic and technical specialists who support our clients in their decarbonisation efforts and provide cross-sectoral expertise on sustainability. Our advisory services have grown into a mature and capable market-leading team of nearly 200, supported by our investment strategy and business growth. We work across all sectors, in both the public and private arenas, to tackle new challenges, such as disclosure requirements, scope 3 emissions, decarbonising supply chains, as well as long-term sustainability roadmaps and funding.</p> <p>Our global team continues to develop some of the world's most exciting, complex and purposeful programmes. Through our work we aim to be at the centre of the world's clean energy and decarbonisation transition, whilst sustainably managing our natural resources to enable security and social prosperity. Our strategy is to mitigate the worst effects of the climate crisis and incorporate resilience into our operations, supply chain and our work with clients across the globe.</p>
TCFD 2(c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 degrees or lower scenario	<p>Our net-zero strategy, NewLeaf, addresses our goals through targets, actions, management and collective responsibility for reduction of our total greenhouse gases (GHG) emissions. We have made significant updates to our corporate policies around environment, supply chain and sustainable procurement. These updates will allow us to improve management of environmental and climate-related information at every level of our business.</p> <p>The CR and Risk teams have a robust understanding of our global operations, service offer and future ambitions, and they have taken a global approach to identifying our risks and opportunities related to climate change. We identify opportunities to respond to climate risk, and to strategically align these actions with our NewLeaf sustainability strategy and net-zero ambitions.</p>
Risk management		
TCFD 3(a)	Describe the organisation's process for identifying and assessing climate-related risks	<p>Our methodology is underpinned by an extensive, stratified review and analysis process. Physical risks were assessed against each scenario using a combination of quantitative and qualitative sources, including publicly available and regionally appropriate open-source climate data, such as the UK's Met Office climate projections, supported by journalistic reports on climatic events. Transition risks were assessed against each scenario by several well-placed, internal subject matter experts combining regional research – such as existing and emerging regulatory requirements – with their deep knowledge of our business and operations.</p> <p>We define 'transition risk' as any risk associated with the pace and extent at which an organisation manages and adapts to the internal and external pace of change to reduce greenhouse gas emissions and transition to renewable energy.</p> <p>We define 'physical risk' as any risk arising from the physical effect of climate change and environmental degradation, including weather-related events (such as floods) and chronic risks (such as temperature increase or sea-level rise).</p> <p>We have taken a global approach to identifying our physical and transition risks and opportunities related to climate change. The impact on Turner & Townsend and our clients will vary due to factors such as market sector and geographical considerations. Our global approach is to assess risk for three major regions: UK, North America and Europe. These regions represent the majority of our global business operations. We review our methodology and risks regularly, adjusting our approach and the scope of our assessment where required. This has been undertaken by the CR and Risk teams who have a robust understanding of our global operations, service offer and future ambitions.</p>

Code	TCFD recommended disclosures	Progress
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks	<p>We aim to continuously embed the analysis and mitigation of climate risks into our risk management approach. Our ability to conduct this analysis showcases our own commitment to embedding climate resilience into the business, and our ability to do the same for our clients.</p> <p>Our sustainability advisory team has highlighted areas of potential risk to our built assets and the transition risks arising from possible changes to our current global economic context. Through completing this annual exercise of identifying transition and physical risks to our business, we have also identified opportunities to respond to these risks and make improvements to our operations at regional levels.</p>
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	<p>We aim to continuously embed the analysis and mitigation of environmental risks into our risk management approach. Material risks have been added to the global risk register and are reviewed with both regional managing directors in the management board and the executive board as outlined in our governance structure above. Our ability to conduct this analysis showcases our own commitment to embedding resilience into the business, and our ability to do the same for our clients.</p> <p>For example:</p> <p>We have secured ISO 14001 accreditations for 38 of our offices across the globe, and we are committed to improving all offices to these standards over time; certifying all offices by 2040. This requires us to have effective governance and environmental risk management at a local level, supported by metrics and targets and clear actions to address our emissions, waste, water and resource consumption. All decisions to mitigate climate-related risks are implemented into our risk management approach, and as part of our ISO 14001-certified environmental management system.</p> <p>Each office is required to understand and complete an environmental risk register which focuses predominantly on physical risks. In addition, we have linked our credit facility to ESG targets and will be continually reviewing our governance climate risk management at a national and international level as our business scales.</p>
Metrics and Targets		
TCFD 4(a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	<p>The following metrics are included throughout this report:</p> <ul style="list-style-type: none"> ■ Number of offices certified to ISO 14001 Environmental Management System ■ Scope 1, 2 and 3 emissions ■ Total emissions ■ Total emissions per employee ■ CDP ■ Energy intensity per employee ■ Emissions from business travel – air, road and rail ■ percent of offices (with more than 10 people) reporting environmental measures ■ Water consumption (litres) ■ Paper procured ■ Waste – recycled or reused ■ Waste – incineration with heat recovery ■ Waste – landfill
TCFD 4(b)	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and related risks	Scopes 1, 2 and 3 GHG emissions are disclosed in the Environmental section of this report.

Code	TCFD recommended disclosures	Progress
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	<p>To reflect changes in our environmental strategy, as well as significant growth of the wider business, and in accordance with SBTi guidance, we have updated our baseline year from FY 2018/19 to FY 2021/2022. Our FY 2021/22 baseline year includes a precise assessment of our GHG Inventory and recalibrated emissions' profile. Additionally, we are assessing the net-zero commitments and carbon footprint of our acquisitions. We have developed our NewLeaf strategy and a detailed roadmap to 2040, which includes a more holistic approach for short, mid and long-term targets.</p> <p>Our updated strategy to achieve net zero adheres to the UN-backed SBTi standards and follows guidance from the Intergovernmental Panel on Climate Change (IPCC). Our net-zero building blocks remain:</p> <ul style="list-style-type: none"> ■ Fifty percent reduction in scope 1 and 2 by 2030 ■ transition to 100 percent renewable electricity by 2030 as absolute target ■ Ninety percent reduction in each scope by 2040 <p>For scope 3 emissions, we are taking tangible steps to address each category through our detailed roadmap, recognising the evolving nature of supply chain standards and sustainability regulation. Our aim is that our scope 1, 2 and 3 targets deliver net zero in operations by 2040, including the use of carbon offsets for the final 10 percent, in line with current SBTi guidance.</p>

The Ten Principles of the United Nations Global Compact

Principle		Section	Sub section
Human rights			
1	Businesses should support and respect the protection of internationally proclaimed human rights	Introduction	Introduction
2	Businesses should make sure that they are not complicit in human rights abuses	Governance: Delivering integrity	Our ethics and corporate compliance programmes
Labour			
3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Social: Creating opportunity	Advance training platform
4	Businesses should uphold the elimination of all forms of forced and compulsory labour	Governance: Delivering integrity	Our ethics and corporate compliance programmes
5	Businesses should uphold the effective abolition of child labour	Governance: Delivering integrity	Our ethics and corporate compliance programmes
6	Businesses should uphold the elimination of discrimination in respect of employment and occupation	Social: Creating opportunity	
Environment			
7	Businesses should support a precautionary approach to environmental challenges	Environmental: Driving towards net zero	Driving towards net zero
8	Businesses should undertake initiatives to promote greater environmental responsibility	Environmental: Driving towards net zero	New Leaf
9	Businesses should encourage the development of diffusion of environmentally friendly technologies	Environmental: Driving towards net zero	Sustainability services
Anti-Corruption			
10	Business should work against corruption in all its forms, including extortion and bribery	Governance: Delivering integrity	Our ethics and corporate compliance programmes

Office certifications overview

Location: region	Location: country	Location: city	Quality Management Certification: ISO 9001	Start year (QAL)	Year of expiry (QAL)	Environmental Certification: ISO 14001	Start year (ENV)	Year of expiry (ENV)	Labour Certification: ISO 45001	Start year (LAB)	Year of expiry (LAB)	Ethics Certification: Cyber Essentials Plus	Start year (ETH)	Year of expiry (ETH)
Africa	Botswana	Gaborone	Yes	2023	2026	Yes	2022	2025	Yes	2022	2025	Yes	2023	2024
Africa	Kenya	Nairobi	Yes	2023	2026							Yes	2023	2024
Africa	Mauritius	Port Louis										Yes	2023	2024
Africa	Mozambique	Maputo										Yes	2023	2024
Africa	Nigeria	Lagos										Yes	2023	2024
Africa	Rwanda	Kigali										Yes	2023	2024
Africa	South Africa	Cape Town	Yes	2023	2026	Yes	2022	2025	Yes	2022	2025	Yes	2023	2024
Africa	South Africa	Durban	Yes	2023	2026	Yes	2022	2025	Yes	2022	2025	Yes	2023	2024
Africa	South Africa	Johannesburg	Yes	2023	2026	Yes	2022	2025	Yes	2022	2025	Yes	2023	2024
Africa	South Africa	Sandton										Yes	2023	2024
Africa	Tanzania	Dar es Salaam										Yes	2023	2024
Africa	Uganda	Kampala	Yes	2023	2026	Yes	2022	2025				Yes	2023	2024
Africa	Zambia	Harare										Yes	2023	2024
Africa	Zambia	Lusaka										Yes	2023	2024
Asia	China	Beijing				Yes	2023	2026				Yes	2023	2024
Asia	China	Shanghai Chaoyang District	Yes	2023	2026	Yes	2023	2026				Yes	2023	2024
Asia	China	Shanghai Jing'an District	Yes	2023	2026	Yes	2023	2026				Yes	2023	2024
Asia	China	Shenzhen										Yes	2023	2024
Asia	Hong Kong	Hong Kong										Yes	2023	2024
Asia	India	Bangalore	Yes	2023	2026	Yes	2024	2027				Yes	2023	2024
Asia	India	Gurgaon	Yes	2023	2026	Yes	2024	2027				Yes	2023	2024
Asia	India	Mumbai	Yes	2023	2026	Yes	2024	2027				Yes	2023	2024
Asia	Indonesia	Jakarta										Yes	2023	2024

Location: region	Location: country	Location: city	Quality Management Certification: ISO 9001	Start year (QAL)	Year of expiry (QAL)	Environmental Certification: ISO 14001	Start year (ENV)	Year of expiry (ENV)	Labour Certification: ISO 45001	Start year (LAB)	Year of expiry (LAB)	Ethics Certification: Cyber Essentials Plus	Start year (ETH)	Year of expiry (ETH)
Asia	Japan	Tokyo	Yes	2023	2026							Yes	2023	2024
Asia	Macau	Macau										Yes	2023	2024
Asia	Malaysia	Kuala Lumpur	Yes	2023	2026							Yes	2023	2024
Asia	Malaysia	Selangor										Yes	2023	2024
Asia	Philippines	Makati City										Yes	2023	2024
Asia	Singapore	Singapore	Yes	2023	2026							Yes	2023	2024
Asia	South Korea	Seoul										Yes	2023	2024
Asia	Taiwan	Taipei										Yes	2023	2024
Asia	Vietnam	Ho Chi Minh										Yes	2023	2024
Australia	Australia	Adelaide	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Brisbane	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Bundall	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Cairns	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Canberra	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Melbourne	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Perth	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Stuart Park	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Sydney	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	Australia	Townsville	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	New Zealand	Auckland	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Australia	New Zealand	Christchurch	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Europe	Austria	Vienna										Yes	2023	2024
Europe	Denmark	Herlev										Yes	2023	2024
Europe	France	Paris	Yes	2023	2026							Yes	2023	2024
Europe	Germany	Frankfurt										Yes	2023	2024
Europe	Germany	Munich	Yes	2023	2026							Yes	2023	2024
Europe	Ireland	Dublin	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024

Location: region	Location: country	Location: city	Quality Management Certification: ISO 9001	Start year (QAL)	Year of expiry (QAL)	Environmental Certification: ISO 14001	Start year (ENV)	Year of expiry (ENV)	Labour Certification: ISO 45001	Start year (LAB)	Year of expiry (LAB)	Ethics Certification: Cyber Essentials Plus	Start year (ETH)	Year of expiry (ETH)
Europe	Italy	Milan										Yes	2023	2024
Europe	Kazakhstan	Almaty										Yes	2023	2024
Europe	Netherlands	Amsterdam	Yes	2023	2026				Yes	2023	2026	Yes	2023	2024
Europe	Netherlands	The Hague										Yes	2023	2024
Europe	Norway	Stavanger										Yes	2023	2024
Europe	Poland	Warsaw										Yes	2023	2024
Europe	Spain	Madrid										Yes	2023	2024
Europe	Sweden	Stockholm										Yes	2023	2024
Europe	Switzerland	Basel										Yes	2023	2024
Europe	Türkiye	Istanbul										Yes	2023	2024
Latin America	Argentina	Buenos Aires										Yes	2023	2024
Latin America	Brazil	São Paulo										Yes	2023	2024
Latin America	Chile	Santiago										Yes	2023	2024
Latin America	Colombia	Bogota										Yes	2023	2024
Latin America	Mexico	Mexico City										Yes	2023	2024
Latin America	Peru	Miraflores										Yes	2023	2024
Latin America	Uruguay	Montevideo										Yes	2023	2024
Middle East	Iraq	Baghdad										Yes	2023	2024
Middle East	Qatar	Doha	Yes	2023	2026							Yes	2023	2024
Middle East	Saudi Arabia	Al Khobar										Yes	2023	2024
Middle East	Saudi Arabia	Riyadh	Yes	2023	2026							Yes	2023	2024
Middle East	United Arab Emirates	Abu Dhabi	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
Middle East	United Arab Emirates	Dubai	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
North America	Canada	Ottawa	Yes	2023	2026							Yes	2023	2024
North America	Canada	Toronto	Yes	2023	2026							Yes	2023	2024

Location: region	Location: country	Location: city	Quality Management Certification: ISO 9001	Start year (QAL)	Year of expiry (QAL)	Environmental Certification: ISO 14001	Start year (ENV)	Year of expiry (ENV)	Labour Certification: ISO 45001	Start year (LAB)	Year of expiry (LAB)	Ethics Certification: Cyber Essentials Plus	Start year (ETH)	Year of expiry (ETH)
North America	United States	Andover										Yes	2023	2024
North America	United States	Franklin	Yes	2023	2026							Yes	2023	2024
North America	United States	Houston	Yes	2023	2026							Yes	2023	2024
North America	United States	Los Angeles	Yes	2023	2026							Yes	2023	2024
North America	United States	New York	Yes	2023	2026							Yes	2023	2024
North America	United States	San Francisco	Yes	2023	2026							Yes	2023	2024
United Kingdom	United Kingdom	Belfast	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Birmingham	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Bristol	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Edinburgh	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Glasgow	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Leeds	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	London	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Manchester	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Newcastle upon Tyne	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Nottingham	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Sheffield	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024
United Kingdom	United Kingdom	Stockton-on-Tees	Yes	2023	2026	Yes	2023	2026	Yes	2023	2026	Yes	2023	2024

GRI Content Index

GRI Standard	Disclosure	GRI indicator	Section	Sub section	Omission
GRI 2: General Disclosures	2-1	Organisational details	Introduction	About Turner & Townsend, Purpose and Values	
	2-2	Entities included in the organisation's sustainability reporting	Introduction	Introduction	
	2-3	Reporting period, frequency and contact point	Introduction	Introduction	
	2-4	Restatements of information	Introduction	Introduction	
	2-5	External assurance	Introduction	Introduction	
	2-6	Activities, value chain and other business relationships	Introduction	Introduction	
	2-7	Employees	Social: Creating opportunity	People, labour and human rights KPIs	
	2-8	Workers who are not employees	Governance: Delivering integrity	Sustainable procurement programme	
	2-9	Governance structure and composition	Governance: Delivering integrity	Introduction	
	2-10	Nomination and selection of the highest governance body	Governance: Delivering integrity	Introduction	
	2-11	Chair of the highest governance body	Governance: Delivering integrity	Introduction	
	2-12	Role of the highest governance body in overseeing the management of impacts	Governance: Delivering integrity	Introduction	
	2-13	Delegation of responsibility for managing impacts	Introduction	Corporate responsibility strategy	
	2-14	Role of highest governance body in sustainability reporting	Introduction	Corporate responsibility strategy	
	2-15	Conflicts of interest	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
	2-16	Communications of critical concerns	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
	2-17	Collective knowledge of the highest governance body	Governance: Delivering integrity	Introduction	
	2-18	Evaluation of the performance of the highest governance body	Governance: Delivering integrity	Introduction	
	2-19	Remuneration policies	Social: Creating opportunity	Commitment to equal pay and benefits	
	2-20	Process to determine remuneration	Social: Creating opportunity	Commitment to equal pay and benefits	

GRI Standard	Disclosure	GRI indicator	Section	Sub section	Omission
	2-22	Statement on sustainable development strategy	Introduction	Sustainable Development Goals	
	2-23	Policy commitments	Social: Creating opportunity, Governance: Delivering integrity	Global Health & Safety; ESG disclosures reporting, Our ethics and corporate compliance programmes	
	2-24	Embedding policy commitments	Environmental: Driving towards net zero	NewLeaf	
	2-25	Processed to mediate negative impacts	Social: Creating opportunity	Equity, diversity and inclusion	
	2-26	Mechanisms for seeking advice and raising concerns	Social: Creating opportunity	Performance management	
	2-27	Compliance with laws and regulations	Introduction, Social: Creating opportunity, Governance: Delivering integrity	Corporate responsibility strategy; people, labour and human rights KPIs; ESG disclosure reporting, Our ethics and corporate compliance programmes	
	2-28	Membership associations	Introduction	Introduction	
	2-29	Approach to stakeholder engagement	Introduction	Corporate responsibility strategy	
	2-30	Collective bargaining agreements	Social: Creating opportunity	Growing our own talent	
GRI 201: Economic performance	201-1	Direct economic value generated and distributed	Introduction	About Turner & Townsend, Purpose and Values	
	201-2	Financial implications and other risk and opportunities due to climate change	Appendices	TCFD disclosures	
	201-3	Defined benefit plan obligations and other retirement plans	Social: Creating opportunity	Commitment to equal pay and benefits	We do not report on retirement plans in this report
GRI 205: Anti corruption	205-1	Operations assessed for risks related to corruption	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
	205-2	Communication and training about anti-corruption policies and procedures	Governance: Delivering integrity	Governance KPIs	
	205-3	Confirmed incidents of corruption and actions taken	Governance: Delivering integrity	Governance KPIs	
GRI 302: Energy	302-1	Energy consumption within an organisation	Environmental: Driving towards net zero	Growing our net zero business	
	302-2	Energy consumption outside of the organisation	Environmental: Driving towards net zero	Driving towards net zero	
	302-3	Energy intensity	Environmental: Driving towards net zero	Growing our net zero business	
	302-4	Reduction of energy consumption	Environmental: Driving towards net zero	Growing our net zero business	
	302-5	Reductions in energy requirements of products and services	Environmental: Driving towards net zero	NewLeaf	

GRI Standard	Disclosure	GRI indicator	Section	Sub section	Omission
GRI 305: Emissions	305-1	Direct (scope 1) GHG emissions	Environmental: Driving towards net zero	Growing our net zero business	
	305-2	Energy indirect (scope 2) GHG emissions	Environmental: Driving towards net zero	Growing our net zero business	
	305-3	Other indirect (scope 3) GHG emissions	Environmental: Driving towards net zero	Growing our net zero business	
	305-4	GHG emissions intensity	Environmental: Driving towards net zero	Growing our net zero business	
	305-5	Reduction of GHG emissions	Environmental: Driving towards net zero	Growing our net zero business	
GRI 306: Waste	306-1	Waste generation and significant waste-related impacts	Environmental: Driving towards net zero	Growing our net zero business	
	306-2	Management of significant waste-related impacts	Environmental: Driving towards net zero	NewLeaf	
	306-3	Waste generated	Environmental: Driving towards net zero	Growing our net zero business	
	306-4	Waste diverted from disposal	Environmental: Driving towards net zero	Growing our net zero business	
	306-5	Waste directed to disposal	Environmental: Driving towards net zero	Growing our net zero business	
GRI 401: Employment	401-1	New employee hires and employee turnover	Social: Creating opportunity	People, labour and human rights KPIs	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social: Creating opportunity	Commitments to equal pay and benefits	
	401-3	Parental leave	Social: Creating opportunity	Commitments to equal pay and benefits	
GRI 403: Occupational Health & Safety	403-1	Occupational health and safety management system	Social: Creating opportunity	Global health and safety	
	403-2	Hazard identification, risk assessment and incident investigation	Social: Creating opportunity	Global health and safety	
	403-3	Occupational health services	Social: Creating opportunity	Global health and safety	
	403-4	Worker participation, consultation and communication on occupational health and safety	Social: Creating opportunity	Global health and safety	
	403-5	Worker training on occupational health and safety	Social: Creating opportunity	People, labour and human rights KPIs	
	403-6	Promotion of worker health	Social: Creating opportunity	Global health and safety	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social: Creating opportunity	Global health and safety	
	403-8	Workers covered by an occupational health and safety management system	Social: Creating opportunity	Global health and safety	
	403-9	Work-injuries	Social: Creating opportunity	Global health and safety	

GRI Standard	Disclosure	GRI indicator	Section	Sub section	Omission
	403-10	Work-related ill health	Social: Creating opportunity	Global health and safety	
GRI 404: Training & Education	404-1	Average hours of training per year per employee	Social: Creating opportunity	Advance training platform	
	404-2	Programs for upgrading employee skills and transition assistance programs	Social: Creating opportunity	Advance training platform	
	404-3	Percentage of employees receiving regular performance and career development reviews	Social: Creating opportunity	Performance management	
GRI 405: Diversity & Equal Opportunity	405-1	Diversity of governance bodies and employees	Social: Creating opportunity	People, labour and human rights KPIs	
	405-2	Ratio of basic salary and remuneration of women to men	Social: Creating opportunity	Narrowing the gender pay gap	
GRI 406: Non discrimination	406-2	Incidents of discrimination and corrective actions taken	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
GRI 408: Child labour	408-1	Operations and suppliers at significant risk for incidents of child labour	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
GRI 409: Forced labour	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
GRI 411: Rights of Indigenous	411-1	Incidents of violations involving rights of indigenous people	Governance: Delivering integrity	Our ethics and corporate compliance programmes	
GRI 413: Local communities	413-1	Operations with local community engagement, impact assessments and development programmes	Social: Supporting communities	Making the Difference Fund	
	413-2	Operations with significant actual and potential negative impacts on local communities	Social: Supporting communities	Pro bono services, Inspiring the Middle East's next generation of construction professionals, Making the Difference Fund	
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance: Delivering integrity	ESG disclosures reporting	



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