Turner & Townsend

Turner & Townsend UK gender pay report 2025/26

Reporting Date 5 April 2025

We transform together.

Introduction

An introduction from Patricia Moore, Managing Director, EMEA

At Turner & Townsend, our strength comes from our people. This report is about how we are progressing on gender balance across our UK business, and we continue to build a workplace where everyone can thrive.

This year's Gender Pay Gap Report reflects a period of significant transformation for our business. Over the last year, we've welcomed almost 800 new colleagues from CBRE, strengthening our capability, scale and expertise for clients across the UK. In addition, colleagues from alinea - who have been part of our business for some time - are now fully integrated onto the Turner & Townsend UK payroll, meaning they are reflected in our figures this year.

Together, these changes have reshaped the overall profile of our workforce.

As a result, our headline gender pay gap has increased this year. The increase does not reflect our pay practices. It is largely driven by who is represented in different roles and levels across the organisation - particularly following the addition of a significant number of specialist and senior roles, in areas where women remain underrepresented across our industry.

When we look at the longer-term picture, the direction of travel remains positive. Since we first began reporting in 2018, we've reduced our mean gender pay gap from 26% to 18.1%, reflecting sustained, purposeful action over time.

Our focus remains on accelerating the progression of women into senior roles and strengthening the pathways that support long, successful careers at Turner & Townsend - through how we recruit, how we develop talent, and how we listen to the experiences of our people.

Patricia Moore,
Managing Director,
EMEA

What to expect in this report

This Gender Pay Gap Report provides a clear and transparent overview of gender representation, pay, and progression across our UK business, based on the snapshot data captured on 5 April 2025.

This report will cover:

- An explanation of how the gender pay gap is measured
- Our 2025 results and the organisational changes influencing this year's figures
- A nine-year view of our progress towards greater representation
- The actions we are taking to support long-term gender balance across all career stages

Together, these insights help us understand where progress is being made and where we can continue to accelerate change.

What is the gender pay gap?

Our UK Gender Pay Gap Report is an essential tool for understanding gender parity in our organisation. We use the data to identify the causes of any gaps and to shape the actions we need to take to address them.

Our Gender Pay Gap Report helps us understand the balance of roles, seniority and gender representation across our UK business.

While it does not measure equal pay for equal work, it provides valuable insight into where structural imbalances exist and where targeted action will have the greatest impact.

We use this data to guide our inclusion strategy, inform workforce planning and ensure that the opportunities we create support fair progression for everyone.

All data is accurate as of 5 April 2025 and includes bonuses paid in the 12 months before this snapshot date.

The difference between the **gender pay gap** and **equal pay**

Gender pay gap - A measure which shows the difference in average earnings between men and women across an organisation. The gender pay gap does not show differences in pay for comparable jobs.

Equal pay - As set out in the Equality Act 2010, it is a legal requirement that men and women in the same , performing work that is the same, similar, equivalent or of equal value, must receive equal pay.

Our gender pay gap

This year marks our ninth year of gender pay gap reporting. Our mean gender pay gap has increased by 1.8% compared with last year, driven primarily by structural changes linked to business growth.

Over the last year, we welcomed a significant number of new colleagues from CBRE, many of whom sit within specialist and senior technical roles. These roles tend to sit higher in the pay distribution and reflect a longstanding industry challenge - lower female representation at senior levels. In addition, colleagues from alinea, OTM and JUMBO are now reflected in our figures following payroll integration, contributing to a broader change in the overall workforce profile.

It's important to be clear: this does not reflect unequal pay for equal work. Our pay practices remain fair and equitable. The gender pay gap measures the average difference in pay across the organisation and is highly sensitive to changes in role mix, seniority and representation across pay levels.

As our expanded teams continue to embed, we expect representation to stabilise. Our priority remains strengthening the pipeline of women progressing into senior and leadership roles, which is the long-term driver of sustainable change.

Hourly pay

Mean gender pay gap

18.1%

increased by **1.8%**
from last year

Median gender pay gap

16.5%

increased by **2.3%**
from last year

*These figures are reported as at the snapshot date 5 April 2025

Our bonus gap

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

Encouragingly, the proportion of women receiving a bonus has increased compared with last year. However, this has been offset by growth in the number of colleagues, predominantly men, in roles that attract higher bonus values, particularly at senior levels.

This reflects the same underlying dynamic seen in our gender pay gap. Following the addition of CBRE colleagues and broader workforce changes, a higher proportion of senior and specialist roles (where bonuses tend to be higher) are currently held by men. This widens the average bonus gap, even as more women participate in bonus eligible roles.

Our bonus gap varies from year to year, but we have made long term progress. It has reduced by 11% since our first report in 2018.

Our focus now is on accelerating representation in senior roles to build more sustained balance in future bonus cycles.

Mean **bonus** pay gap

29.2%

increased **11.1%**
from last year

Median **bonus** pay gap

25.0%

increased **10.7%**
from last year

Calculated using bonuses paid between 1 May 2024 and 30 April 2025 (inclusive)

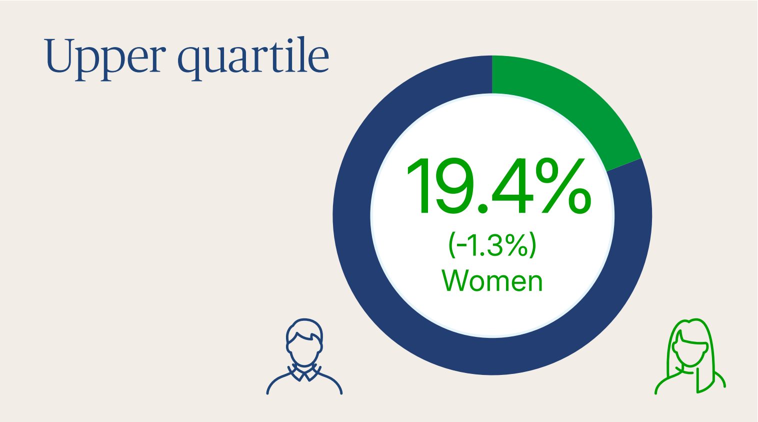
Our pay quartiles

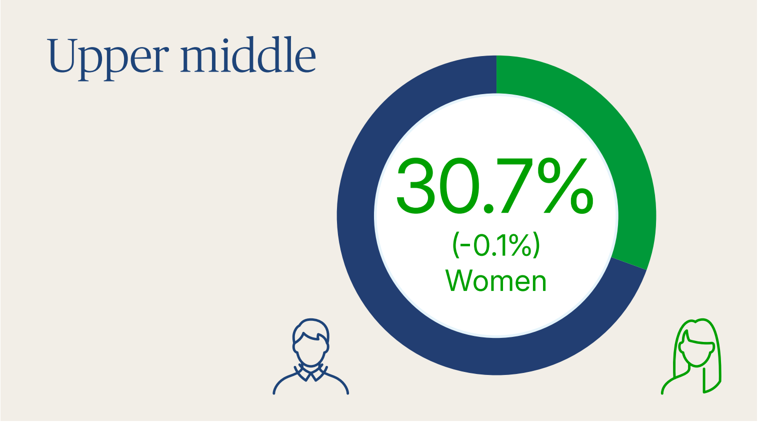
This year's quartile distribution reflects the workforce changes following our integration activity. We have seen a reduction in female representation in the upper quartile, driven by a higher proportion of new colleagues joining in senior technical roles.

At the same time, we are encouraged by increases in the lower middle and lower quartiles, where we are approaching gender parity. These groups represent our future leadership pipeline and demonstrate the impact of our recruitment commitments.

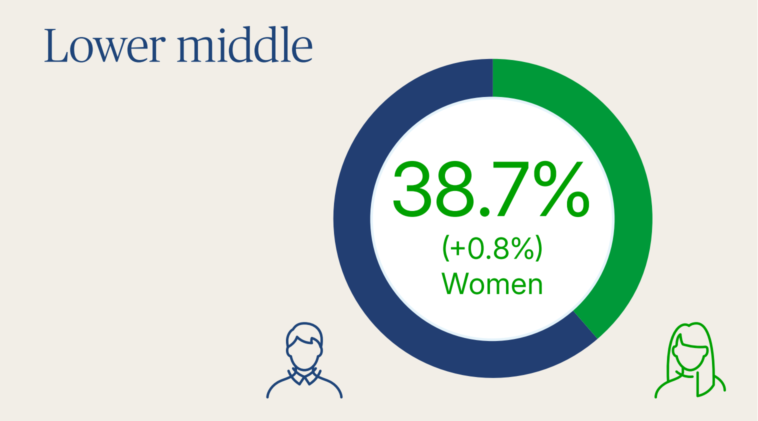
We will continue to strengthen progression pathways to ensure this strong early-career gender balance is reflected at senior levels over time.

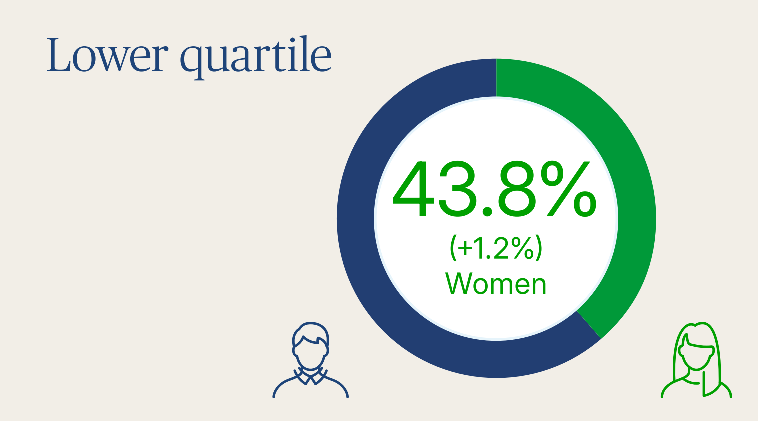
Proportion of men of women in each pay quartile (as of 5 April 2025)



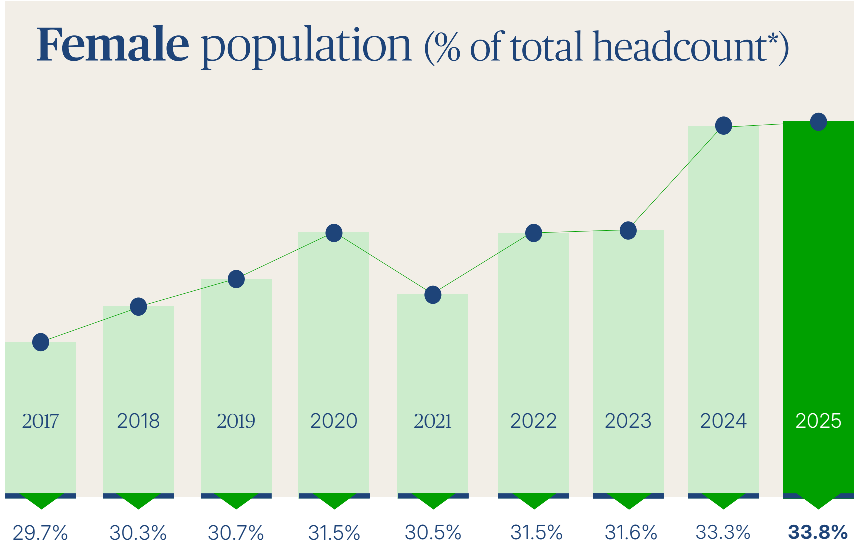


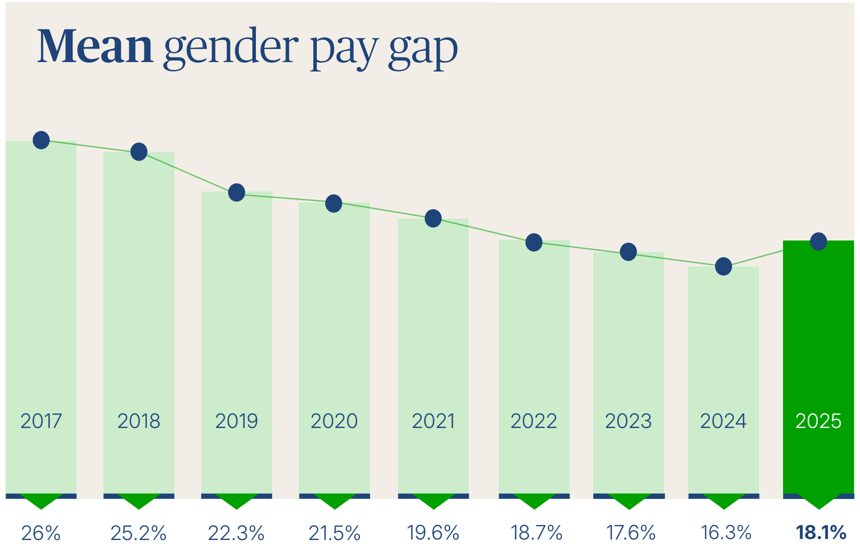
(%) increase from 2024 snapshot date





Our progress





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

Tackling the gender imbalance

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

Female representation across our workforce

McKinsey's 2024 Women in the Workplace study* shows that for every 100 men promoted early in their careers, only 81 women advance.

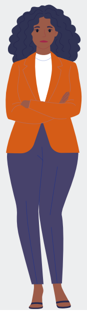
At this pace, gender parity in senior roles will take 22 years – rising to 48 years for women of colour.

Currently, our gender split is 66.9 percent men and **33.1 percent by women – our target is 60:40 across all levels**.

We need to understand what is slowing progress and take action to accelerate change.

- Women currently represent **around 33 percent of our UK workforce**.
- The lower quartile of colleagues - including early career programme participants - **is 43.8 percent female**, strengthening the parity of our future leadership pipeline against our targets.
- Women make up **30.2 percent** of our current License to Lead cohort, slightly above the 30 percent representation within our line manager population.
- **62 percent** of our current Chairman's Group are women, compared with 32 percent across the wider Senior Professional population.
- The proportion of women receiving a bonus is **26.3 percent**, an increase of 11.4 percentage points compared with 2024.

* - McKinsey Women in the Workplace 2024



Equality when hiring to help close the gap

Our gender pay gap is influenced by the underrepresentation of women in senior roles, an industry-wide challenge we are actively addressing.

We are **taking targeted action to strengthen our talent pipeline**, remove barriers to progression and build sustainable change.

We have **set 50:50 gender targets for our early careers programmes** to create a more balanced pipeline for future leadership.

In 2025, we **introduced inclusive interview training and implemented mixed gender interview panels** through a pilot launched in Q3 2025, with full rollout planned for 2026.

We also **champion the value of professionals returning from career breaks through our career returners programme**, supporting their transition back into meaningful roles.

Building capability and developing our future female leaders

Currently, **23 percent of our Board members and 15 percent of our partners** are female.

License to Lead is our **global inclusive leadership development programme**. It is designed to help our leaders maximise their potential and strengthen team performance.

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

Our commitment to inclusion for leaders is reflected in our popular **reverse mentoring programme**. Through this initiative, we aim to cultivate a more inclusive mindset by building allyship and changing perceptions through one-to-one discussions. Last year, **we created more than 250 partnerships**.

Our **in-house line manager training** continues to build core management capability across a range of topics. This helps remove barriers to progression and promotes fair development opportunities

Tackling the gender imbalance

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

Supporting our journey

Our employee networks support, educate, challenge and celebrate our people. They play a central role in building an inclusive culture.

Addressing the Gender Balance Network, relaunched in 2025, is a catalyst for progress in attracting, developing, and retaining talented women.

It celebrates professional successes, fosters peer connections, and offers support in a safe space.

With support from our regional leads, the group strengthens our training, mentoring, coaching, and sponsorship activity.

Our Parents and Carers network creates supportive communities for colleagues with caring responsibilities. Its maternity steering group has introduced group Keep In Touch days and refreshed manager guidance to ensure colleagues returning from family leave feel supported.

We review our agile working practices and people policies on a regular basis to ensure they meet the needs of our colleauges and their families.

With support from our Wellbeing representatives, we provide regular learning sessions for line managers and colleagues on health topics such as menopause, mental health and cancer screening, in partnership with AXA Health.

Driving advocacy and action through active listening

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

All colleagues were instructed to complete our mandatory our Dignity at Work awareness training, reinforcing our commitment to a workplace where everyone feels respected, included and valued.

Listening to our people is essential. Through our annual engagement survey, we gather insight across our diverse business and identify the areas where we need to improve.

Following last year's feedback, we introduced training on flexible working and reasonable adjustments. We are monitoring how this improves awareness, adoption and retention.

Responses to #TTIncludeMe, our annual inclusion survey, give us detailed insight into the demographics of our UK business and how our actions are influencing change.

Throughout 2025, our female partners hosted more than 20 inclusion roundtables. These sessions helped share perspectives, hear experiences and shape actions to support women across the organisation.

Working with the Addressing the Gender Balance Network, and with input from the Race and Equality Network and the Parents and Carers Network, we produced a paper that identifies three priority areas:

– Progression

– Speaking up with confidence

– Parental and caring support

These priorities will guide our 2026 Route Map.

Expanding our Partnerships

Our commitment to inclusion extends beyond our immediate organisation.

To further this commitment, **we have established partnerships with clients and industry organisations**, including Women in Transport, Women in Nuclear, and Women in Rail.

Supporting women in our business

Rhiannon Goldsborough
Executive Director,
Building Consultancy

I've loved property for as long as I can remember and worked weekends in an estate agency while I was still at school. After becoming more interested in what happened behind the "For Sale" board, I studied Building Surveying at university.

I joined CBRE over 15 years ago, and I've been fortunate to work with incredibly talented colleagues, great clients, and on some of London's trophy assets. Qualifying as a Chartered Surveyor was a huge moment for me - it took a lot of hard work. I've also had the chance to travel through my work, undertaking client instructions across Europe, as well as India and Nepal.

I've learned the most when I've been challenged, and I've made a point of staying curious - learning from projects, people, and experiences. Completing an MBA was a real career turning point, broadening my perspective beyond my technical role and into the wider business.

I now specialise in dilapidations and lead our UK service line, which combines technical expertise with the legal and commercial aspects of building surveying. In 2016, I joined our Management Board and have led business strategy alongside my professional role since 2023.

My recent focus has been the combination of Advisory Project Management and Building Consultancy into Turner & Townsend, bringing together the best of both areas of the business. This creates exciting opportunities for our people and our clients and supports how we continue to grow and help shape the industry.

Hard work is a given, but attitude matters just as much: being positive, focusing on how you can add value, and being willing to speak up and contribute your perspective – no matter what stage you're at in your career.

Bethany Bell
Senior Cost Manager,
Real Estate

I joined Turner & Townsend through the Cost Management Graduate Development Programme, and currently work within the Health, Science & Education Cost Management team.

Throughout my academic journey from architecture to quantity surveying, the gender imbalance in both disciplines was evident, particularly in the latter.

While the disparity was still present when I joined the business in 2021, it has been encouraging to see a growing number of women entering the profession.

I believe this progress is supported by increased visibility of senior female role models and Turner & Townsend's strong commitment to inclusion and people-focused policies, which reinforce the value of diverse perspectives in delivering on our vision.

I have been fortunate to benefit from an empowering network of line managers, directors and executives who have mentored me through challenges, encouraged me out of my comfort zone and helped me strengthen my professional voice. Most notably, I felt privileged to be part of the Chairman's Group in 2025.

Given this support, I now serve as Commission Lead on one of DEFRA's National Biosecurity Centre sub-programmes, contributing to our largest Real Estate CM commission in London and working with a talented team to deliver critical infrastructure.

Eden Wakefield-James
Assistant Project Manager,
Infrastructure

After a year at university, I realised the course wasn't right for me and wanted a different path. My mum worked in project management and told me how much she enjoys the variety, the flexibility, and chance to deliver practical, meaningful change.

When I looked at the degree apprenticeship in Project Management on offer at Turner & Townsend, I was attracted to the fact that it would give me the opportunity to make an impact and be part of important change projects.

As part of the Infrastructure division, I have developed a keen interest in aviation. I'm currently working with Heathrow Airport, where I manage the perimeter fence project. When I walk past it, I know I helped to build it. I feel proud to have achieved that at a young age.

I have taken part in mentoring and reverse mentoring programmes. This has given me the chance to meet senior colleagues across the business and share my insights.

I have also enjoyed being part of Women in Transport and meeting inspirational women who work in the same field.

I really appreciated the opportunity to build my career while completing my degree. The investment in your development encourages you to work to the best of your ability. Working on client commissions at the start of my career, and being trusted to manage something tangible, is a great feeling.

Breakdown by legal entity with 250 or more employees

These figures show our gender pay and bonus gap, and the proportion of males and females in each pay quartile for Cost Management Limited and Project Management Limited.

Cost Management Limited

Mean gender pay gap

12%

Median gender pay gap

11.5%

Mean bonus gap

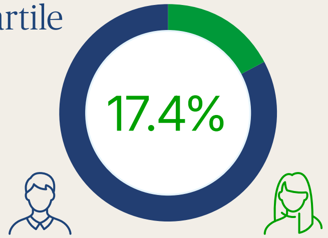
6.8%

Median bonus gap

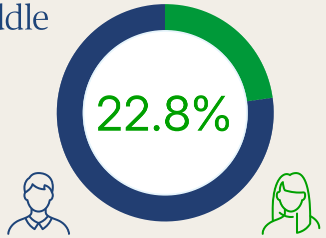
-8.9%

Proportion of men and women who received bonus:
Male **35.4%**
Female **32.3%**

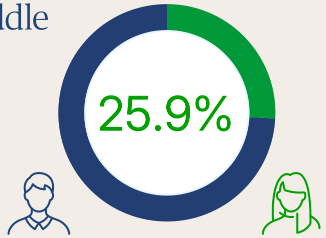
Upper quartile



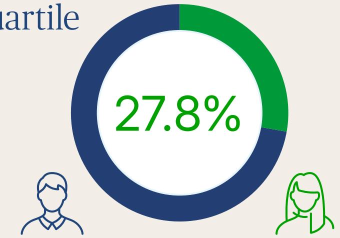
Upper Middle



Lower Middle



Lower Quartile



Project Management Limited

Mean gender pay gap

24.1%

Median gender pay gap

24.5%

Mean bonus gap

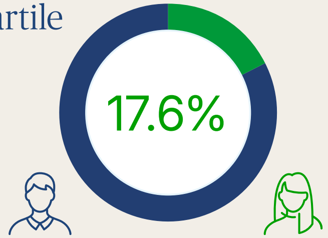
31.8%

Median bonus gap

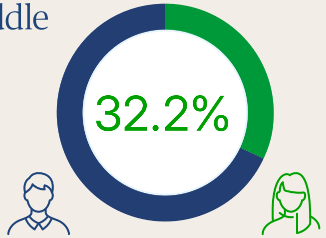
7%

Proportion of men and women who received bonus:
Male **29.8%**
Female **16.3%**

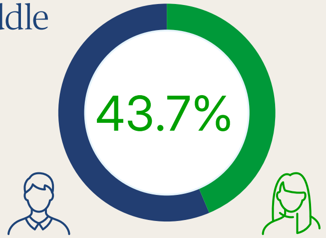
Upper quartile



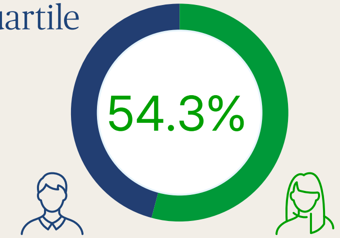
Upper Middle



Lower Middle



Lower Quartile



Breakdown by legal entity with 250 or more employees

These figures show our gender pay and bonus gap, and the proportion of males and females in each pay quartile for Infrastructure Limited and PJM UK Limited.

Infrastructure Limited

Mean gender pay gap

11.3%

Median gender pay gap

9.3%

Mean bonus gap

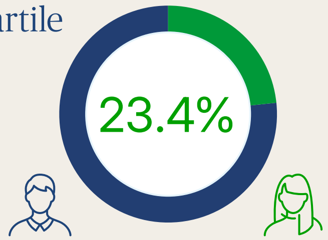
3.7%

Median bonus gap

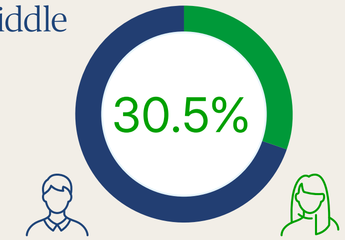
14.3%

Proportion of men and women who received bonus:
Male **23.4%**
Female **16.8%**

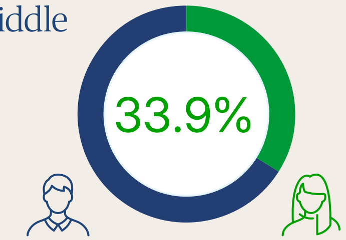
Upper quartile



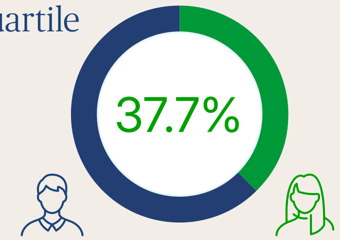
Upper Middle



Lower Middle



Lower Quartile



PJM UK Limited*

Mean gender pay gap

26.9%

Median gender pay gap

31.5%

Mean bonus gap

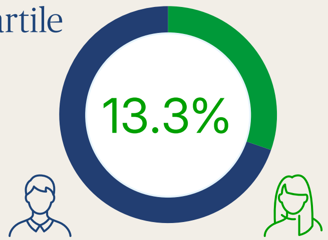
44.5%

Median bonus gap

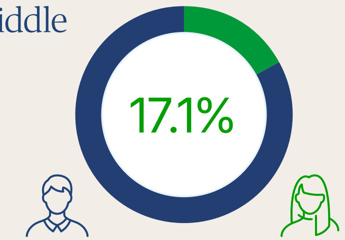
45.5%

Proportion of men and women who received bonus:
Male **89.2%**
Female **82.8%**

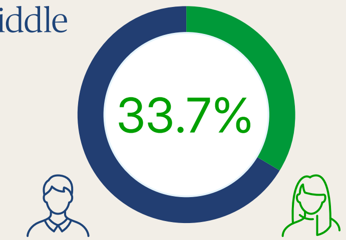
Upper quartile



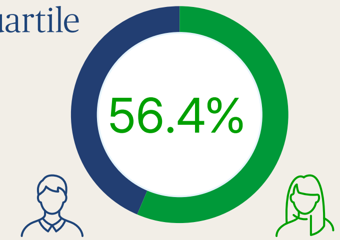
Upper Middle



Lower Middle



Lower Quartile



*This is the first year that we are reporting on the figures for PJM UK Limited

Breakdown by legal entity with 250 or more employees

These figures show our gender pay and bonus gap, and the proportion of males and females in each pay quartile for Turner & Townsend Limited.

Turner & Townsend Limited

Mean gender pay gap

10.4%

Median gender pay gap

22.4%

Mean bonus gap

27.7%

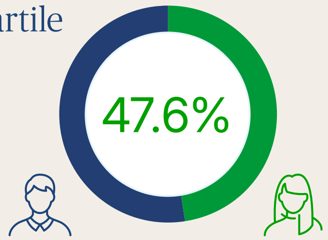
Median bonus gap

35%

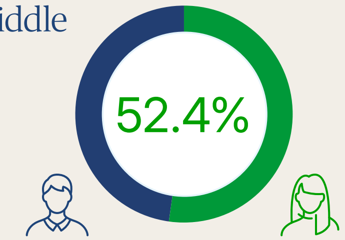
Proportion of men and women who received bonus:

Male **22.4%**
Female **24.2%**

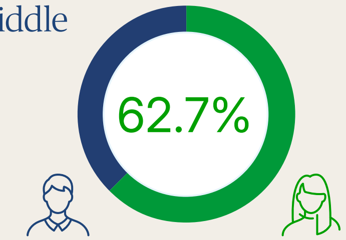
Upper quartile



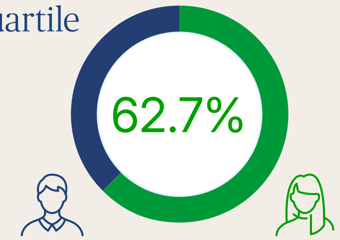
Upper Middle



Lower Middle



Lower Quartile



Turner & Townsend is a global professional services company with over 22,000 people in more than 60 countries.

Working with clients across real estate, infrastructure, energy and natural resources, Turner & Townsend specialises in major programmes, project, cost and commercial management, project controls and performance, net zero and digital solutions, in markets around the world.

Turner & Townsend is majority-owned by CBRE Group, Inc., the world's largest commercial real estate services and investment firm and a premier provider of critical infrastructure services, with its partners holding a significant non-controlling interest. We are passionate about making the difference, transforming performance for a green, inclusive and productive world.

I confirm the accuracy of the pay information contained in this report.

Patricia Moore,
Managing Director, EMEA

www.turnerandtownsend.com