

Turner & Townsend AUS gender pay gap report 2024/2025



We **transform** together.

Foreword

An introduction from Darren Munton, Managing Director, Australia and New Zealand

At Turner & Townsend, we transform together to create a greener, more inclusive and productive world, and advancing gender equality is a responsibility we take seriously.

Our purpose guides how we work with our people, our clients and the communities we serve, and it underpins our commitment to fairness, opportunity and accountability across our business. Achieving gender equality is not a standalone initiative; it is integral to building high-performing teams, making better decisions and delivering sustainable outcomes in the industries and places where we operate.

We are encouraged by the continued progress reflected in this year's gender pay gap results, with improvements across our average and median base and total remuneration measures. This progress is driven by deliberate actions to strengthen female representation at senior levels, embed inclusive leadership practices and support career progression through targeted development, sponsorship and flexible work arrangements.

We conduct regular pay equity reviews, supported by structured remuneration frameworks and governance oversight, to ensure pay decisions are fair, consistent and free from gender bias. As with much of our industry, our gender pay gap is primarily influenced by the underrepresentation of women in senior and higher-paid roles, rather than unequal pay for the same or similar work. Addressing this requires sustained focus on progression, representation and access to opportunity over time.

While this progress is encouraging, we are focused on maintaining momentum and accelerating improvement where it matters most.

Closing the gender pay gap requires sustained focus, transparency and ongoing alignment with best practice. We remain committed to strengthening our policies, listening to our people and working in partnership with external organisations to create lasting change that extends beyond our own business.

This employer statement reflects both our progress to date and our continued commitment to building a fairer, more inclusive Turner & Townsend — one that contributes positively to our industry and the communities in which we work.

Darren Munton
Managing Director
Australia & New Zealand



What is the gender pay gap?

The gender pay gap measures the difference between the average (mean) base salary and total remuneration of men and women across an organisation regardless of experience, role or seniority.

The gender pay gap is different from equal pay which refers to the legal requirement to pay women and men the same for performing the same or equal work.

In Australia, employers with 100 or more employees are required to publish gender pay gap data annually, increasing transparency and accountability.

Calculating our numbers

The gender pay gap is calculated in two ways:

The **mean gender pay** gap is calculated by adding together hourly pay for all men and women and dividing the figure by the total number of male and female employees respectively.

The **median gender pay gap** is calculated by listing all salaries for both men and women from lowest to the highest and comparing the salaries at the middle point for each. The median figure is typically a more representative figure as the mean can be skewed by a handful of salaries at each end of the scale.

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

Gender pay gap – is the difference between the average age pay of all **men** compared to the average pay of all **women** in an organisation across all roles.

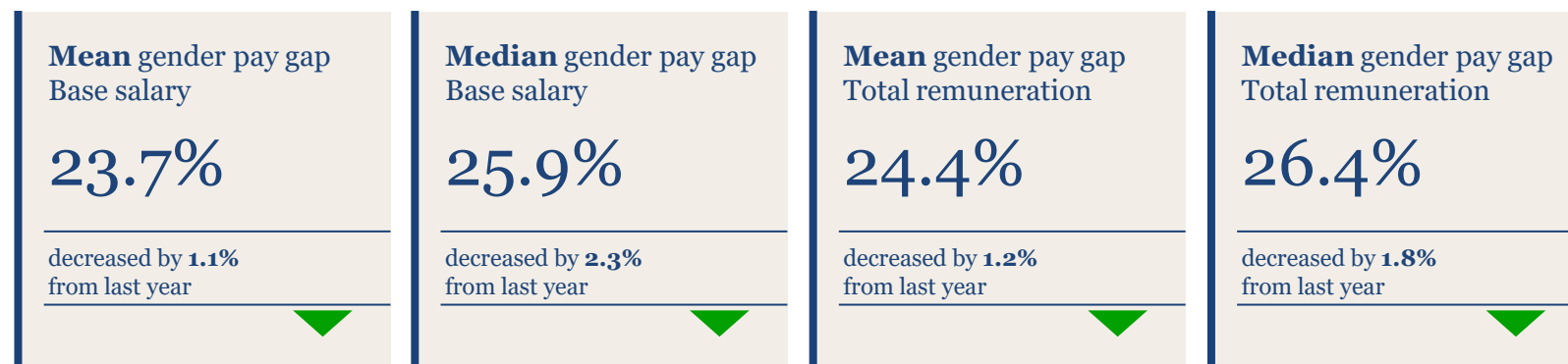
Equal pay – is a legal requirement for paying **women** and **men** the same for performing the same or equal work in the same role.



Our gender pay gap

For the fourth consecutive year, we have reported an improvement on our gender pay gap. The mean gender pay gap for total remuneration has reduced by 1.2% and is now in line with the industry midpoint.

We have seen improvement across all gender pay gap measures this year, with reductions in both mean and median gaps for base salary and total remuneration.

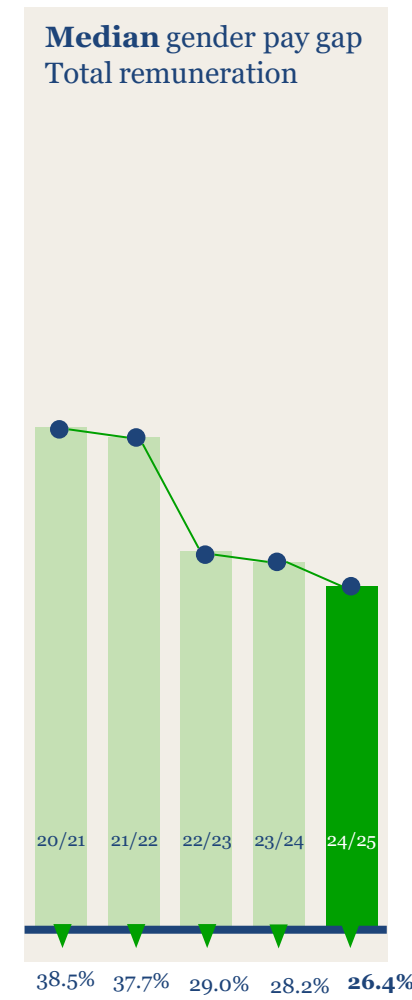
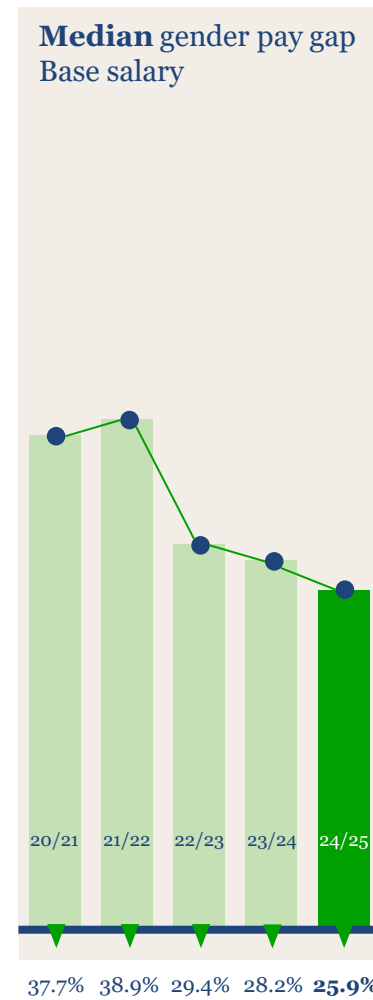
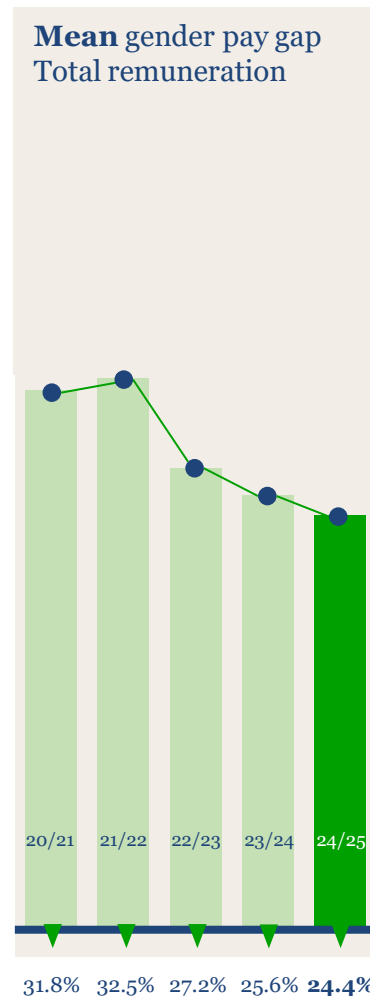
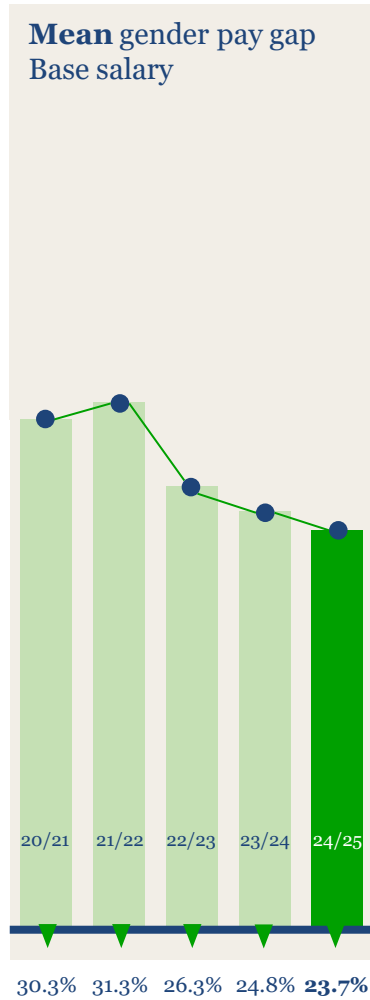


The improvements in our gender pay gap are supported by increased female representation in the upper pay quartiles, alongside more balanced representation across the organisation overall.

Proportion of males and females in each quartile band (31 March 2025)



Our progress



“We are committed to creating opportunities and a workplace where everyone can grow and reach their potential and we actively track our progress on gender pay and representation to make it happen.”

Gail Rogowsky,
Head of Cost & Commercial
Management
Australia & New Zealand

Driving progress on gender pay and representation

We are implementing initiatives to close the gender pay gap and promote equity and inclusion at every level of our organisation.

Attraction

We advance gender balance across our workforce by supporting fair recruitment practices and strengthening the pipeline of women entering the built environment.

- Applying equitable recruitment and selection practices ensuring fair and consistent hiring at all levels
- Working with industry partners, such as NAWIC and the Property Council of Australia, to support women's industry participation
- Partnering with educational institutions including our Schools Mentoring Program, which encourages female students to explore careers in the industry

Progression

We focus on enabling equitable access to career development and progression, particularly into leadership roles where pay gaps are most pronounced.

- Targeted career growth initiatives, including the Accelerate program, which helps drive gender balance in leadership roles
- Using analytics to guide development reviewing decisions and opportunities through a gender lens to ensure equitable progression
- Leadership capability programs providing opportunities for employees to prepare for senior roles and increase representation at all levels

Retention

We work to retain experienced talent and reduce career disruption by fostering a flexible, inclusive and connected working environment.

- Employee-led network groups, including our Gender Equity Network and ParentTTs Hub, that support inclusion and connection
- Ongoing review of workplace policies such as paid parental leave policy to ensure they remain responsive to diverse needs at all career stages
- Inclusive leadership programs including Licence to Lead, to develop leaders who create an environment where everyone can thrive

Initiative in action

Case study: Accelerate

Accelerating change

Accelerate is a structured development program designed to help drive gender balance in leadership roles. The program combines targeted workshops, networking opportunities and sponsorship from senior leaders to build capability and support career progression.

Over the course of the program, participants gain practical tools for leadership, expand their networks and gain visibility across the business.

Accelerate has been implemented across Australia and Asia, strengthening the pipeline of female leaders within Turner & Townsend and helping to reduce our gender pay gap.



“Since Accelerate began, we have seen participants gain confidence, clarity and visibility, while sponsors are actively challenging assumptions and helping ensure women are considered for key opportunities.”

Alan King
Major Programme Director

“Seeing the company invest in structured development and sponsorship shows that Turner & Townsend are serious about gender equity in practice. Being part of Accelerate has been a valuable opportunity to grow and take on new challenges.”

Ataendi Coelho
Senior Planner



Turner & Townsend Pty Ltd
Level 19
One Wharf Lane
171 Sussex Street
Sydney NSW 2000

t: +61 (0)2 8245 0000
e: darren.munton@turntown.com
www.turnerandtownsend.com

© Turner & Townsend Pty Ltd. This document is expressly provided to and solely for the use of Staying fit for the future on the Virtual roadshow - REGION and takes into account their particular instructions and requirements. It must not be made available or copied or otherwise quoted or referred to in whole or in part in any way, including orally, to any other party without our express written permission and we accept no liability of whatsoever nature for any use by any other party.