



UN Global Compact Communication on Progress 2016-2017



making the **difference**

Who we are

Turner & Townsend is an independent professional services company specialising in programme management, project management, cost and commercial management and advisory across the real estate, infrastructure and natural resources sectors.



See more information on our approach, case studies and performance on our website

[+ turnerandtowntsend.com/csr-report](https://turnerandtowntsend.com/csr-report)

Committed to doing business in the right way

Vincent Clancy,
Chairman and CEO, Turner & Townsend



“We recognise the opportunity we have to make a great impact on the world we live in and contribute to a more prosperous society.”

We are committed to doing business in the right way to deliver better outcomes for our people, clients and communities.

This is more than doing the right thing; we recognise the opportunity we have to make a great impact on the world we live in and contribute to a more prosperous society.

In 2017, we joined the United Nations Global Compact and I am proud to reaffirm our commitment to the Global Compact's ten principles on human rights, labour rights, environment and anti-corruption. Our first annual Communication on Progress describes our actions and how we are embedding these key principles into our business strategy, culture and daily operations.

The United Nations Sustainable Development Goals have immense power to shape the world for the better as we tackle the great international challenges of today. We will continue to align our approach to the UN Sustainable Development Goals to play our part in helping to end poverty, protect the planet, and ensure prosperity for all.

In 2016–17, we increased senior sponsorship of corporate responsibility in every region, developed impactful community partnerships and empowered our people to take social action. In the coming year, we will strengthen our community and sustainability partnerships in line with our ambitious agenda to embed social responsibility into everything we do.



Our commitment to corporate responsibility

Turner & Townsend's CSR pillars

UN Sustainable Development Goals

UN Global Compact principles

1 Great place to work

- Empower our people to realise their potential.
- Promote a diverse and inclusive workplace.
- Support our people's wellbeing.



Human rights

- **Principle 1** – businesses should support and respect the protection of internationally proclaimed human rights; and
- **Principle 2** – make sure that they are not complicit in human rights abuses.

2 Community value

- Deliver projects and programmes that build a prosperous society.
- Create opportunities for children and young people to achieve their potential.



Labour rights

- **Principle 3** – businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- **Principle 4** – the elimination of all forms of forced and compulsory labour;
- **Principle 5** – the effective abolition of child labour; and
- **Principle 6** – the elimination of discrimination in respect of employment and occupation.

3 Environmental stewardship

- Improve our environmental impact and promote climate action.
- Support our clients to enable more sustainable communities.



Environment

- **Principle 7** – businesses should support a precautionary approach to environmental challenges;
- **Principle 8** – undertake initiatives to promote greater environmental responsibility; and
- **Principle 9** – encourage the development and diffusion of environmentally friendly technologies.

4 Integrity in industry

- Maintain a strong ethical culture.
- Advance our industry to contribute to a more prosperous society.



Anti-corruption

- **Principle 10** – businesses should work against corruption in all its forms, including extortion and bribery.

2016-2017 corporate responsibility highlights

1 Great place to work



We are committed to listening to and acting on, our people's feedback:



2 Community value

We are creating opportunities for children and young people:



Removing barriers to education



Raising aspirations



Improving employability



3 Environmental stewardship



We are promoting sustainability in our communities:

"I like learning how to design sustainable buildings"

student from our Design Engineer Construct sponsored school

4 Integrity in industry




David Whysall
Co-Chair Constructing Excellence
Bruce McAra
Global RICS Board Member

Human rights and labour rights

Human rights

Turner & Townsend respects the protection of human rights and works against any complicity in human rights abuses.

We are committed to the highest standard of ethics. We have built a culture where strong ethics are embedded in the way we work. The leaders of our business set the tone and we expect our people to follow our policies and guidelines; including ethics, dignity at work and equal opportunities policies.

To improve our social and environmental performance through our supply chain, we issue a questionnaire as part of our selection process. This covers management systems, policies and performance relating to equal opportunities, diversity, anti-bribery, the environment, and health and safety.

In the year ahead, we will engage all our people on our unique style of working through a communications programme, which will emphasise integrity and delivering outcomes that benefit our people, clients and society.

Links to policies and further information

- ⊕ *Annual review: Integrity in industry*
- ⊕ *Ethics policy and code of conduct*



Labour rights

We only employ people who meet legal minimum age requirements and meet other child labour laws.

Turner & Townsend prohibits the use of all forms of involuntary or forced labour of any kind. We are committed to ensuring our business and supply chains are free of any practices of modern slavery and human trafficking. We published our Modern Slavery Act statement online in 2016.

We compensate our people competitively and fairly relative to our industry and local labour markets and follow applicable laws with respect to salary, benefits and work hours.

We recognise that all our people have the right to freedom of association subject to local laws and regulations.

Links to policies and further information

- ⊕ *Annual review: Integrity in industry*
- ⊕ *Annual review: Great place to work*
- ⊕ *Modern Slavery Act statement*

Diversity and inclusion

We are committed to an inclusive and motivating workplace where all our people can deliver their best. A wider set of experiences and perspectives will increase our ability to meet our global clients' needs; so we are increasing diversity throughout our business by embedding this into mindsets as well as processes.

Our regional diversity roadmaps are informed by a global set of principles that address inclusive leadership and progression, recruiting for diversity and creating an environment where all our people can succeed. These are supported by training and awareness campaigns.

In North America, for example, we rolled out our mandatory diversity and inclusion e-learning module and achieved 99 percent completion. We also raised diversity awareness globally by marking key events, such as International Women's Day to address the challenges around gender equality.

We are setting strong targets to improve the diversity of our workforce and our next step is a review of our recruitment standards and management development programmes to embed inclusive leadership.

Links to policies and further information

- ⊕ *Case study: Creating life-changing career opportunities*
- ⊕ *Case study: Inspiring the next generation*



Wellbeing

Stress and mental health are increasingly recognised as issues that employers need to address more comprehensively, for the wellbeing of employees and to manage the consequences for business, such as absenteeism and sick leave. We want to support all our people by promoting an inclusive and nurturing environment.

This year, we raised awareness on mental health issues with an internal campaign that shared our people's stories. The campaign encouraged conversations, addressed any potential stigma and communicated that help is available through employee assistance programmes and other channels. The next stage of this initiative is a holistic wellbeing programme, which will be rolled out in the second half of 2017.

Making sure our people are safe at work and take responsibility to protect themselves and others is a top priority. We introduced training modules on safe driving and risk assessment this year. Our engagement strategy on risk has created a significant cultural shift with more colleagues recognising the importance of risk assessment in everyday situations.

Links to policies and further information

- ⊕ *Case study: Celebrating health and safety leadership*
- ⊕ *Health and safety policy*

Development

Our people have outstanding opportunities to develop their careers, moving around our global business and working on iconic and ground-breaking programmes.

Offering unrivalled career development opportunities and regular discussion on personal goals is a key priority for us. This year 99 percent of people completed their

performance review and development plans; and we will continue to promote greater engagement on career opportunities in the coming year.

Our open culture allows people to challenge the business to be the best it can be and we empower our people to affect change. We have further strengthened our Your Professional Future network and our Chairman's Group, which bring people together to debate business and industry challenges and find disruptive solutions that enable us to raise our performance and strengthen our service to clients.

Links to policies and further information

- ⊕ *Case study: Creating innovations through diverse perspectives*
- ⊕ *Case study: Growing our future leaders*
- ⊕ *Global careers*

Engagement

Obtaining feedback from our people on their experience in the workplace is essential to support our position as employer of choice. 89 percent of employees participated in our 2016 employee engagement survey, an increase from 84 percent in 2015. This is a very high response rate compared to benchmarks, and reflects the importance we place on seeking and acting on feedback.

We are focused on improving our overall 2016 engagement score of 3.8 out of 5. Our regional people committees and network of 78 engagement champions are leading forums and action plans on the key topics that matter to our people.

Links to policies and further information

- ⊕ *Annual review: Great place to work*

Environment

Buildings are responsible for around 40 percent of carbon emissions. To protect the planet for future generations and support the UN Sustainable Development Goals, we are determined to help our clients reduce their emissions and deliver more sustainable outcomes.

Improving our own environmental impact

Good environmental management is built into our operations and we now have 33 offices certified to the ISO 14001 Environmental Management System standard. Our global priority is reducing emissions from offices and business travel.

This year we extended the use of Skype for Business and actively promoted video conferencing to reduce business travel. In Australia, we implemented a sustainability action plan in conjunction with CitySwitch and a team of postgraduate students from Curtin University, to improve environmental performance and influence the next generation of building professionals.

We continued to relocate teams to more efficient offices globally, introduced follow-me printing and reviewed opportunities for paperless functions. To encourage our people to take positive action, we promoted high-profile events such as Earth Hour and World Green Building Week, and delivered a series of knowledge shares.

Links to policies and further information

- ⊕ *Case study: Collaborating on our green action plan*
- ⊕ *Case study: Launching a new champions network*
- ⊕ *Environmental policy*

Enabling more sustainable outcomes

By engaging with our clients, we have a greater opportunity to improve the environmental impact of construction. Together we can achieve more sustainable outcomes by improving energy efficiency and resource use throughout the whole life cycle of assets.

We are providing design and commercial management services on the next phase of the Heathrow expansion project. The work we do now will establish the supply



chain and working practices capable of meeting stringent sustainability targets. We are also supporting Masdar City's vision to become a template, or 'green-print', for sustainable urban development, using our global experience and knowledge of the Abu Dhabi construction market to deliver sustainability goals throughout the project life cycle.

As the programme delivery unit for RE:FIT, we are helping to increase the energy efficiency of London's public buildings. We support schools, hospitals and other public organisations to overcome the hurdles involved in energy retrofit projects. The programme was awarded the Ashden Award in 2016 for innovation and excellence in sustainable energy.

Links to policies and further information

- ⊕ *Case study: Designing for sustainability at Queen's*

Influencing industry

Our people continued to shape best practice this year, working collaboratively with clients, suppliers and industry bodies to find effective solutions to sustainability challenges in asset development, delivery and operation.

In Hong Kong, Director Sam Cheng has played a leading role in the Hong Kong Green Building Council. By chairing committees and coordinating the exchange of the latest environmental thinking between green building councils, Sam is promoting a more sustainable construction industry.

Anti-corruption

We operate a strict no tolerance policy towards bribery in all its forms, whether directly or through third parties, and expect our clients and business partners to operate in the same way.

Our anti-bribery and corruption (ABC) policy and associated guidelines outline our approach, risk mitigation and responsibilities. All our people across the global business are required to confirm they understand this policy and complete an annual declaration.

To help our people understand their role in managing bribery and corruption risks, we ask everyone to undertake a training course when they join the company and a refresher e-learning module every two years.

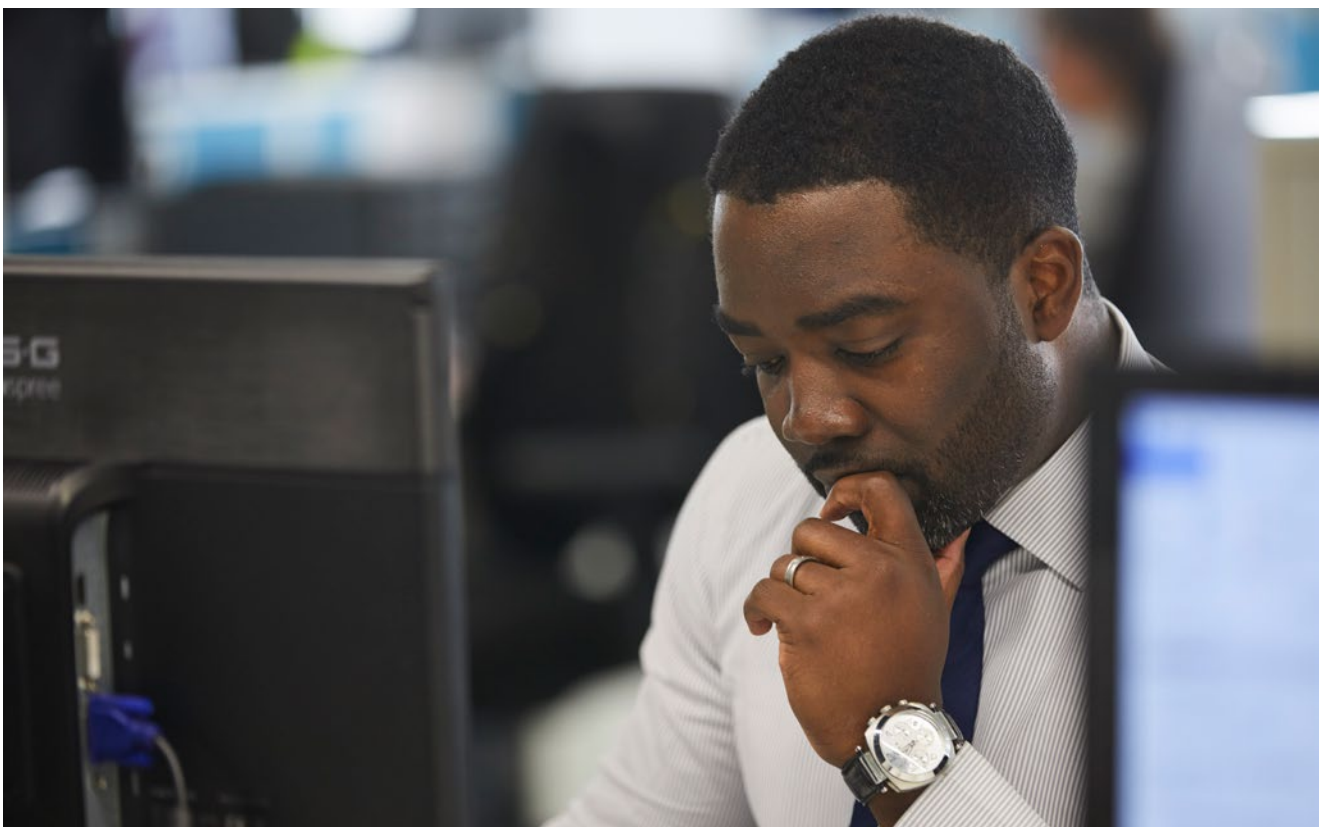
During the year, we have investigated all bribery and corruption concerns raised, in accordance with our policies. A key part of the investigation is capturing improvements to our process and policies.

We have introduced additional training in anti-bribery and corruption in higher-risk locations based both on lessons learnt and from our operational risk assessments. Another example of our evolving process is the introduction of additional assurance checks when appointing contractors.

Later in 2017, we will launch an external ABC hotline, sitting alongside our existing internal system, to enable our people to raise any concerns independently. We will continue to monitor the effectiveness of our investigation and reporting processes and raise greater awareness internally over the coming year.

Links to policies and further information

- [***+*** *Annual review: Integrity in industry*](#)
- [***+*** *Anti-bribery and corruption policy*](#)
- [***+*** *Ethics policy and code of conduct*](#)



Sustainable Development Goals



The UN Sustainable Development Goals provide an ambitious framework to achieve a fairer, more prosperous and sustainable future for all.

We recognise that we can and must play a part in achieving these 17 global goals. As an initial step, we have identified the goals where we can have the greatest impact.

Gender equality and decent work

We are committed to an inclusive and inspiring workplace where all our people can deliver their best. Our aim is to reflect the diverse make-up of the communities in which we work and improve gender diversity throughout the global business.

Beyond this, we are working with our local communities to promote gender equality and increase opportunities for young people to achieve their potential. This includes programmes to engage with children and young people in the world of work and STEM (science, technology, engineering and maths) skills.

Partnerships for the goals and innovation, industry and infrastructure

We bring teams together to achieve more. We are increasingly developing strategic partnerships and collaborative initiatives to tackle some of the biggest challenges our industry faces.

Large-scale infrastructure programmes are a positive lever for economic growth and have potential to create great benefits for society. We are setting up and delivering some of the world's most complex major infrastructure programmes and we are sharing our global best practice to secure higher levels of performance in these programmes by driving productivity, predictability and transparency.

Sustainable cities and communities, responsible consumption and climate action

We are committed to improve our own impact and engage with our clients to improve the environmental impact of construction. Together we can achieve more sustainable outcomes by improving energy efficiency and resource use throughout the whole life cycle of assets.

As the programme delivery unit for RE:FIT, we are helping to increase the energy efficiency of London's public buildings; and in 2016 the programme was recognised with the Ashden Award for innovation and excellence in sustainable energy.

No poverty and quality education

We are determined to create opportunities for children and young people by breaking down barriers to education, raising aspirations and developing employability skills. We are targeting our community programmes so that we reach disadvantaged groups and tackle low social mobility.

This year, we developed strategic community partnerships with charities, schools and public bodies to support this objective. In partnership with Action for Children, we developed an education fund in the UK and we expanded our partnership with JINC in the Netherlands to help young people improve their employability skills.

We welcome your feedback

Please contact us on csr@turntown.com



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