



Turner & Townsend

UN Global Compact Communication on Progress

2018–2019

making the **difference**



Strength in diversity



Vincent Clancy
Chairman and
Chief Executive Officer

I strongly believe that business must lead the way in finding solutions to the world's biggest challenges. This is why I am proud to reaffirm Turner & Townsend's commitment to the UN Global Compact ten principles for another year.

Guided by the UN Sustainable Development Goals (SDGs), we believe we can have the greatest impact by helping our industry modernise and build solutions to tackle the challenges we face together. Over the past year, we have been taking time to consider how best to use our increasing size and influence to drive industry change.

Our corporate responsibility strategy supports us in this mission, helping us to maintain and progress responsible practices into the heart of our business. We continue to make strides on our priority Global Goals of Quality Education (SDG 4), Gender Equality (SDG 5), Sustainable Cities and Communities (SDG 11) and Industry, Innovation and Infrastructure (SDG 9) which form the foundation of our approach.

It is thanks to our people that we are able to deliver impact for our clients, communities, industry and environment. By continuing to empower our talented teams across the globe, we can build on our strong foundations and lead the positive transformation of the built environment.

This report demonstrates our progress against our corporate responsibility commitments and sets out our ambitious agenda to address the world's challenges through the expertise of our diverse teams.

“Guided by the UN Sustainable Development Goals (SDGs), we believe we can have the greatest impact by helping our industry modernise and build solutions to tackle the challenges we face together.”

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.

With 110 offices in 45 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during construction and operation of our clients' assets.

+ This document shares highlights of our story this year, our full-length story can be read online: www.turnerandtowntsend.com/AR1819

Our commitment to corporate responsibility

Turner & Townsend's CR pillars

UN Sustainable Development Goals

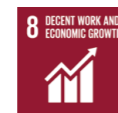
UN Global Compact principles

Prioritised

Additional

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.

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.

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.

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.

2018-2019 corporate responsibility highlights

Read more online

www.turnerandtowntsend.com/corporate-responsibility

Great place to work



Community value



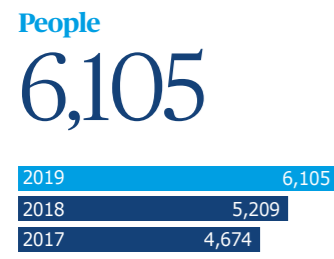
Environmental stewardship



Integrity in industry



Empowering our people



People % growth

+17%

Children and young people reached

6,170

“Guided by the UN sustainable development goals, we are a responsible and supportive employer. This provides us with a clear competitive advantage, ensuring we continue to grow at pace.”

We are working towards a sustainable future, empowering our diverse talent to lead this agenda.

Looking after our people
Our people provide the foundations for our continued success. In the last 12 months, we have grown significantly: Turner & Townsend now employs more than 6,100 people.

We continue to diversify our teams; localising our talent particularly in Asia and Africa. By training people and leaders, we are reflecting the customers and practices of the communities in which we work.

Addressing our gender balance continues to be a key focus, prioritising SDG 5: Gender Equality last year. We are seeing more women reach leadership positions across the globe with increased female representation on our boards over the last five years. In the UK, the proportion of women in our top pay quartile has

increased by 1.5 percent while our gender pay gap has decreased by 0.8%. By 2025, we want to have a gender split of 40:60 female:male talent across the entire business.

The health, safety and wellbeing of our people continues to be a key focus. We are training mental health first aiders to identify issues early and help colleagues navigate challenging situations.

- Links to policies and more information
- Annual review: Empowering people
- Website: People
- Case study: Building a diverse business
- Health, safety and wellbeing policy

Investing in the next generation
We continue to invest in our apprentice and graduate programmes. The number of recent university leavers joining us has grown in all regions and we are increasingly attracting people from non-construction backgrounds, including school-leavers.

We are committed to social mobility, removing barriers to opportunity and raising aspirations among those who need it most. We address SDG 4: Quality Education through our education and employment programmes, reaching over 6,000 children and young people through our #TT5000futures campaign this year.

We recognise that the root causes of inequality differ across the globe. As a result, we tailor our responses to local need. We commenced our reconciliation journey in Australia this year to acknowledge the traditional owners of the land, and our approach to Broad-Based Black Economic Empowerment (BBBEE) in South Africa continues to grow.

- Links to policies and more information
- CR report: Empowering our people
- Website: Community value
- Case study: Promoting access to education in Indonesia

Human rights
Our leadership instills a culture where strong ethics are embedded in the way we work, ensuring we take proactive action against any complicity in human rights abuses.

We see that all of our employees comply with our ethical standards, updating our policies and guidelines on corporate conduct regularly to respect the protection of human rights.

Turner & Townsend is committed to the highest ethical standards and requires all employees to be aware of, and comply with, its policies and guidelines on corporate conduct.

Our risk management team continues to work directly with our people to guide and support where needed.

- Links to policies and more information
- Annual review: Promoting a strong risk culture
- Annual review: Empowering our people
- Ethics policy and code of conduct

Labour rights
Our people are compensated fairly relative to our industry and local markets. In addition, we respect that all our people have the right to freedom of association subject to local laws and regulations. We follow applicable laws with respect to salary, benefits and work hours.

We are committed to eliminating any form of forced labour or human trafficking both in our business and across our supply chain as clearly stated in our UK Modern Slavery Act Statement. Commitments made in the UK are replicated across the globe as applicable and we are looking to build on progress made.

As well as prohibiting the use of all forms of forced or compulsory labour, we meet all child labour laws globally and prevent employment of anyone who does not meet legal minimum age requirements.

Finally, we guard against discrimination in respect of employment and occupation through clear recruitment guidelines and policies. We regularly undertake unconscious bias training, an online version of which is now available to all employees. This training helps our people be aware of and counteract their inherent preconceptions of others. In addition, we have trailed 'blind CV' methods in several of our regions. As outlined previously, we are actively localising our leadership and talent to diversify our workforce in a way that is reflective of our local communities. We have had particular successes in Asia and Africa through targeted recruitment drives and promotion support.

- Links to policies and more information
- Annual review: Promoting a strong risk culture
- Modern Slavery Act Statement

Anti-corruption
Turner & Townsend has a zero-tolerance policy on bribery and corruption. As a global business, we make sure that all our people are clear on what this means and the actions they must take to prevent collusion.

Our anti-bribery and corruption (ABC) policy and associated guidelines have been translated into ten global languages and clearly set out our position and subsequent approaches to risk mitigation and whistleblowing.

Each employee is required to sign a declaration of complicity to our standards on an annual basis. In addition, every employee undertakes an ABC training course when they join the company and a refresher module every two years.

Our e-learning system will continue to help our people around the world maintain current knowledge on procedures, while our ABC hotline helps them to raise concerns quickly.

- Links to policies and more information
- Annual review: Promoting a strong risk culture
- Anti-bribery and corruption policy
- Ethics policy and code of conduct

Sustainability, innovation and industry leadership



Reduced CO₂ emissions by
20%

ISO14001 accredited at
30 offices



“Working on innovative projects like Virgin Hyperloop One, we are proud to be a part of forward thinking programmes that are tackling society’s biggest issues.”

Supporting sustainable innovation

We have prioritised SDG 9: Industry, Innovation and Infrastructure and SDG 11: Sustainable Cities and Communities, recognising that the greatest impact we can have is through collaboration with our clients. We are proud to be a part of forward-thinking programmes that are tackling society’s biggest issues. An example of this is the innovative project Virgin Hyperloop One in India which could reduce commuter times between Pune and Mumbai to a fraction without negatively affecting the environment.

In addition, we are increasingly supporting clients with sustainable solutions. Our lean construction advisory services continue to grow, as does our work in renewable energy worldwide. The Snowy 2.0 Pumped Hydro Electric Project is an infrastructure project in New South Wales, Australia, that ‘ticks all the boxes’ in terms of sustainability. Backed by the Federal Government, Snowy will deliver 2,000 megawatts of renewable on-demand energy into the grid when needed.

Turner & Townsend supported pre-feasibility and feasibility studies as well as the appointment of the construction contractors. We are now supporting Snowy during the current implementation phase of the project.

We are also unlocking the sustainability benefits of Business Information Modelling while collaborating across supply chains to achieve the highest sustainability standards including BREAM, LEED and ISO 14001. With over 60 cities required to improve their Air Quality, Birmingham City Council and Leeds City Council have led the way in delivering a Charging Clean Air Zone (CAZ). Our work with Birmingham City Council has meant our experience, knowledge and abilities have been appreciated and have led to further

work supporting the Tyneside Authorities, Sheffield City Council and Edinburgh Council in framing their CAZ/LEZ.

- ▣ [Links to policies and more information](#)
- Annual review: Empowering people
- Website: Environmental stewardship
- Case Study: Tackling increasing urbanisation through innovative transport solutions

Towards net zero carbon

This year, we have refocused our efforts towards becoming a net zero-carbon business; recognising that drastic change is needed if we are to mitigate the worst effects of climate change. Awareness amongst our people continues to grow, and as a result our environmental champion network has increased across several global regions. We have reduced our carbon dioxide emissions per employee by 20 percent since 2014/2015 and 30 of our offices are ISO 14001 accredited. This year, we launched our green purchasing policy and signed the Business in the Community ‘Waste to Wealth’ commitment; with the view to adopt circular principles within our operations and support our clients to do the same.

Industry leadership

Finally, our various industry memberships enable us to lead the latest thinking in our industry. Vincent Clancy continues to lead the export and trade working group for the Construction Leadership Council and David Whysall is co-chair of Constructing Excellence. Our people have been involved with decision-making at the highest level. For example, Patricia Moore is on the industry advisory panel for the Department of Business, Energy and Industry Strategy (BEIS).








- ▣ [Links to policies and more information](#)
- Annual review: Empowering people
- Website: Integrity in industry
- Case study: Driving change through industry collaboration
- Website: Signing the Waste to Wealth Commitment

This year, we have continued to focus on four Global Goals that are most material to our business:

- UN SDG 4: **Quality Education**
- UN SDG 5: **Gender Equality**
- UN SDG 9: **Industry, Innovation and Infrastructure**
- UN SDG 11: **Sustainable Cities and Communities**

These represent the issues that we have the largest influence on and those that have impacted our industry and business the most to date.

We recognise the interconnected nature of the Global Goals, related issues and required solutions. We know that through our corporate responsibility programme, operations and work with clients, we are impacting both society and the environment beyond these prioritised SDGs. The table below outlines how we contribute to additional SDGs through our corporate responsibility programmes, operations and work with clients.

UN Sustainable Development Goal	Description
 SDG 1: No Poverty	Our education and employment programmes target young people and children from some of the most disadvantaged communities near our offices and operations. By providing opportunities to those who need it most, we can support social mobility and reduce poverty in the long term.
 SDG 3: Good Health and Wellbeing	Whether in our offices or out on site, the health, safety and wellbeing of our people is of the upmost importance. Our HR policies, guidance and awareness-raising campaigns help us to take care of our people while our safety, health and quality services help our clients embed strategies and cultures which support effective operations that maintain safe and healthy environments.
 SDG 8: Decent Work and Economic Growth	We see that our people are compensated fairly for the industry and market they are in. We also have a robust training and development programme and a clear review process helping people reach their full potential with us. Working with our clients, we help deliver much-needed public services and commercial assets on time and on budget, supporting long-term economic growth.
 SDG 10: Reduced Inequalities	As a business, we take a holistic approach to diversity and inclusion, ensuring that equal opportunities are available to all regardless of gender, ethnicity, disability, age, sexual orientation, religion or social-economic background. Our localisation programme means we actively recruit for talent within the local communities in which we operate, helping to make sure that nobody is left behind.
 SDG 12: Responsible Consumption and Production	Through our work with clients, we look for innovative and sustainable solutions that reduce the resource intake of built assets over their entire life cycle. We are already using Building Information Modelling (BIM) to increase project sustainability and are working with others to explore the environmental benefits of off-site construction.
 SDG 13: Climate Action	Our efforts to reduce carbon emissions begin in our own offices and operations. Many of our offices are certified through the ISO 14001 Environmental Management System and when relocating we select offices with strong sustainability credentials. We also work with our people to improve our carbon footprint by reducing business travel and waste.
 SDG 17: Partnerships for the Goals	We are collaborating across our industry to achieve greater productivity and efficiency through our involvement in industry bodies like the Royal Institution of Chartered Surveyors, Association for Consultancy and Engineering or the UK government's Construction Leadership Council (CLC). We also actively work in partnership with our clients, supply chains and community organisations to build a legacy that contributes to a fair society and sustainable future.

We welcome your feedback



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