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Welcome

Clients from across all sectors around the world continue to seek maximum value from their capital programme investments.

In this issue we highlight a selection of our programmes for real estate, infrastructure and natural resources clients and how we’re expanding our capabilities and growing our global footprint.

For our latest news, or to get in touch, please visit our website, LinkedIn or Twitter accounts. We’d be delighted to hear from you.

Vincent Clancy
Chief Executive Officer
Turner & Townsend

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Our global magazine sharing news about our people, projects and performance.
Expanding our capability through strategic acquisitions

Our two most recent acquisitions this year, Suiko in the UK and Trestle in the USA, are helping us to expand our capabilities and serve our growing global customer base.

Suiko is an expert in lean management, having worked for nearly 20 years with clients across a range of industries. The integration of Suiko’s experts creates a unique proposition and allows clients embarking on capital programmes to incorporate tried and tested lean techniques from the start.

Project and construction management specialist Trestle has joined forces with our team in the Bay Area of San Francisco, which is currently working on real estate projects for a series of global brands including Chevron, Genentech, Intel, Pacific Eagle and Russell Investments. Trestle brings with it a number of successfully completed projects in the technology, healthcare, banking and retail sectors across the west coast.

The acquisition of Suiko is a step change for both Turner & Townsend and the construction industry. The integration of lean expertise into our business strengthens and differentiates our offering, and will also drive progress in how capital programmes are delivered.”

Vincent Clancy, Chief Executive Officer

More information
- turnerandtownsend.com
- linkedin.com/turner-*townsend
- @turnertownsend
Responding to opportunities in growth markets

Our presence in Latin America is growing and expanding into new countries as we support our clients, both regional and global. We now have teams in Brazil, Peru, Chile, Colombia, Argentina and Mexico, and projects in other countries including Guatemala, Costa Rica and Dominican Republic.

“Over the past few years, we have increased the size of the team in Latin America, but we’ve also increased our footprint to include Argentina and Mexico,” says our Latin America Managing Director Rob Edwards. “We’re also seeing an increase in opportunities across our three sectors: real estate, infrastructure and natural resources.”

Having initially focused on mining and oil and gas projects, real estate has become a major proportion of our workload in the region over the last five years, accounting for 60 percent of Brazil’s turnover and 50 percent in Chile. Infrastructure is the final piece of the jigsaw: “We’ve seen really strong growth in infrastructure this year, including new projects in rail, air and telecoms,” said Rob.

Recent and current projects in the region also include a programme of 150 to 200 projects to create facilities for Uber as it expands across the region and a new headquarters and TV studio in Chile for a global media company, as well as a number of major mining sector developments.

Did you know?
This year, to cater for our growing teams, we moved to new offices in several cities around the world including Amsterdam, Brisbane, London and São Paolo.
North America presents significant growth opportunities for our business. To maximise these opportunities, Murray Rowden has moved from London to New York to take on the role of managing director of the region, combining this with his existing duties as global head of infrastructure.

Under Murray’s leadership, our group infrastructure revenue has doubled from £53m to £123m in the past five years. Murray, who joined Turner & Townsend in 1990 as a graduate, has ambitious plans for supporting clients across the region, drawing on his experience of working with world-leading organisations delivering asset improvement programmes and major complex projects.

“Innovation in delivery models, combined with collaboration, is key to delivering great outcomes,” said Murray.

“Presenting an integrated programme management approach and transferring best practice across sectors are key focuses.”

“From a market perspective, the connection between infrastructure and real estate development provides significant opportunities for us. There’s also a strong synergy between the need to deliver infrastructure asset into operation more efficiently, which correlates with the natural resources market needing to tighten up on costs.”

Current high-profile projects in the region include Time Warner’s New York headquarters, Dallas Fort Worth International Airport, the Toronto Metrolinx Regional Express Rail programme, Freeport LNG’s natural gas liquefaction project in Texas, as well as supporting a number of global clients headquartered in the region.

Global Partnering for success

This year we promoted ten colleagues to partners of our business, bringing the total to 84 partners across the globe. Partners are owners of the company, with the responsibility to set and deliver the highest standards.

As part of our 2020 vision to be the global leader in capital programmes, in 2015 we converted from a public liability company to a partnership business.

Vincent Clancy, Chief Executive Officer, said: “This bold decision to convert meant we became the largest global partnership in our space, setting us apart from our competition. It allows us to cement our independence, and attract and reward talented people across the globe who share our passion to deliver great outcomes for our clients and reinforce our one global business ethos.”

Newly appointed partner, Steve Perkins, Director, said: “It’s a real privilege to be a partner in the business, but one which comes with responsibilities to make the best decisions for the future of the company and its employees. Being part of a team that can set our direction and continually find ways to improve or expand what we do is tremendously exciting.”
Singapore

Remodelling Allianz SE’s workspace

Allianz SE’s 9,800 sq ft offices in Asia Square Tower 2, in central Singapore, have been designed to inspire and enable collaboration and creativity among the 100-plus employees who work there.

Delivered in just seven months, the regional headquarters building boasts a series of themed meeting and communal areas and exploits digital technology to the full.

As project manager, we oversaw the transformation from standard offices to smart spaces with technology that includes interactive whiteboards and large-format screens for video conferencing.

Among the themed rooms are the ‘Allianz Stadium’, imitating the company’s Allianz Arena in Munich; ‘Transport Me’, fitted out like a container to reference the firm’s marine insurance business; and a 1980s’ English dining room to reflect Allianz’s home insurance market.

UK

Royal opening of world-class research institute in London

In August The Queen, The Duke of Edinburgh and The Duke of York officially opened the £650m Francis Crick Institute in London.

The Crick is the largest biomedical research institute under one roof in Europe and is investigating the fundamental biology underlying human health and disease. By bringing together scientists from many disciplines, the Institute aims to improve people’s lives by understanding why disease develops and to find new ways to treat, diagnose and prevent illnesses.

The visit included a tour of the new building and finished with The Queen unveiling a plaque to mark the opening of the institute.

Appointed as cost managers, we supported the Institute to maximise the development potential of the site and carefully control project costs within budget.

In October we shared our insights on the complex project with leading construction experts from across the globe at the Property Congress in Australia.
Australia

Redeveloping the $350m Chadstone shopping centre in Melbourne

The Chadstone shopping centre in Melbourne is undergoing a massive facelift with an AUD350m redevelopment project. The redevelopment will increase the centre’s circulation by 25,000 sq m and further expand one of Australia’s largest and premier shopping destinations.

Approximately 570 stores will feature in the vibrant retail centre when the work is completed in mid 2017.

We have been commissioned by Vicinity Centres to project manage delivery of the new tenancies.

This is our second major shopping centre project in Melbourne within the last 12 months. We are also project managing the AUD665m expansion of Eastland shopping centre in Ringwood, Melbourne.

Did you know?
Chadstone will have a 7,000 sq m glass domed roof, designed using 3D modelling. Pieced together by hand, 2,700 uniquely proportioned pieces of glass make up the 30m high gridshell roof.

South Africa

Major revamp of luxury Hilton Hotel in South Africa

The five-star Durban Hilton Hotel’s first refurbishment since 1997 is underway, and is due to be completed in May 2017.

We were commissioned to project manage the refurbishment of the multi-award-winning hotel.

This appointment continues our relationship with the Hilton Hotel group. We previously led projects in the Middle East, Europe and North America, and introduced a benchmarking schedule and policy to align the main contractor with Hilton Hotel group expectations and quality standards.
UAE
Delivering a state-of-the-art hospital

The state-of-the-art NMC Royal Hospital in Abu Dhabi has officially opened. We provided project and cost management services on the project in Khalifa City and managed key project stakeholders to ensure they provided the necessary inputs at the correct stages of the project timeline.

With capacity to expand to 500 beds, the NMC Royal is one of the largest private hospitals in the United Arab Emirates. As well as emergency and critical care, the hospital provides neuroscience, cardiac science, gastroenterology, hepatology, urology, oncology, mother and child health, and nephrology services.

S.N. Santosh, Project Manager at NMC Healthcare, said: “Turner & Townsend brought local and global expertise in project and cost management for what was a challenging environment, engaging with multiple stakeholders to meet tight deadlines.”

Germany
Providing an ‘Office of the Future’ for Microsoft

We have successfully completed a major office project for Microsoft in Germany as part of its European strategy to create state-of-the-art workplaces.

With unassigned work spaces, 70 conference rooms, breakout areas and outside terraces, it showcases the company’s values of transparency and openness.

Did you know?
The 26,000m² high-tech headquarters in Munich is based on Microsoft’s vision of creating an ‘Office of the Future’.

We provided project and cost management services as part of a global framework. We performed feasibility studies, due diligence on the preferred site, management of the project lifecycle, procurement of construction experts and the relocation itself.

John Lenz, Real Estate Portfolio Manager in Germany for Microsoft, said: “The relocation to larger offices in Munich has been seamless. It has been a hugely complex job coordinating multiple stakeholders and I’m impressed with the result – an office of the future with numerous breakout areas and spaces to creatively think, share and discuss.”
Key role on Wanda’s luxury development in Sydney

International property developer Dalian Wanda Group (Wanda) appointed us to project manage a AUD1bn luxury, mixed-used development in Sydney’s prestigious Circular Quay.

The redevelopment will see the construction of a 57-storey residential tower and a 28-storey Wanda hotel, together with revitalisation of public space including the addition of restaurants, retail and public art.

The development is set to contribute thousands of jobs both during construction and beyond in a major boost for the local economy.

Our team will work closely with Wanda and its key stakeholders to deliver best practice principles to manage this significant project. Demolition of the site’s existing buildings is due to begin in early 2017, with construction planned to start in March 2018.

“We are committed to delivering an outstanding development that will be a testament to Sydney’s gateway, and are excited to partner with Turner & Townsend to achieve this.”

John Wei, Managing Director, Wanda One Sydney

Delivering new sustainable manufacturing facility for Unilever

We are delivering cost and project management services to Unilever’s new manufacturing facility in Dubai. The DH1m facility aims to help meet the growing demand for personal care products across the Middle East and North Africa.

With Unilever’s ‘Sustainable Living’ ethos in mind, which seeks to halve the group’s environmental impact while doubling the size of its business, the new factory has been designed to minimise its use of energy and water, cut its greenhouse gas emissions and send zero waste to landfill.

Our appointment on the project continues our long relationship with Unilever, using our global expertise and local knowledge working on previous projects throughout Europe and Asia.

“We’ve worked with Turner & Townsend before, and are confident in their ability to deliver the latest and best practice while working on this project,” said Ahmed Kadous, Supply Chain Director at Unilever Gulf.
Joel Brenner
Vice President of Project Management, Global Real Estate, Time Warner

What new build not retrofit?

The biggest issue for us at the start of the project was finding a development that could accommodate the quantity of space that we needed – nearly a million and a half rentable square feet. With new build, we are not dealing with existing conditions that limit our ability to use the space according to our needs – ranging from typical office space to high-end technical broadcast studios with double height spaces, double height screening rooms with tiered floors and a capacity for 300 people. To fit those programme requirements into an existing building and retrofit posed many challenges. With a new site, we are simply able to build them in.

Why new build not retrofit?

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What challenges do you face?

Every day there is another challenge to deal with – whether it’s actual onsite logistics, getting answers internally, understanding our own needs and the costs – from every perspective the hiccups are enormous. Nothing is ever black and white, and we have to be able to successfully work within the grey. That’s what I stress to my team: how do we deal with the grey areas to keep the project moving forward?

What risks have impacted the project?

Market conditions as well as the complexity of this project have made it a constant test. An overheating market can raise the risk of typical cost escalations and complicate labour issues.

While overrun risks are often determined by market realities, especially for commoditised core and shell materials such as steel, other costs such as furniture, fittings and equipment (FFE) can be sourced locally to better control costs.

Project controls help mitigate these risks, and it goes without saying that a key requirement of such a large scheme is to have a robust system of financial tracking.

Turner & Townsend is providing project and cost management services on the Hudson Yards project. Read the full article on our website.

In 2019 Time Warner will move 500 employees from seven buildings around Manhattan into one flagship headquarters. The result will be a LEED Gold 90-storey tower - the third tallest office building in New York.

It’s a challenging task for Joel Brenner, Vice President of Project Management, not least because of the many brands and businesses, which will be coming together for the first time.

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UK

Collaborating to drive outperformance with Anglian Water

In October we were appointed to Anglian Water’s commercial outperformance and construction economics (COCE) framework.

Anglian Water supplies water and water recycling services to more than six million domestic and business customers in England and Wales.

Over the next five years, we will be responsible for providing commercial services for Anglian’s capital and operational programmes. Our tasks will include contract administration, procurement, risk and cost management, benchmarking, supply chain and market analysis.

An important feature of this contract is collaboration: Anglian Water’s goal is to harness true collaborative working in order to drive efficiency, cut costs and ultimately deliver more value for its customers.

This latest appointment continues a 15-year relationship with Anglian Water: “We’re delighted to continue supporting Anglian’s goal to be the best water company in the UK,” said Patricia Moore, Managing Director, Infrastructure UK. “It’s great to work with such a dynamic and progressive organisation and we look forward to setting a new industry exemplar model.”

UK

Playing our part in London’s Super Sewer clean up

The £4.2bn Thames Tideway Tunnel will transform London’s River Thames by preventing overflows of untreated sewage into the river from the capital’s overstretched Victorian sewers. A 25km-long, deep tunnel will collect the flows and carry them to East London for storage and treatment.

In August Tideway appointed us to its commercial support services framework, alongside two other consultants. We are providing project and programme management resources over the next four years.

Mark Sneesby, Chief Operating Officer at Thames Tideway, said: “As we start main construction work on the Thames Tideway Tunnel, we are confident that having the knowledge and expertise of three of the most prominent consultancies will be a huge asset in our work to clean up London’s river.”

The tunnel is part of a wider programme of works called London Tideway Improvements, which includes the construction of the Lee Tunnel and the upgrade of five sewage treatment works.
Managing costs at USD32bn Al Maktoum International Airport

Work is underway on the expansion of Dubai’s Al Maktoum International Airport.

Part of a wider USD32bn development programme, the project plans to expand the existing passenger terminal at Dubai South that originally opened in 2013. The work will include a larger immigration hall with 55 control counters, an extended departure area with 91 check-in desks and an extra 12 boarding gates and lounges, a new outbound baggage handling building, and additional parking and approach roads.

We have been commissioned to provide cost management services. This win follows our previous cost planning, procurement and commercial management work for Dubai Aviation Engineering Projects (DAEP), the engineering arm of Dubai Aviation City Corporation. We have now worked with major airport programmes on every continent, totalling more than 140 projects in 19 countries.

Did you know?
The development is part of plans to increase annual handling capacity at Al Maktoum International at Dubai World Central (DWC) to 120 million passengers.
**UK**

**Lift off for a third runway at Heathrow**

In October the UK government announced the go-ahead for a third runway at London’s Heathrow Airport. Heathrow is one of the busiest airports in the world, and will be one of the UK’s largest construction projects ever undertaken.

Vincent Clancy, Chief Executive Officer, said: “The government’s decision will give a shot in the arm to Britain’s construction industry and create thousands of jobs as the delivery phase begins. But the long-term economic prize is likely to be the huge trade potential that will be unlocked by Heathrow’s extra capacity.”

Earlier this year we were selected to work with the airport to deliver its expansion as Programme Client Partner. The partners have been tasked with ensuring the programme is delivered to the highest industry standards in planning, innovation and quality.

**Did you know?**

The Heathrow expansion will boost the UK economy by up to £211bn, while creating 180,000 jobs.

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**USA**

**Managing New York Power Authority’s assets**

New York Power Authority (NYPA) appointed us, as part of a joint venture with asset management consultancy AMCL, to help it create a strategic asset management plan for its power generation and transmission infrastructure.

Faced with changes in the market over the next decade due to technological evolutions and changing customer demands, the USA’s biggest publicly owned power company wanted to continue to deliver value during this market shift, while maintaining its leadership in energy efficiency and green technologies.

In creating the strategic asset management plan, we assessed existing capabilities within NYPA. We then set out a roadmap of activities and milestones that will help the organisation transform the way it manages and prioritises the resources required to operate its assets in the most efficient and effective way.

Although NYPA has used asset management techniques in parts of the organisation, this change will see a holistic approach adopted within their operations business unit and define how it collaborates with the wider business.
The Netherlands

Controlling costs on Schiphol Airport expansion

The construction of a new terminal and pier at Schiphol Airport in Amsterdam will allow the airport to serve an additional 14 million passengers annually when the new facilities are operational in 2023.

Our role on the project, in joint venture with cost consultant IGG, is to provide cost and commercial management services.

The new terminal and pier are the first in a series of planned projects aimed to accommodate the airport’s rising passenger numbers and to strengthen its position internationally.

The flexible pier will be ready to use in late 2019 and will accommodate multiple wide and narrow-body aircrafts. Other plans include investment in the railway station, bus station and Schiphol Plaza.

“With the development of a new pier and terminal, Schiphol is investing in the capacity and quality of Mainport Schiphol, as well as strengthening the airport’s international competitive position.”

Gerard Geurtjens, Schiphol Group Area Project Director
In July one of our partners, Aileen Jamieson, was appointed Global Director of Downstream. Her remit is to lead the growth of the consulting services that we provide to refiners to help them deliver capital projects and maintenance shutdowns in a way that optimises safe, reliable and efficient operations.

Last year saw margins in downstream rise to record levels for refiners in most markets, as crude oil prices fell. However, the fluctuating nature of oil product prices, such as gasoline and diesel, linked to seasonal and regional changes in demand mean that refineries often tread a fine line between profitable operation and loss.

With much of her 20-year career spent in downstream operations, research and consulting, Aileen is acutely aware of the difference that a well-planned and delivered project can make.

“Improving cost and schedule predictability is key to assuring operational cash flow performance in a marginal environment,” says Aileen, who spent six years as Vice President Natural Resources at Turner & Townsend before taking on this new challenge in the company.

Previously, Aileen worked for ExxonMobil at their 300 kb/d Fawley refinery in the UK in both technical and operational positions, prior to moving into planning and scheduling roles within the supply and trading department.

“My goal is for our organisation to be recognised as the leading provider of professional services to the downstream industry delivering predictable outcomes in project delivery.”
Collaborating to drive cost efficiency

In November the Performance Forum hosted its (6th) annual workshops in London and Houston. Under the theme 'the High Price of Low Cost', senior experts shared lessons learned at the event and collaborated on how the industry could meet the challenges of the current low oil price.

Both events featured keynote speeches. In Houston, a representative from Shell opened with an analysis of how the industry can drive lower-cost, affordable and profitable projects. In London, a leader from the UK’s planned high-speed rail network, HS2, provided cross industry best practice on how public accountability drives improved project delivery. Delegates from organisations including BP, Chevron, Petronas, Statoil and Total gave insightful presentations on topics including big data, cost predictability and benchmarking for improvements.

The Performance Forum, a joint industry project sponsored by upstream oil and gas operators, and managed by Turner & Townsend, provides insights into cost predictability through benchmarking and enables companies to optimise their project performance.

Enabling collaboration across the industry’s major operators, the Forum identifies and encourages best practice while supporting oil and gas companies to reduce risk and increase confidence in project outcome.
UK

Key win delivering onshore support for BP in Scotland

In July we were chosen to deliver quantity surveying and cost management services across BP’s onshore facilities in Scotland. These include the Sullom Voe Terminal (SVT) in Shetland and the Forties Pipeline System (FPS) pipeline and terminals.

Supporting BP’s annual work programme across both investment and maintenance, our role is to deliver improvements in managing spend and value for money across a number of identifiable areas including independent estimating, cost engineering and assurance, contract and supplier management, risk facilitation, and planning and scheduling.

BP is one of our largest global clients. We are providing a range of services in all segments of BP’s business (upstream, midstream, downstream and real estate) around the world.

Notable current and recent BP assignments include various projects on the North Slope (Alaska), BP’s pipelines and logistics programme (USA), Quad 204 and Clair Ridge (UK), Khazzan (Oman), the Tangguh Expansion Project (Indonesia) and the terminals upgrade programme (Mozambique).

Myles Cameron, Director, commented: “We’re delighted once again to be working with BP on a series of significant projects that are of strategic importance to North Sea oil and gas.

“Being awarded this contract is a great opportunity to further show our experience and expertise in optimising performance and cost management. It’s early days, but mobilisation and integration have been successful and we look forward to building on such a solid start.”
New mining win in Mongolia

We have been engaged to deliver short term support to supplement the existing procurement, cost control and planning resources on the Oyu Tolgoi Underground Project in Mongolia.

The team has been engaged to ensure the project can achieve the necessary increase of key governance and control resources during the critical first months of execution. The project will transform Oyu Tolgoi into one of the most significant copper mines globally and first production from underground is expected in 2020.

Mark Wainwright, Managing Director, Natural Resources said: “We’re proud to be partnering with Oyu Tolgoi to contribute to the development of a world-class and safety-focused operation, with our strong reputation and in-depth of knowledge of the industry.”

Did you know?
First copper production from the Oyu Tolgoi underground project is expected in 2020.
Championing employee engagement

We recognise that our greatest asset is our people. As we grow, it is critical to sustain open channels to ensure that we understand our people’s feedback and use this to drive key initiatives.

We have set up a strong global network of engagement champions who demonstrate enthusiasm and energy to create a more inspiring work environment for everyone.

Each year we undertake an annual employee engagement survey to seek formal feedback about what staff like about working at our company and what we can do to improve.

Following the survey, engagement forums take place in each of our regions to discuss local views in more detail and inform regional action plans.

Our champions are engaging with colleagues and working with our leaders to interpret, communicate and act on feedback.

Will Gulliver, Seattle, said:  

“The employee engagement champion is intended to be approachable and a neutral channel of recommendations that can be proposed to the business in a constructive context.”

Andrew Quinn, Dubai, said:  

“The initiative provides a clear channel of communication to take on board employees’ viewpoints and feed these back directly to senior management.”

Did you know?  

Our 2016 employee engagement survey had an impressive 89 percent response rate.
Inspiring workplaces

The world of work is changing. To create better environments for collaborating, we are embracing a different office culture to provide dynamic new office spaces and a great place to work. We spoke to three of our young professionals about their new working environments.

**Matt Peat**  
*London*

**What do you like about your office?**

The location of our new office in London is great. The office is a relatively new development, which has lots of natural light and great views of St Paul’s Cathedral.

**Are there specific breakout areas and would you say you use them often?**

Yes, there are different types of areas for alternative working and I use them all regularly. Long-stay areas are provided which have a more traditional desk setting with a screen and phone. There are also short-stay and breakout areas, which are useful for informal meetings, or the café area, which is good for a one-on-one catch-up.

**Would you say you socialise with colleagues in the office during your working day?**

I regularly work from client sites so I try to make the most of being in the London office. I socialise and network with colleagues if I have the opportunity during the day. The café area hosts regular breakfast internal knowledge sharing sessions, which helps us to learn about key topics but also socialise with colleagues across the office.

**Nanne Hurts**  
*Amsterdam*

**What do you like about your office?**

The Rembrandt Tower is the highest office building in Amsterdam. You can see the building from far away when you approach the city. In the vicinity, there are multiple restaurants and bars to go to after work, which helps team bonding.

**How do different teams mix and exchange ideas?**

We have an office meeting every two months, where colleagues present their projects and share their ideas. These meetings are always followed by drinks at one of the bars close to the office, which means we can continue discussions in a more relaxed environment.

**Do you have flexible working?**

As a project manager, you often work at the client’s site at different locations and different times. The focus is on outcomes rather than presence, we are free to plan our own agenda. Flexibility depends mainly on the clients’ requirements. We are all equipped with a laptop enabling us to work anytime, anywhere.

**Daniel Burke**  
*Brisbane*

**What do you like about your office?**

I like the collaborative spaces that allow interaction between members of all levels of the business. I also enjoy the flexible workspaces because teams can work next to each other.

**What benefits has your new environment given you?**

I am able to work together easily with staff across the business. For a graduate, it is important to establish good working relationships with senior members and it also allows senior members to directly mentor graduates.

**Are there ways in which you’re encouraged to move around the office?**

The sit to stand hot-desks are important in promoting healthy and positive environments and reduce the amount of time spent sitting at a desk. We are encouraged to use these sit to stand desks as much as possible.
Crossrail is one of the most complex programmes ever undertaken in the UK. The project is delivering ten new stations and 42km of new bored tunnels under London, and when complete, the Elizabeth line will increase central London’s rail capacity by ten percent.

We have worked on the programme since 2009 as part of Crossrail’s Programme Partner, helping to deliver the programme safely, on time and within its funding.

Across every sector and service we work in, we strive to deliver best practice. Our aim is to extend the positive legacy of our clients by advancing the standards of the assets they create, supporting safe and efficient construction, and protecting resources for future generations.

As part of our commitment to promoting best practice and leaving a positive legacy across the sectors and regions we work in, we have been supporting Crossrail’s Learning Legacy programme.

The Crossrail Learning Legacy programme manages the collation and dissemination of good practice, lessons learned and innovation from Europe’s largest construction programme, aimed at raising the bar across the industry.

We collated programme controls information and contributed best practice documents and white papers. We also delivered webinars with Crossrail’s Learning Legacy partners, which were open to the entire industry, sharing insights on commercial assurance, risk management and performance assurance specifically.

Andrew Wolstenholme, Chief Executive, Crossrail, said: “Passing on the lessons and good practice that we have learned at Crossrail is an absolutely essential part of raising the bar in the delivery of major projects.

“With an unprecedented number of infrastructure schemes around the corner, now is the time to start sharing what we have learned so the UK can build on its reputation for delivering on time and on budget.”

The Learning Legacy website is now live and will remain available long after the Crossrail programme is complete.
Leading the way: award hat trick

Noluthando Molao
Associate Director

Associate Director Noluthando Molao won three awards this year, recognising a decade of hard work and commitment. The awards highlight the growing importance that the South African property and construction industries are placing on diversity, and in particular on the role of women in the industry.

Noluthando’s accolades in 2016 are: the Women in Construction Pioneer of Innovation Award; the Women in Construction Award at the 9th South African Construction Awards; and Professional of the Year, Corporate/Private Sector at the Women in Property Awards.

Now based at our Johannesburg office, she has worked on a number of iconic projects, most recently the Gautrain Station Platform Extension at OR Tambo International Airport.

Noluthando’s experience includes delivering real estate and infrastructure projects, business development and setting up project teams.

She is currently working towards an MBA and is a former finance committee member for the South African Council for Project and Construction Management Professionals.

Noluthando says: “I’d like to encourage other women wanting to break into the construction industry by saying that anything is possible with hard work, perseverance and a plan.

“It’s vital to remember no one wins alone. I have learnt that different people have different strengths and one should be able to acknowledge this and draw from this.”

UK
Health and safety transformation of London Taxi Company

The iconic London Taxi Company (LTC) appointed our safety, health and quality (SHQ) team during the construction of a new state-of-the-art factory in the West Midlands.

We will be implementing ‘Zero Harm’ objectives across all aspects of the project, aiming to set the highest safety standards and principles, and eliminating fatalities, serious injuries and accidents.

Chinese motoring giant and owner of LTC, Geely is investing £300m to transform the range of taxis and build a brand-new research, development and production facility.

The factory will manufacture next generation electric vehicles for the black cab brand. Production is expected to increase from currently just under 2,000 units a year to about 36,000.

Mike Spanczak, Associate Director, said: “LTC’s products are instantly recognisable globally and we’re pleased that the environmental agenda is at the centre of their vision.”

Did you know?
The new factory in the UK will manufacture next generation electric vehicles for the black cab brand.
Peter McGettrick has been appointed as Director of Safety, Health, Environment and Quality (SHEQ). We spoke to Peter to find out about his role.

Q: Tell us about your new position.
A: I lead the SHEQ division which provides a consultancy service across the UK and Ireland. Turner & Townsend has a great reputation as a quality-driven organisation providing excellent outcomes for clients and this was the motivating factor in me joining the company. My role aims to ensure we are the provider of choice for SHEQ consultancy by delivering a high-quality service, offering clients tangible value and expanding our offering to ensure it will always be relevant in an ever-changing market.

Q: What are the biggest challenges in the world of health and safety in both a UK and a global setting?
A: Turner & Townsend is a global business. The challenges across the world of health and safety can vary significantly from managing cultural diversity on health and safety standards with local and transient workers to effective monitoring and communication. Positive health and safety performance generally comes from an organisational culture, where health and safety is embedded at the heart of an organisation and every employee plays a role.

Q: What are your priorities in your first year?
A: Working in a consultancy, the most important aspects of a leadership role are people and clients. My priority is getting to know my staff and making sure they are in roles which match their skillsets so that they can reach their potential. I also want to get close to our clients to understand their challenges and ensure that our services are always aligned to their business needs so we can offer them tangible value, which improves business performance.

Q: What do you think makes a good health and safety leader?
A: It’s well known that leadership and good health and safety management go hand in hand, however I believe a good health and safety leader challenges themselves and their organisations to reach their full potential, working to the benefit of their organisation ahead of themselves as individuals.
UK

Improving our environmental impact

In September we joined other leading businesses around the world to celebrate World Green Building Week. The campaign creates a public awareness about the role buildings can play in our sustainable future.

It is vital we improve the environmental impact of our own operations while supporting our clients to achieve their environmental sustainability objectives.

To address this, we have launched our new environmental champion network in the UK during the campaign.

Our network is already identifying improvement areas for our business, such as waste initiatives and sustainable commuting. We will continue to develop environmental best practice and contribute to a more sustainable built environment.

Did you know?
World Green Building Week is organised by the World Green Building Council and led by their 27,000 member companies around the globe.

Australia

Cutting carbon: fulfilling our commitment

Collaborating with CitySwitch and Curtin University, our team in Perth has created a sustainability action plan for their office. The aim of the plan is to help us to fulfil our commitment to CitySwitch, a programme that supports the business community in Australia to improve their energy and waste efficiency.

An audit was undertaken on the office’s energy use and waste management and analysis of employee behaviour.

Using this information and case studies, the action plan set out recommended improvement measures that should be implemented by the office, as well as calculated potential cost and carbon savings.

Did you know?
World Green Building Week is organised by the World Green Building Council and led by their 27,000 member companies around the globe.
Prestigious award for London retrofit programme

The Mayor of London’s RE:FIT programme was awarded the prestigious Ashden Award this year, which recognises projects at the forefront of innovation when it comes to excellence in sustainable energy.

The scheme aims to help public sector organisations deliver environmental retrofit projects that improve their estates and reduce carbon emissions by making substantial guaranteed energy and financial savings.

Our role on RE:FIT has involved identifying and engaging public sector organisations in London, then providing technical and procurement advice to help implement retrofit energy conservation measures and achieve guaranteed energy and cost savings.

RE:FIT has attained over £100m in capital investment to date to reduce greenhouse gas (GHG) emissions in London, saving 120,000 tonnes of CO₂ so far in 690 London buildings.

South Africa

Toy library for the children of Kwanonqaba

In July we opened the second toy library in South Africa’s Western Cape. The latest library is in the township of Kwanonqaba in Mossel Bay, which lies midway between the coastal cities of Cape Town and Port Elizabeth.

Representatives from Mossel Bay town, PetroSA and consultancy Edengro, with whom we developed the library, all attended the opening event alongside local children.

Speaking at the launch Senior Cost Manager Winstone Mashimbye highlighted both the social and economic benefits that toy libraries bring.

As well as helping family budgets and encouraging interaction among children and parents, toy libraries encourage children’s development through social play and learning.
Delivering over 900 pro bono hours for new children’s hospice

Over the past two years we have donated over 900 hours of pro bono project management time to the construction of Hummingbird House, a hospice for children with life-limiting conditions and their families. To mark the handover in August, we unveiled a 6m-high climbing wall and viewing platform.

The eight-bedroom facility, a joint initiative of Hummingbird House Foundation and Wesley Mission Queensland, is Queensland’s only children’s hospice. The hospice provides short-break and respite care, symptom management, emotional and psychological support and care at the end of life.

Paul Quilliam, Hummingbird House Co-Founder, comments: “We’re very grateful for the significant contribution that the team from Turner & Townsend has made to Hummingbird House.

“Children with life-limiting conditions can often be defined by what they can’t do. Hummingbird House aims to explore what they can do, with the right equipment and infrastructure, such as the rock-climbing wall.”

UK
Creating opportunities for young people

We have raised £65,000 for Action for Children, beating our target by 30 percent. Since 2015, our fundraising events in the UK and Ireland have included sponsored sleep-outs, the RideLondon–Surrey 100 cycle challenge and the Great North Run.

With more than one in four children in the UK living in poverty, we are committed to helping remove barriers to education and create more opportunities for children and young people. We aim to inspire them and improve their employability and skills with a particular focus on the construction industry.

Jon White, Managing Director, said: “Action for Children is doing an amazing job supporting the country’s most disadvantaged children, young people and families, and we’re proud to be helping make a difference to so many lives.”
In October teams from our 97 offices around the world took part in Global Community Week, a campaign to inspire all of our people to create value in the communities they work in.

As community week kicked off, we asked our teams to make a personal commitment to contribute to their community and inspire young people.

To date hundreds of pledges have been made to support children and young people with education, employability and skills for construction.

We will continue to encourage pledges throughout the coming year and will be sharing stories of how our people are delivering on their pledges.

During community week, we also held local volunteering and fundraising events, and recognised individuals who have made an outstanding contribution to our communities.

Among these winners was senior cost consultant Ainaz Markazi in our Toronto office, who won our Canada Community award for her leading role in fundraising for our charity partners, including organising our annual United Way week.

Hien Dam
Toronto

Rob Edwards
Chile
What’s trending?

Website
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Insights
1. International Construction Market Survey 2016
2. Brexit – dealing with disruption
3. London fit-out report

News
1. Delivering HM Revenue & Customs’ new network of 13 regional tax offices in the UK
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In October we launched the seventh issue of our thought leadership magazine, 360°view.

In this issue our experts explore how agile approaches are transforming the delivery of capital programmes and we hear exclusive perspectives from two of our clients.

360°view is available online or download the full PDF from our website.
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Turner & Townsend is an independent professional services company specialising in programme management, project management, cost management and consulting across the real estate, infrastructure and natural resources sectors.

With 97 offices in 41 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients’ assets.

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