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.
In our quest to save resources, this document shares only the highlights of our story this year. Our full-length annual review can be read online: www.turnerandtownsend.com/AR1617

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**Chairman and CEO's statement**

**Highlights**

**Our people and society**

**Our sectors**

**Our clients**

**Our results**

In our quest to save resources, this document shares only the highlights of our story this year. Our full-length annual review can be read online: www.turnerandtownsend.com/AR1617
Chairman and CEO’s statement

Building on our strong performance

Vincent Clancy,
Chairman and CEO, Turner & Townsend

2016–2017 has been another strong year for Turner & Townsend.

Our financial results were exceptional. Turnover increased by 20 percent to £491m and operating profit by 20 percent to £47m. Our cash position at year end was £48.3m and our business remains debt free, enabling us to continue to reinvest to build our long-term capability.

These results are all the more remarkable given the volatility in many markets and sectors. Uncertainty remains with notable consequences. In real estate most corporates are driving for cost reduction and consolidation; in infrastructure capacity and affordability are restraints; while in natural resources capital expenditure is under the closest scrutiny as companies align their operations with new price points. Reduced revenues in natural resources have also impacted on activity in several countries, particularly emerging markets.

Alongside economic uncertainties, our clients are also responding to significant change from the adoption of new technologies and different competitor models. We continue to look at how they can exploit the opportunities that emerge from new technology and from adapting to change.

We strongly believe taking the long-term view and investing in our capability is the best antidote to uncertainty. This year we extended our geographical coverage with new offices in Africa, Asia, the Americas, Europe, and the UK. We also invested in our infrastructure business worldwide, developing industry-leading capability in setting major programmes up for success.

We made further investment in our service model by joining forces with AMCL, an asset management advisory business, and Suiko, a lean construction specialist. Today we are able to advise clients on optimising their investment at every point in the asset life cycle.

“We strongly believe taking the long-term view and investing in our capability is the best antidote to uncertainty.”
A strong pool of talent and effective succession planning is central to our long-term success. This year, Tim Wray, our Chairman, and Tom Harrison, our Chief Operating Officer, retired after over four decades each with the business. I am grateful for their immense contributions. Tom Harrison has been succeeded by James Dand, former Regional Managing Director for our European business, who also joins the Executive Board. We continue to have one of the strongest graduate programmes in the industry – three out of five members of our Executive Board joined us as graduates.

Realising our potential
This year, we also strengthened our strategic partnerships with charities, schools and government in the communities where we work. We focused on programmes that raise the aspirations and employability of young people and children and encourage talent from diverse backgrounds into our industry.

Our people are hugely supportive of these programmes and personally make a difference to hundreds of children through their skills and dedication. Everyone is empowered to take social action with annual volunteer days. In our first year of partnership with Action for Children we raised £75,636 for our education fund, enabling us to make 746 grants to disadvantaged families.

Making a difference to our clients and advancing the world we live in is the passion all our people share. Across our markets they are defining new standards in service delivery, sharing innovation, developing local partnerships and influencing how the world’s largest programmes are set up for success. I am grateful for their relentless focus, often under difficult circumstances. In uncertain times, we’re working together to embrace change and continuously serve our clients’ needs.

While we expect further volatility in the year ahead, we remain confident we will maximise the opportunities available to us. Our independence, long-term investment and ability to adapt to change provide the platform for ongoing success.

“Making a difference to our clients and advancing the world we live in is the passion all our people share.”
A year in review

3 strategic investments
(AMCL, Suiko and Trestle)

4,674 people

238 FTSE 100 and Fortune 500 companies we’ve worked with

£491m turnover
+20% turnover growth

£47m operating profit

Turnover
- 12/13: £313m
- 13/14: £350m
- 14/15: £380m
- 15/16: £409m
- 16/17: £491m

£115bn of live aviation projects worked on across every continent this year

32 aviation projects

6,230 community volunteer hours

£342k corporate charitable donations and employee fundraising

View more online: www.turnerandtownsend.com/AR1617

Annual review 2016–2017
Regional revenue

£640bn
of live infrastructure projects worked on across the globe

89%
employee engagement survey response rate

99%
of our people completed performance reviews and career development plans

33
offices certified to ISO 14001 Environmental Management System

8.1/10
average client care score

See page 24 for our regional highlights

44
countries

104
offices

104
new offices

£71.6m
521 people
North America

£8.8m
91 people
Latin America

£212.5m
2,350 people
UK and Ireland

£25.8m
261 people
Europe

£45.6m
342 people
Middle East

£25.2m
505 people
Asia

£10.8m
197 people
Africa

£45.2m
407 people
Australia and New Zealand

£212.5m
2,350 people
UK and Ireland

£25.8m
261 people
Europe

£45.6m
342 people
Middle East

£25.2m
505 people
Asia

£10.8m
197 people
Africa

£45.2m
407 people
Australia and New Zealand

£71.6m
521 people
North America

£8.8m
91 people
Latin America

See page 24 for our regional highlights
Highlights

Prestigious Planning Award
the Ekurhuleni Or Tambo Aerotropolis Master Plan South African Planning Institute Awards

Shortlisted for North America Technical Advisor of the Year by the Infrastructure Journal

Revenue by sector

Global real estate
- 12/13: £140m
- 13/14: £153m
- 14/15: £171m
- 15/16: £196m
- 16/17: £237m

Global natural resources
- 12/13: £70m
- 13/14: £76m
- 14/15: £73m
- 15/16: £58m
- 16/17: £53m

Global infrastructure
- 12/13: £73m
- 13/14: £88m
- 14/15: £106m
- 15/16: £123m
- 16/17: £155m

STEM Ambassador of the Year
2016 UK STEM Inspiration Awards
Joanne Haskins, Project Manager, Birmingham

Organisation of the Year
Qatar British Business Forum

#26 moved up 29 places to #26 in The Sunday Times Grant Thornton Top Track 250 rankings

#26

View more online: www.turnerandtownsend.com/AR1617

Annual review 2016–2017
Women in Construction
Pioneer of Innovation Award & Women in Construction Award
The 9th South African Construction Awards

Professional of the Year
Corporate/Private Sector at the Women in Property Awards

Winner of the Ashden Award for the Mayor of London’s RE:FIT programme

Noluthando Molao, Associate Director, Johannesburg

Grand Award for High Standard of Quality
for client Hong Kong Housing Society, at the Hong Kong Quality Building Awards 2016

94 languages spoken globally (including sign language!)
1,850 employees have nominated themselves as globally mobile
55 industry leadership positions
Our distinctive way of working supports inspiring careers for our people, consistently high standards of service for our clients and a more prosperous future for society. We encourage everyone in the business to fulfil their potential by challenging norms and finding innovative ways to achieve more.

This year, we joined the United Nations Global Compact, affirming our commitment to ten principles on human and labour rights, environment and anti-corruption. Aligning to the United Nations Sustainable Development Goals has demonstrated the part we can and must play in helping to end poverty, protect the planet, and ensure prosperity for all.

**Encouraging talent and diversity**

Our people have outstanding opportunities to develop their careers, moving around our global business and working on iconic and ground-breaking programmes. We are committed to support strong career progression with regular discussions on personal goals; 99 percent of people completed their performance review and development plans this year.

We have rooted our business strategy in diversity of geography and market segments, allowing us to adapt to our clients’ needs. To reinforce this we need a diverse team with a breadth of skills and experience to support our clients.

This year, we rolled out additional training on diversity and inclusion, including unconscious bias. For example, 99 percent of our people in North America completed a new diversity training module. We will review our recruitment standards and management development programmes in 2017 to further embed inclusive leadership.

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 continually strengthen our performance and service to clients.

A new set of skills is required for the future construction industry and we have an opportunity and responsibility to upskill the next generation, inspiring people from all backgrounds to consider careers in construction. In 2016–2017 we developed school partnerships and expanded work experience programmes to raise awareness of the opportunities available amongst diverse groups in our communities.
Supporting a sustainable future

Buildings are responsible for around 40 percent of carbon emissions. The work we do with clients is our greatest opportunity for reducing the impact of construction on the environment.

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.

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.

To improve our own environmental performance, we continued to expand ISO 14001 certification across our offices, successfully promoted virtual meetings as an alternative to business travel, and relocated teams to more efficient offices. We will work with our environmental champions over the coming year to engage our people in actions that will improve our collective impact even further.

Contributing to a more prosperous society

Working with our clients, we have significant opportunities to contribute to a more prosperous society. We deliver projects and programmes that create better economic, social and environmental outcomes.

We are helping to set up some of the world’s most complex major programmes, with clients such as Heathrow Airport, Metrolinx and Schiphol Airport.

These programmes will have major positive economic and social impacts; and enable more people to benefit from infrastructure. We apply our global best practice to secure higher levels of performance by driving productivity, predictability and transparency.

Small and medium enterprises benefit local economies and we encourage them to work with us on projects that fit their capabilities and improve our offering. Our supplier development initiative, created by our team in South Africa, is helping black-owned small, micro and medium-sized enterprises adopt industry standards and commercial practices to support their business growth.

We are also committed to our strategic partnerships with schools, charities and government that address social mobility, helping children and young people from disadvantaged backgrounds to prosper.

In partnership with JINC, we are helping young people in the Netherlands improve their employability skills and discover what’s involved in the world of work. In the US, we are supporting the Year Up programme and providing six-month work placements to young people who miss out on opportunities to further their careers.

To increase our impact, we are establishing more strategic community partnerships and will continue to empower our people to take social action and lead industry on delivering better outcomes for our clients and society.
“It’s exciting working as a team creating solutions that could change how we operate in five and ten years’ time.”

Frederico Braga
Project Manager, São Paulo

Creating innovations through diverse perspectives

Our Chairman’s Group is a collaborative development programme for future leaders of our business. It brings together a diverse mix of people to experience the challenges of running a global business. They work together for a year, developing bold and practical solutions in response to real business issues in our company and markets.

The group regularly engages with senior management to debate and influence business decisions while broadening their professional network. Frederico Braga, a project manager based in São Paulo, valued the experience of working with senior leadership and members of the Chairman’s Group.

“It’s a unique experience to hear about the challenges leaders and colleagues face in their regions and sectors, and to contribute with my experience from Latin America.

“I’ve gained insights on the trends shaping each sector, been encouraged to think innovatively about how our business can lead the market, and made connections with inspiring people who I hope to work with as my career develops.

“It’s exciting working as a team creating solutions that could change how we operate in five and ten years’ time. No idea we have can be too bold, but we have to test our proposals from every angle to create services and tools we all believe in.”

Finding effective ways to communicate, collaborate and make decisions is a central element of the Chairman’s Group experience. Being part of the programme shows members how powerful ideas are generated when people with different skills, experiences and perspectives come together.

Read more online: www.turnerandtownsend.com/AR1617
Inspiring the next generation

We are determined to create community value by inspiring disadvantaged youth to achieve their potential. Through our partnerships with schools and charities, we're helping to raise young people's aspirations, increasing their skills and employability, and opening doors to fulfilling careers.

We used our 2016 pledge campaign to inspire our people to make a difference to children and young people in their communities. Over 500 people across our global business made public pledges to take social action, with activities including career mentoring, work experience days and employability workshops.

Jade Wright, a project manager in our Manchester office, pledged to support our UK schools programme. She spoke about the impact of engaging children at Lark Hill Primary School and Eccles Sixth Form in our industry and STEM subjects (science, technology, engineering and maths).

“Before joining Turner & Townsend, I was a teacher in an area with high levels of social deprivation. It was staggering to discover how many children were unaware of the opportunities and career paths available to them.

“Our tailored schools programme involves fun and practical activities that promote career paths the students have never considered. We encourage them to raise their aspirations and strive further. Hearing the children’s positive feedback motivates me to engage colleagues in the programme and make a real impact on more lives.”

Jade and the Manchester team are currently exploring how to expand the programme. We will launch a reading scheme for pre-school pupils later in 2017 and design new initiatives for the upcoming school year.

6,230 community volunteer hours

746 grants to help disadvantaged youths with school essentials
Global expertise and insight

Since our business began over 70 years ago, we have continued to develop the skills and experience needed to make a valuable difference to our clients. Our market insight covers the full spectrum of industries, including some of the largest and most complex programmes in the real estate, infrastructure and natural resources sectors.
Our goal is to align all parties contributing to projects across process and data, to ensure major programmes are set up for success and ultimately deliver the insights and value our clients need.

Cross-sector success

Our high tech and manufacturing business has been particularly buoyant, securing project wins with major clients including Uber in Latin America, Microsoft in Europe and a global technology client in Africa.

We have strengthened our relationships with leading manufacturers, including ABFoods, Jaguar Land Rover, Rolls-Royce and Unilever.

In life sciences, we are working on major facilities in the UK and China, and supporting the expansion of Pfizer’s clinical research facilities in Anderlecht, Belgium. We also achieved multiple wins in leisure and hospitality, including the redevelopment of Hilton Durban and the Star Entertainment Group’s five-year multibillion-dollar development programme in Australia.

Our significant workload in the education and healthcare sectors continues. For example, in Australia we are working on 29 new schools in New South Wales, and continue to provide a multidimensional service to the new Perth Children’s Hospital, a 298-bed hospital that is embedding world-leading robotics into its operations.

Strengthening our core capability

We acquired West Coast US firm Trestle, in 2016, bringing additional local development management expertise and significant blue-chip experience in technology, healthcare, financial services and retail to one of our fastest growing regions.

We also acquired UK-grown Suiko in June 2016. They are experts in lean thinking and lean management and have experience beyond construction, bringing operational excellence to the core of our offer and transferring their knowledge from other industries to our client base.

Looking ahead

Building our capability and increasing innovation in our front-end project and programme management service is a priority, using talented people and world-class tools to deliver value to our clients.

In response to changing industry roles, we are also investing in preconstruction and design management leadership. We want to play a positive role integrating design teams, contractors and key suppliers to deliver better outcomes on projects.

Steve McGuckin, Managing Director, Global real estate

Our real estate business delivered overall revenue growth of 21 percent, and was particularly strong in the Middle East and the UK.

Improving conditions in commodities markets in 2016–2017 produced higher than expected GDP in several major economies including Brazil, China, Europe, Russia and the US. This encouraged significant global capital spend. Africa, the Americas and Europe also held firm, while Australia and Asia were resilient in challenging markets.

Clients are adopting new global approaches to real estate development and asset management with a focus on consistent quality, regional buy-in and total cost control. They demand global advisors with on-the-ground local knowledge and the capability to deliver strategies across regions. We continued to build our capacity and technical strength in this area with several major portfolio wins.

In an increasingly data-rich environment, clients also expect greater visibility of information on their investment, to enable agile decision-making across portfolios and close control of projects and capital expenditure. We are leading our industry on data management and the application of technology.

£237m
full year real estate revenue

+21%
real estate revenue growth
It was another challenging year for natural resources, however we saw revenue growth return in the last quarter of 2016–2017. We expect this to continue following increased activity amongst clients.

The sector has experienced signs of recovery after a significant period of low commodity prices. Projects are returning with lower capex and operating budgets and a greater focus on cost, schedule and risk prior to any financial investment being taken.

While decision-making is slower, there has been growth in capital investment in mining and metals with projects returning for evaluation and funding as commodity prices stabilise and increase. Oil and gas operators are assessing what USD 40–50 per barrel means for future developments, but we are expecting further sanctioned projects in the next 12 months and beyond.

Last year, we made a strategic decision to retain talent despite major capex decline. Moving and upskilling our staff to work in other sectors and industries unlocked their knowledge and lessons learned and provided capability benefits to our global clients in infrastructure and real estate.

Maximising the opportunities
New strategies across the sector have created opportunities for our business. Given our independence from the supply chain, our clients recognise the challenges in securing successful project delivery and the role we perform in the pre- and post-sanction process.

£53m
full year natural resources revenue

9%
decline in revenue

In oil and gas, we continue to deploy managed services to downstream operations such as SABIC’s petrochemicals plant in Teesside, UK, where we have a team of 24 cost consultants. In upstream, we are providing project management support services to Oil Search in Sydney on their upstream assets and social infrastructure projects in Papua New Guinea.

There has been a notable increase in focus on decommissioning as more facilities reach cessation of production, with clients recognising the need to re-evaluate their liabilities. On these types of projects, we support our clients to assess the cost, schedule and risk required to safely and efficiently decommission their offshore facilities – such as Fairfield Energy on their Greater Dunlin Area decommissioning project in the North Sea. The Performance Forum, a joint industry programme, continues to capture operators’ decommissioning cost and schedule data on behalf of the members in a consistent manner to enable better decision-making on these projects.

Mining and metals saw strong performance in Australia and Latin America, with anticipated growth in Africa and North America due to the increase in capex in the next financial year. We are working on major projects such as the Oyu Tolgoi mine in Mongolia, in addition to working for mining and metal mid-tiers and juniors including Minsur, Platreef and Yamana.

Building on our strengths
We are building a reputation for our global capability, technology, knowledge and data to drive future capex performance and also to enhance our client decision-making through the whole project life cycle.

In the last year, we have invested in additional geographic regions, with support to clients in Argentina, Colombia, Democratic Republic of Congo and Mongolia with project set-up and management. We continue to review and secure new routes to markets including engagement with several independent investors.

Looking ahead
In the year ahead we expect an increase in the number of developments to have economic and technical reviews undertaken, however only those with robust economics will reach final investment decision. Our ability to manage and control cost, schedule and risk throughout the stage gate approval process will provide major confidence to our global clients, as they manage and assess the impact of the low-cost environment.
Infrastructure

Murray Rowden, Managing Director, Global Infrastructure

Our infrastructure business continued to outperform, with revenue rising to £155m – our fifth consecutive year of double digit growth.

Governments continue to recognise infrastructure as a lever for growth, committing to comprehensive national infrastructure plans and increasing spend. With this comes a need for intelligent selection and prioritisation of projects which deliver the greatest public benefits, whilst also being value for money. A growing demand to factor in asset management and whole-life planning at an early stage, and for capital investments to be set within a benefits planning framework, has come as a result.

All this plays to our strengths. We have developed a strong reputation for setting programmes and projects up for success and securing higher levels of performance through driving productivity, improving predictability and transparency. Our approach is increasingly being sought out as clients look to utilise our global best practice in successfully executing large complex programmes and projects. As a result, we’re working on over £640bn of live infrastructure projects around the world.

Major programme success
In a year of outstanding success in aviation, our work in North America includes Houston, San Francisco and Toronto Pearson Airports; in the UK, with Heathrow and Luton; and in Europe, with Amsterdam’s Schiphol Airport and Fraport. In the Middle East, we’re working on Al Maktoum in Dubai; the three-runway expansion of Hong Kong International Airport in Asia, plus early-stage BIM set up for another major Asian airport. We’re working with all major airports in Australia; with VINCI and Lima Airport Partners in Latin America; and Airports Company South Africa (ACSA) in Africa.

In rail, we’re working on every Australian light rail project, in Canada on Metrolinx, and further work with Doha and Dubai metros in the Middle East. We are providing early-stage estimating, procurement and project controls on high speed projects including High Speed 2 in the UK. In both the UK and US, we have secured contracts with mass transit operators to help mature their asset and programme management capability.

In power and utilities, we are providing project control services on multibillion-pound programmes including EDF’s Hinkley Point C in the UK, and continuing our strong performance in water through our relationship with leading companies like Anglian Water, Welsh Water and South Australia Water.

Asset management agenda
The introduction of new legislation and standards on asset management capability, notably in the US and Australia, is driving increasing demand in services that integrate and mature asset, programme and supply chain management capability.

This year, we joined forces with AMCL to help our clients understand the end-to-end capability they need to build, and how to build it. Work includes developing a strategic asset management framework for New York Power Authority, which will help them transform the way they manage and prioritise their resources.

Looking ahead
Enabling our clients to achieve greater quality, predictability and value from their investment will remain our focus, facilitated by better use of project and programme data that enables more informed decisions while leaving a positive legacy for the communities we work in. We will continue to invest in our people, proposition, data and technology to make this happen.
Our clients

Perth Children’s Hospital, Western Australia

Western Australian Government, Australia, real estate

In 2008, the Western Australian Government embarked on a major programme to replace the ageing Princess Margaret Hospital with a new state-of-the art facility. Located on the Queen Elizabeth II campus, the hospital draws on best practice healthcare provision from leading hospitals all over the world and involves the services of highly specialised contractors.

Our ongoing support has included assessing the design approach, coordinating wide-ranging contractor inputs, and implementing budget and schedule controls.

Our first role in design management included overseeing the functional design of the 298-bed hospital, as well as ambulatory care clinics and the State’s premier paediatric research institute.

We provided the right data, options, analysis and advice to make sure public officials were comprehensively supported to make evidence-based decisions, and used our international healthcare experience to drive progressive solutions to healthcare service challenges. Our BIM service was delivered to the LOD 500 standard and the final model is one of the largest delivered to date in the Western World.

Read more online: www.turnerandtownsend.com/AR1617

125,000m²

floor area

9,500m²

integrated research institute

12

multi-use modular theatres

$1.2bn

AUD programme
NYPA’s asset management journey
New York Power Authority, US, infrastructure

New York Power Authority (NYPA) is the largest state-owned electric utility in the United States, responsible for critical generation and transmission systems across New York State. They established that good asset management was one of six essential strategic initiatives to help them adapt to changes in their industry, such as technological transformation, new customer consumption patterns, and the demand for affordable and renewable energy.

Turner & Townsend and AMCL were commissioned with Reed & Associates to develop NYPA’s asset management framework based on the GFMAM 39 Subjects of Asset Management and ISO 55000.

We carried out an assessment of NYPA’s current approach against these internationally recognised standards, involving a team of four assessors interviewing more than 150 individuals at all NYPA sites.

The outcome helped establish the foundation for NYPA’s asset management framework and focused on establishing the key tenets of a strong approach. These include accurate data, a defined organisational structure and responsibilities, skilled resources, and enhanced awareness of asset management across the organisation.

In 2016, following a period of business transformation, Oil Search Ltd (OSL) engaged Turner & Townsend to assist with delivery of upstream oil and gas and social infrastructure projects.

Our services have covered a mix of asset types and project management disciplines across several front-end loading studies.

We’ve produced a detailed proprietary estimating database to capture project metrics of previous projects delivered by OSL in Papua New Guinea (PNG). This database is enabling the development of a forward estimating tool to plan and control project costs.

We supported the selection of an engineering, procurement and construction contractor, provided project assurance services, and project managed the Asia Pacific Economic Cooperation Haus project in Port Moresby, a social infrastructure project that will enable PNG to host the 2018 APEC summit.

OSL has embraced our willingness and capacity to mobilise a multidisciplinary team on a demand basis to meet their diverse needs. We have integrated effectively into OSL’s team and culture to support project outcomes.

“Oil Search’s engagement with Turner & Townsend has enabled our business to develop a greater project management capacity, including the creation of a proprietary estimating database incorporating project metrics from our experience in the PNG Highlands.”

Richard A D’Ardenne, PE, PMP GM Projects, Oil Search Limited

1,400
16 generating facilities and more than 1,400 circuit-miles of transmission lines

75%
of electricity produced is clean renewable hydropower (2016)
Our clients

**Khazna data centres expansion, United Arab Emirates**
Khazna Data Centers Ltd, Middle East, real estate

Khazna Data Centers is the only dedicated commercial wholesale data centre provider in the UAE and one of the largest operators in the region. Through its facilities, Khazna provides industry benchmark power supply and cooling levels to serve growing regional demand.

Khazna required support for the fit out and completion of a third Pod at two locations to enable an additional IT load capability of 1,500kW.

Our team project managed the design and build to bring the empty shell and core data hall into operation. This included expansion of the cooling plant and power distribution system to cater for the additional load, the interface of new mechanical, electrical and extra low voltage systems as well as controls with the base build systems and civil construction works.

We led the competitive contractor and consultant tender processes and established a centralised project control team in Abu Dhabi to oversee effective mobilisation, management of contractor and consultant performance, and the monitoring of health, safety and environmental standards.

"I would like to thank Turner & Townsend for the hard work they have put in to the successful completion of Khazna POD 3 fit out...They were an integral part of the project - managing all project stages from pre-tender until completion. They brought with them a great deal of project management experience, which was invaluable on a project of this size and is one of the key reasons for its success."

Iyad Khalas, Director of Operations, Khazna

**Greater Dunlin Area decommissioning, North Sea**
Fairfield Energy, North Sea, natural resources

Like all North Sea operators, Fairfield Energy is obliged to dismantle and remove their offshore installations at the end of field life. In 2015, Fairfield announced the decommissioning of its Dunlin platform and associated infrastructure comprising the Greater Dunlin Area. Decommissioning poses many complex engineering and technological challenges with limited historical experience and availability of data.

Our services have included independent risk advice at Fairfield’s peer review of their estimate and schedule; evaluation of the planning and reporting structures; and recommendation of best practice processes to provide visibility of cost, schedule and performance for the life of the project.

Ongoing services include cost estimating and project planning, as well as facilitating knowledge transfer and the adoption of industry-recognised initiatives to enable future benchmarking.

Applying our expertise and knowledge gained through collaborative working, we are developing the cost and schedule information required to address risk and help Fairfield make this decommissioning project a success.

"+200" key stakeholders identified for consultation to optimise solutions and facilitate quality decision-making

"61" wells to be plugged and abandoned

Read more case studies online: www.turnerandtownsend.com/AR1617
Heathrow Airport, United Kingdom, infrastructure

In October 2016, the UK government announced its support for the expansion of Heathrow Airport to secure the UK’s position as a leading international commercial hub. To ensure that an expansion programme could be successfully delivered, Heathrow appointed Turner & Townsend as one of four Programme Client partners to provide strategic support.

Following our initial work on the expansion business case, we are now providing cost and commercial management and development advisory. This includes providing innovative cost management solutions to ensure the programme achieves its strict affordability targets.

We’re also leading the programme’s commercial property requirements, including the relocation of major businesses to facilitate the delivery schedule, the acquisition of property interests and developing propositions for inclusion in the off-airport masterplan.

We are fully integrated within Heathrow’s teams and have embedded a collaborative culture to ensure the programme can be delivered in line with its business case and to world-class standards.

Read more online: www.turnerandtownsend.com/AR1617

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370,000

tonnes of steel required

2025

the first flights expected to take off from the new runway

135m

passenger capacity expected each year

10,000

up to 10,000 new apprenticeships targeted
Our clients

Oyu Tolgoi mine expansion, Mongolia

Oyu Tolgoi LLC, Mongolia, natural resources

Oyu Tolgoi is one of the world’s largest-known copper and gold deposits, located deep underground in the southern Gobi Desert of Mongolia. An expansion project is underway to develop the mine and more than double its output.

The scale of the project, as well as temperature extremes and limited access via road and rail, pose many challenges. We have provided a range of project management services including scheduling and execution readiness planning, which have helped address the impact of these challenges on resourcing, logistics and productivity.

Our team was also engaged to provide the necessary increase in key governance and control required during the critical first months of execution, and we continue to support the project with procurement, cost engineering and planning services.

Our ability to mobilise experts quickly and adapt our team to suit workflow has played an important part in keeping this fast-track project on schedule.

Read more online: [www.turnerandtownsend.com/AR1617](http://www.turnerandtownsend.com/AR1617)

-40°C to 45°C

Temperatures range from -40°C in winter, to 45°C in the summer

80%

Of resource is underground

200km

Of tunnels being built

550km

South of the capital, Ulaanbaatar
Schiphol Airport expansion programme, Amsterdam
Schiphol Airport, Netherlands, infrastructure

Schiphol Airport is undertaking a major expansion programme to support an additional 14 million passengers every year. A new pier and terminal are being built, including operational and commercial spaces, aprons and an associated taxiway, replacement parking capacity, landside access to the new terminal, and a baggage and distribution basement.

We formed a joint venture with the Netherlands-based cost consultants IGG to provide Schiphol with cost management, procurement and advisory services. We aligned our global experience of complex aviation projects with IGG’s team to produce commercial strategies that support Schiphol Airport on every detail of their programme.

Our experience means we’re able to support Schiphol Airport with tried-and-tested processes for change control, reporting and risk management. We’re also providing insight on contract forms and EU tendering regulations, and knowledge of specialist aviation equipment markets. Our comprehensive commercial advice is shaping the procurement and delivery strategy being implemented across the whole programme.

Bank of Canada headquarters refurbishment, Ottawa
Bank of Canada, Canada, real estate

We are working with the Bank of Canada on a major renewal project to update their architecturally renowned headquarters in Ottawa. As a semi-public body, the Bank is committed to delivering the renewal project cost effectively and needed support engineering value into project design and procurement.

We have provided the full range of cost management services including estimates at business case, feasibility and concept, schematic, design development and contract document stages. To engineer value at the design stage, we completed an in-depth cost benchmarking exercise, demonstrating comparative market costs against detailed design specifications.

Our parallel estimates established that the guaranteed maximum price could be reduced by over CAD30m, while our application of detailed market information in contract negotiations generated further opportunities for cost savings. Our proactive approach continued into the construction phase when we generated a further CAD2m in savings from change order reviews.

836,000 square feet of total space
20x delivered over 20 times our fee in change order reviews

+14m additional passengers every year
70m passengers in total every year

Perkins+Will and Norm Li A+G

Read more case studies online: www.turnerandtownsend.com/AR1617
Our clients

Delivering a learning legacy with Crossrail
Crossrail, United Kingdom, infrastructure

Crossrail is a highly complex major infrastructure programme delivering a new railway, to be known as the Elizabeth Line, underneath London. Construction incorporates ten new stations as well as 42km of new bored tunnels and the programme possesses immense potential to raise standards across industry.

We have been part of Crossrail’s Programme Partner since 2009 and are supporting them on their Learning Legacy initiative. This shares lessons learned on challenges including sponsorship and delivery models, supply chain management, procurement strategies and assurance, to enable effective decision-making on future programmes of a similar scope and scale.

As part of the Learning Legacy steering group, we’ve been completely open about what went well, what we consider best practice and what could be done differently to achieve even better results. We’ve shared this in a series of papers and webinars in conjunction with industry bodies.

Our aim now is to raise the profile of this valuable resource. Our people are taking on the role of Crossrail Learning Legacy ambassadors, leading communications and events to engage people worldwide.

“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.”

Andrew Wolstenholme,
Chief Executive, Crossrail

Hilton Hotel renovation programme, Durban
Hilton Worldwide, South Africa, real estate

Hilton Worldwide is undertaking a full refurbishment and upgrade of the Hilton Hotel in Durban to align it with Hilton brand values and architecture. We have been commissioned to provide full programme, project and construction management services for the phased construction works.

This includes the full refurbishment of 327 rooms, the lobby, ballroom and restaurant, Presidential Suite, executive lounge and meeting rooms, plus the upgrade of dated service infrastructure. We are providing a full time site-based project manager to oversee and manage the contractor, FF&E suppliers and specialist subcontractors.

Our careful organisation and scheduling of works, is maintaining hotel operations and a quality guest experience as the upgrade takes place. Because of the tight timeframes available for each phase of works, we introduced and implemented a stringent handover and commissioning (de-snagging) programme, to establish a productive sequence of works for trades and specialist contractors. This enabled the project team to meet the tight deadlines for hotel operational readiness while delivering the quality results the client expected.

327 rooms refurbished
20 years of operation

4x

Four time winner of South Africa’s Leading Business Hotel (World Travel Awards)

£42bn

of benefit to the UK economy
Uber’s pan-Americas real estate programme

Uber, the Americas, real estate

Uber is focusing on Latin America for fast-paced major growth and has launched an ambitious real estate programme in the region. The programme includes approximately 250 new green light centres (the locations where new drivers are registered), six new corporate offices and two centres of excellence.

We’re providing on-the-ground project management services from six hubs across Latin America in Argentina, Brazil, Chile, Colombia, Mexico and Peru, developing initiatives to improve consistency and efficiency and managing projects from site search to close-out.

We’ve contributed to tools and systems for cost control and management, and set up framework agreements for architects and contractors in each of the six principal regions, increasing speed to market, reducing costs and assuring quality and consistency of build.

The scale of activity has demanded a flexible as well as consistent service, responsive to local challenges at the same time as maintaining a steady strategy to fulfil Uber’s brand standards and meet ambitious delivery deadlines.

Read more online: www.turnerandtownsend.com/AR1617

250 new green light centres

45m passenger trips in Latin America

6 new corporate offices

“...I wanted to record my great satisfaction with the work done... I was surprised by (their) adaptation to the requirements of this project. From due diligence of approximately 10 locations, to spend a Saturday in the GL setting and installing furniture. An example of the hustle that is needed to work with Uber. It will be a pleasure to work with Eduardo and Turner & Townsend on the next projects.”

Greenlight Manager, Argentina and Uruguay, Uber
Regional highlights

Sharing insight across the business

The Americas
Murray Rowden, Managing Director

North America

Our North America business has delivered a solid growth, with revenue increasing to £71.6m off the back of landmark wins. Attention on ageing infrastructure, coupled with a recognised need for more intelligent financing alongside integrated programme delivery and asset management, have attracted key clients such as Houston Airport and New York Power Authority. Joining forces with AMCL strengthens our offer in this space.

In real estate, our programme management and controls offer is delivering greater control and efficiency across the portfolios of large corporates and governments. Alongside this, we’re delivering major projects for leading technology, financial and manufacturing organisations such as Bank of Canada’s corporate headquarters.

We’ve helped our natural resources clients achieve more for less from the supply chain and introduced delivery models that drive improved performance. Our use of data to improve forecasting and investment has remained a key differentiator, as has our continued investment in our people and proposition.

Latin America

This has been a significant year for our Latin America business. We broke into infrastructure, winning projects with Lima Airport Partners and Vinci Airports, and opened new offices in Argentina, Colombia and Mexico to respond to increasing investment. Overall, we delivered good performance in a tight market, balancing a decline in revenue with tight cost control. As prices begin to improve, we have supported our mining clients in revisiting prefeasibility studies.

Real estate investment has continued in response to early signs of economic recovery, including work for global corporates such as Nissan, Shell and Uber and key local clients. To cater for this, we have tailored our cost management and assurance offering and established a contract services team to deliver stronger outcomes for major concessionaries and investors. We are intent on providing consistency in delivery beyond the standards clients have experienced locally before.

UK and Ireland
Jon White, Managing Director

This has been an excellent year for the UK and Ireland with revenue growing by 18.3 percent to £212.5m and operating profit increasing by 18.4 percent.

Our infrastructure business grew steadily as the government sanctioned major client schemes including High Speed 2, Hinkley Point C, Heathrow Airport expansion and the Highways England programme.

Real estate activity remained strong despite the uncertainty of Brexit, with only high-end residential showing some softening. We continue to work on major commissions such as Battersea Power Station, and secured the Crown Commercial Services’ project management and design framework.

The natural resources sector is showing cautious signs of recovery. The North Sea is an area of opportunity, and we’ve started work with Fairfield Energy decommissioning their platform in the Greater Dunlin Area.

Joining forces with AMCL this year strengthened our integrated asset management offer. We also made a significant investment in talent, increasing our number of graduates and apprentices to 221.

Europe
Paul Grace, Managing Director

Total revenue for our Europe business increased by 10.5 percent in 2016–2017, reflecting challenges in natural resources. Revenue growth in France and Poland was exceptionally strong, reaching 84 percent and 48 percent respectively. Operating profit is up 30 percent.

This year, we experienced significant demand from the high tech and manufacturing sector, with clients such as Pfizer and Infineon. Our wins with Frankfurt and Schiphol airports reflected our global aviation expertise, with our infrastructure business a focus for investment and growth.

To support demand in France, Germany and Poland, we have grown our core hub offices, and invested in a new Stockholm office to meet Nordic demand. There, we are currently supporting Microsoft in the delivery of three projects.

We are continuing to invest in our partnership with Nissan, delivering their European roll-out programme, as well as supporting key projects for the German Federal Foreign Office and Immochan.
Asia
Duncan Stone, Managing Director

Our Asia business delivered total revenue of £25.2m, including strong results from our India and Singapore offices.

While the past year has been subdued, we are beginning to see positive signs of growth, with a more stable Chinese economy creating greater confidence and natural resources projects being commissioned – such as the Oyu Tolgoi copper and gold mine in Mongolia.

The year also saw significant activity in aviation, where we’ve won projects with Hong Kong International Airport.

In real estate, we’ve been working with Microsoft in India and China, and extended our relationship with Lenovo in Beijing. Our Singapore office is being kept busy with multiple resort and casino projects. We continued to strengthen our portfolio management offering, and responded to growing demands for help in building business cases for development.

In the year ahead, we’ll continue to mobilise the best people, to maximise the opportunities provided by a stronger economy.

Africa
Ian Donaldson, Managing Director

Revenue was £10.8m, with performance affected by slower economic growth and political challenges in parts of southern Africa.

The mining sector has begun to improve, reinforcing our business decision to invest in our skills base – ensuring we have the capacity to service clients as markets recover.

We appointed a regional head of infrastructure and leads for public private finance and contract services – reflecting client demands for support on infrastructure projects.

In real estate, headline work included fit-out projects for GE, a global technology client, Maersk and Pfizer. We are operating the programme management office (PMO) for a major global bank and setting up PMOs for ACSA and Standard Bank. Our work on supplier development initiatives includes PetroSA and the development of strategies for multinationals such as Harps Holdings.

Looking ahead we will build our presence in our new Tanzania office, support our expanded teams in Kenya and Uganda, and pursue major projects and programmes across the continent.

Middle East
Alan Talabani, Managing Director

The Middle East delivered an exceptional performance, with a 42 percent increase in revenue and a 24 percent increase in profit. Total revenue was £45.6m compared to £32.2m in 2015–2016.

Overall the push to diversify Middle East economies away from a carbon base has broadened the range of projects we’ve been engaged on – particularly in manufacturing.

In Dubai the real estate sector remained strong, with Expo 2020 having a positive impact on the market. We also won projects with Galleries Lafayette in Doha and a major hotel operator in Dubai.

Infrastructure remains a key focus, with work on Al Maktoum International Airport and other major projects keeping teams busy.

This year saw us commence the process of opening a new office in the Kingdom of Saudi Arabia to meet growing client demand. We also harnessed our BIM talent to deliver better outcomes for several major commissions.

Australia and New Zealand
Anooj Oodit, Managing Director

Our Australia and New Zealand business has had a great year delivering for clients, while implementing operational improvements to increase our revenue to £45.2m.

Our real estate sector saw strong growth in retail, health, commercial office and education. We’re supporting construction of 29 new schools in New South Wales plus growing demands for vertical schools – high-rise buildings that support student numbers in urban environments. Successes in infrastructure include the Melbourne Airport Bussing Facilities project and Sydney Metro City & South West. We’ve been working on every light rail project across the country, including our recent win on Canberra Light Rail stage two.

The natural resources sector remains volatile, however a recent stabilisation in commodity prices has generated some activity.

Overall, clients are seeking greater efficiency and control, leading to a more programmatic approach. There’s also demand for project assurance to verify strategic objectives are being met. We continue to invest in talent to meet evolving client needs.
A model for growth

This year has been significant for our growth not only in terms of financial results, but also the way we manage and lead the business towards success.

In a year of change across our clients' businesses, the industries and regions in which we work, our commitment to, and investment in, our business model has created stability and a platform for growth.

Our Executive Board, supported by our Management Board, continues to set the direction for our business, developing and implementing our business strategy and making key decisions on talent acquisition, proposition development and service excellence.

These decisions are reinforced by our partnership model, established in November 2015 to motivate the best talent, protect our independence, and pursue our goal to be the world's leading independent capital programme professional service provider by 2020.

The decision has proved the right one both for us and our clients.

Our model ensures we have the flexibility to make independent decisions in our clients' best interests and take a long-term view on investment – supporting both our sustainability as a business and enabling us to create a positive legacy.

The leaders of our business also operate stronger as one global team, sharing in both the successes and challenges across the regions in which we operate. This connection promotes collaboration, with teams working hard to share knowledge, people and skills across our global business and make decisions based on the bigger picture. As a result, we are able to deliver consistent services to our clients which harness global insight.

Acting as one global business supports our desire to work with the best clients in the world, and to attract and retain the world's best talent.

No matter how they come into our business, our people now have a new path for progression that is not based on formal training or background but on aspiration, dedication and a passion to make this business a success.

Our approach is attracting new talent to our ranks, while motivating our existing employees to realise their potential and pursue their careers within Turner & Townsend for the longer term. This, in particular, has had a positive impact on succession planning.

This year, we appointed eight new partners and a record 151 new associate directors and directors from within our ranks. We also enacted succession plans following the planned retirement of senior partners including Chairman, Tim Wray, and Chief Operating Officer, Tom Harrison – both of whom I thank for their dedication to the business over many decades.

I am excited for what the coming year brings, and look forward to working with people across the globe to build a long-term, responsible business based on strong decision-making and continued excellence.

99% of our people completed performance reviews and career development plans.
Delivering strong results

Jeremy Lathom-Sharp,
Finance Director, Turner & Townsend

The financial performance in the year to 30 April 2017 has been very strong with the results reporting significant revenue growth, excellent cash generation and robust margins.

Basis of preparation
Our financial results (downloadable online) are extracted from financial statements prepared under International Financial Reporting Standards. Prudent accounting policies continue to be applied on a basis consistent with prior years.

Revenue and profit
Our primary measure of revenue, net revenue, was £445.6m (2016: £378.2m), representing 18 percent growth over the prior year. Our turnover (which includes subcontract revenue) was £491.5m (2016: £409.5m). The growth in revenue was strong in real estate (21 percent) and infrastructure (26 percent), giving combined growth of 23 percent. This was offset by decline in natural resources (9 percent), reflecting the extremely challenging market conditions in that sector.

Revenue growth was, again, particularly strong in the Middle East (42 percent). Non-UK revenue represents 52 percent of consolidated revenue. EBITA of £47.0m compares with £39.1m for the prior year, and EBITA margin was 10.6 percent (2016: 10.3 percent).

Three acquisitions have been completed during the year. Trestle LLC, a San Francisco-based project management company, was acquired in May 2016; Suiko Limited, a UK-based consultancy company, was acquired in June 2016; and AMCL, an asset management consultancy, was acquired in February 2017. Together, these acquisitions add approximately £5.7m revenue to the group in the 2016–2017 financial year.

Taxation
The taxation charge for the financial year was £10.3m (2016: £9.1m), representing an effective rate of 22.2 percent (2016: 23.6 percent). The effective rate reflects the global nature of our business and the impact of varying tax rates across different jurisdictions.

Cash flow and working capital
Cash generation has once again been maintained at a strong level through the financial year, reflecting the level of attention placed on working capital management by the business. This resulted in free cash flow of £39.4m (2016: £30.0m), and cash generation – defined as operating cash flow as a percentage of EBITDA – of 104 percent (2016: 104 percent). Debtor days at the year-end were 58 (2016: 58), and our average debtor days across the 12 accounting periods was 60 (2016: 60).

Funding
Cash, net of overdrafts and bank loans, was £48.3m at 30 April 2017 (2016: £26.2m). Net funds, including long-dated loans to former shareholders, were £38.1m at the year-end date (2016: £13.4m).

Bank facilities established in November 2015 provide Turner & Townsend with five-year committed facilities of £80m to finance future operational cash requirements and selective acquisitions in line with our strategic aims. The facilities remain largely undrawn.

Treasury
The treasury risks faced by Turner & Townsend include interest rate risk, foreign exchange risk, credit risk and liquidity risk. Instruments such as interest rate swaps have not been entered into to mitigate risk as these risks are considered to be low. A two percent increase to the cost of external finance would not have a material impact to profit before tax. Contracts are mostly undertaken in the currency of local subsidiaries, and therefore foreign currency revenue streams are matched by the currency of the relevant cost base.
Managing risk

Judy Adams
Director and Global Head of Risk Management,
Turner & Townsend

Adapting to a changing world

As our clients expand into new geographies and invest in bigger, more complex programmes, we naturally look to support them in their endeavours.

With these opportunities come risk, whether we’re expanding our footprint, increasing our service offering or embarking on major programmes.

To help us manage risk effectively, we have an Enterprise Risk Management (ERM) strategy that informs all our decision-making. We refreshed it this year and reconfirmed our risk appetite.

The types of risk we faced this year have largely remained the same, although their impact may have changed. Please see our website for a full analysis and a summary below.

Risks include:

Continuing volatility across markets
Political and economic factors create volatility. Our business strategy continues to be market and sector diversification and service differentiation by excellence, allowing us to adapt our operations to changing circumstances.

Routes to market
The size and complexity of programme opportunities has necessitated more joint ventures. These depend on mutual trust and co-operation and there is potential to create additional liabilities.

Bribery and corruption
We maintain the highest ethical standards and invest in training to make sure our employees understand what constitutes bribery and corruption, and what needs to be done to minimise the risk.

Cyber security
Cyber security is a high-profile risk in every industry. We have reviewed and upgraded our defences where appropriate, and have sought external verification of our cyber security strategy.

Changing service offering and digitalisation
Clients’ needs are changing and our services continue to evolve as we re-engineer and develop new propositions – particularly with a digital focus – and invest in systems and tools to make us more efficient. Building Information Modelling (BIM) and Intelligent Portfolio Management (iPM) are just two areas where we are changing our services to meet client demand.

Service excellence
By far the biggest risk we face is failing to deliver a quality service to our clients.

The Executive Board are quite clear that service excellence is at the heart of everything we do and this is reflected in our commitment to the new ISO 9001 standards. In our inductions, we highlight our culture of quality delivery, and expect our people to take individual responsibility and accountability, while supporting them with strong leadership and appropriate training.

Cross border trading
Given we deliver services across multiple jurisdictions, we continue to take external compliance advice and our regional teams are briefed accordingly.

Failure to attract or retain skilled people
Talented and committed people are at the heart of our business. Capacity, skills shortages and competition within regions are a potential threat to meeting growth targets. This is mitigated by our strong global resourcing model and a strategy to attract a wider diversity of people to careers within our business.

Travel, safety and security of our people
Safety and security of our people is our first priority. Security risks increase with our growth and working in countries where we do not have permanent offices. When the decision is taken to progress these opportunities, we work with our clients to assess and manage the risk.
Where to find us

A strong global presence

104 offices
44 countries
94 languages (including sign language!)

The Americas
Buenos Aires, Argentina
Rio de Janeiro, Brazil
São Paulo, Brazil
Calgary, Canada
Edmonton, Canada
Ottawa, Canada
Toronto, Canada
Vancouver, Canada
Santiago, Chile
Bogota, Colombia
Mexico City, Mexico
Lima, Peru
Chicago, US
Denver, US
Fort Worth, US
Houston, US
Los Angeles, US
Miami, US
Mountain View, US
Nashville, US
New York, US
Phoenix, US
San Francisco, US
Seattle, US
Tampa, US

Europe
Vienna, Austria
Paris, France
Berlin, Germany
Frankfurt, Germany
Hamburg, Germany
Munich, Germany
Milan, Italy
Rome, Italy
Abyrau, Kazakhstan
Amsterdam, Netherlands
Stavanger, Norway
Krakow, Poland
Warsaw, Poland
Madrid, Spain
Moscow, Russia
St Petersburg, Russia
Stockholm, Sweden
Basel, Switzerland
Zurich, Switzerland
Istanbul, Turkey

Asia
Beijing, China
Shanghai, China
Shenzhen, China
Tianjin, China
Hong Kong, Hong Kong
Bangalore, India
Mumbai, India
New Delhi, India
Jakarta, Indonesia
Tokyo, Japan
Macau, Macau
Kuala Lumpur, Malaysia
Manila, Philippines
Singapore, Singapore
Seoul, South Korea
Ho Chi Minh City, Vietnam

Australia and New Zealand
Adelaide, Australia
Brisbane, Australia
Cairns, Australia
Canberra, Australia
Darwin, Australia
Gold Coast, Australia
Melbourne, Australia
Perth, Australia
Sydney, Australia
Townsville, Australia
Nadi, Fiji
Auckland, New Zealand
Christchurch, New Zealand

UK and Ireland
Dublin, Ireland
Aberdeen, UK
Bath, UK
Belfast, UK
Birmingham, UK
Bristol, UK
Cambridge, UK
Cardiff, UK
Edinburgh, UK
Glasgow, UK
Leeds, UK
London, UK
Manchester, UK
Newcastle, UK
Nottingham, UK
Reading, UK
Sheffield, UK
Teeside, UK

Africa
Gaborone, Botswana
Nairobi, Kenya
Cape Town, South Africa
Durban, South Africa
Johannesburg, South Africa
Dar es Salaam, Tanzania
Kampala, Uganda
Harare, Zimbabwe

Middle East
Muscat, Oman
Doha, Qatar
Abu Dhabi, UAE
Dubai, UAE

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