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8% net revenue growth: across our eight regions

52.5% regional revenue: over half our revenue was generated outside the UK

8 new offices:
in Auckland, Cambridge, Fort Worth, Istanbul, Mexico City, Miami, Nairobi and Orlando

Jewel of Australia’s Gold Coast p23
Real estate p20

Building a legacy p32
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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.

Our key impact areas

1. The world’s largest programmes
   - 130 countries: we supported projects and programmes across 130 countries

2. The world’s top corporate companies
   - 84 companies: we worked with many of the largest FTSE 100 and Fortune 500 companies

3. Clear market leadership in our key hubs
   - 97 offices: we are now operating in Auckland, Cambridge, Fort Worth, Istanbul, Mexico City, Miami, Nairobi and Orlando
At a glance

£409m
turnover:
up eight percent

4,278
people:
up four percent

£39m
operating profit:
up six percent

Real estate

Our real estate business achieved excellent performance this year, posting a 15 percent increase in revenue to £196m. We supported clients in multiple markets and maximised our opportunities by targeting industries that showed significant activity.

Read more on page 20

Infrastructure

2015-2016 was a year of continued success for our infrastructure business. Driven by major programme wins and expansion of our service offer, we made strong progress towards our long-term growth target, achieving a 16 percent increase in revenue to £123m.

Read more on page 24

Natural resources

Our natural resources business delivered a solid performance during 2015-2016, in an environment that remained extremely challenging. Overall revenue for the year was significantly down compared to the previous year at £58m but nonetheless met expectations.

Read more on page 28

Sector split

- Real estate 52%
- Infrastructure 33%
- Natural resources 15%
North America
£55.9m revenue
456 employees

Latin America
£9.4m revenue
63 employees

UK and Ireland
£179.6m revenue
2,087 employees

Europe
£23.4m revenue
275 employees

Africa
£14.3m revenue
215 employees

Middle East
£32.2m revenue
305 employees

Asia
£25.5m revenue
491 employees

Australia and New Zealand
£37.9m revenue
386 employees

Read more about the regions on page 16
Time Warner – flagship headquarters

Supporting the creative vision
As one of the world’s leading multimedia and entertainment companies, Time Warner set out to build a new corporate headquarters in the USA to reflect its global status and culture of creativity.

Time Warner’s challenge was to consolidate a portfolio of seven buildings in Manhattan, totalling two million square feet and 4,200 people, into a single flagship headquarters at a time when an overheated market was pushing the cost of space, skills and materials to a premium.

Giving confidence and control
Appointed as project and cost managers, we have been working directly with Time Warner’s real estate team to coordinate all consultants involved in the new Hudson Yards headquarters on New York’s west side. We set up a successful procurement process, creating the right team and establishing the controls and governance needed to proactively manage risk. By rigorously controlling cost and schedule, we have been helping to achieve best value for Time Warner while fulfilling the diverse needs of its media divisions.

396,240m²
floor space of the new headquarters

90 storeys
height of the LEED Gold building
Jeddah Metro - public transport plan

Transforming the city
Jeddah Metro is a central component of a transformational city-wide public transport plan in a major urban centre of western Saudi Arabia.

It will consist of 74 stations, 160km of track and four individual routes through the city, and bring hundreds of thousands of people within a ten-minute walk of a transport hub.

Keeping costs on track
We were commissioned by architects Foster + Partners to deliver pre-contract cost and commercial services in support of Jeddah’s goals, enabling greater cost certainty in development stages, establishing the best buy during procurement and producing comprehensive cost plans including whole-life analysis of every aspect of the project.

74 stations
160km track
Codelco – asset investment programme

Investing in value
Codelco, the world’s largest copper producer, has nine key assets across Chile’s northern and central copper mining regions, together with a number of related mining investments in other parts of Latin America.

In a challenging commodities marketplace, Codelco is currently prioritising a number of brownfield expansion projects to increase productivity and maximise value from its existing asset base.

Providing clarity and control
We are supporting Codelco across its portfolio of assets, providing independent assurance of project baseline cost and schedule, and improving predictability of outturn costs. We are also giving contract services support, introducing best practice in the development and implementation of contract administration processes, and training to support deployment across the programme.

USD16bn
spend programme

9
key assets across Chile
Chairman’s statement
It is very pleasing to report another year of growth for Turner & Townsend. We have delivered record results while commodity prices dropped, investment in natural resources fell and the Chinese economy slowed. Our ability to grow in these circumstances can be attributed to our diverse business model. We serve multiple sectors and regions, helping to make us resilient.

Turnover in 2015–2016 rose from £380m to £409m. This is our sixth consecutive year of growth, which firmly establishes our agility in responding to challenges and opportunities in our markets. We have continued to take a long-term view on how we do business, serve our clients and deliver great outcomes to ensure sustainable success.

Profit before interest, amortisation and tax (EBITA) was £39.1m in 2015–2016, representing growth of six percent (2014–2015: £36.9m). The EBITA profit margin remained strong at 10.3 percent. The balance sheet and the company’s liquidity both remained robust. At year end, we had nil gearing and net assets of £58.1m.

Our flexible business model of working across our core sectors, providing diverse services and transferable capability, meant we were able to respond to the volatility in natural resources by redeploying people from this sector to both our infrastructure and real estate businesses. This protected our position and will enable us to accelerate our natural resources capacity when this sector recovers.

Our UK and Ireland business once again delivered impressive growth and we had success across our other seven global regions, with strong performance in particular in Europe, Latin America and the Middle East. Our global footprint and expertise helped us to win many large programmes, building our reputation across our core sectors and services.

In our strategy to 2020 we set out our ambition to deliver great outcomes for clients and leave a positive legacy. Our corporate social responsibility (CSR) commitments have been playing a fundamental role in our success: finding innovative ways to attract and develop talent, raising standards across our industry, meeting our own and our clients’ sustainability targets and creating community value through projects and community partnerships.

Our dedicated people continued to be key to the success of projects around the world and ensured the business remains a market leader. This year we were given our highest ever ranking in the Sunday Times Grant Thornton Top Track 250. We were placed at 55, up 11 places from the previous year. Other accolades we secured this year included the British-American Business Council International Business Large Corporate award.

Individuals were also recognised by the awards they achieved, such as Noluthando Molao, who won the Pioneer of Innovation category in the African Women in Construction awards.

I am proud of what our people have achieved and how they have embraced the opportunities to work together for clients as one global business. On behalf of the Board, I would like to thank them all for their part in our success this year.

In October 2015 we converted from a public liability company back to a partnership. This model gives our people the opportunity of a clear path to becoming an owner in the business and a greater say on how it is run, allowing us to cement our intent to be the world’s leading independent capital programmes professional service provider by 2020.

We saw changes to our Executive Board in 2015–2016. Murray Rowden, global Managing Director of our infrastructure business, has joined the Board as Executive Director.

Sean Christie joined as a Non-Executive Director in March this year following the retirement of Gordon Horsfield. Sean brings a wealth of financial and strategic experience from his time as finance director at Croda International and Northern Foods, as well as through his other non-executive roles. I would like to welcome Sean and thank Gordon for his invaluable contribution to the business over many years.

In the coming year, we will continue to invest in our global capability and footprint to deliver long-term sustainable success. I am certain that our decision of becoming a partnership puts us in an even stronger position for continued future growth.

Tim Wray
Chairman

£409m
turnover
Up eight percent

£39m
operating profit
Up six percent
Chief Executive’s report

In the seventieth year since our formation we have delivered record results against a backdrop of major market volatility.

Our achievements are a testament to the strength of our business and the value of our investment in our global capability. I am confident we are on the right path and the strategy we have put in place is paying off.

The built environment felt the impact of major macroeconomic events this year. However, despite significant volatility in natural resources markets, our ability to deliver growth has demonstrated the flexibility and resilience of our business model.

The Middle East achieved exceptional results, with revenue up 24 percent. The UK and Ireland also recorded a strong performance with an increase in revenue of 14 percent, with Europe, Australia and New Zealand and Latin America delivering revenue growth of nine percent, 24 percent and six percent respectively. Africa enjoyed a solid year while revenue came under pressure in both Asia and North America.

Real estate
Our real estate business increased by 15 percent, with strong growth in the UK and Ireland and the Middle East, and a steady performance in the Americas, Europe and Africa balancing volatile markets in Australia and New Zealand and Asia. The technology and manufacturing sector was a key growth area, with a particular emphasis on further developing our market share in life sciences, hi-tech and manufacturing. We continued to support large corporations on their global real estate portfolios and work on many of the world’s most iconic projects. Some highlights this year included the Jewel on the Gold Coast of Australia, Chelsea Barracks in London, and a significant commission to support Zurich Insurance with a global programme management office for its real estate portfolio and project delivery in Europe.

Read more on page 20

Infrastructure
Our infrastructure business delivered an impressive 16 percent increase in revenue in 2015–2016, with particular growth experienced in Asia, Australia and New Zealand, North America and the UK and Ireland. We further extended our impressive record and expertise in aviation, and we have now worked on more than 140 airport projects worldwide. New project wins included Dallas Fort Worth and Houston airports. We also won several key rail projects including providing advisory services on the Kuala Lumpur and Singapore high speed rail line and on programme set-up on the UK’s High Speed 2.

Read more on page 24

Partnering for success
This year has seen a significant shift in our ownership model. As part of our aspiration to be the global leader in capital programmes, we converted from a public liability company to a partnership business in October 2015.

This bold decision meant we became the largest global partnership in our space, setting us apart from our competition.

We believe the partnership will make our business stronger, allowing us to attract and reward talented people across the globe who share our passion to deliver great outcomes for our clients.
“Our ability to deliver growth, despite the decline in natural resources markets, has demonstrated the flexibility and resilience of our business model.”

8% net revenue growth  
6% operating profit growth  
4,278 people
Natural resources

Performance of our natural resources business was in line with expectations, with revenue significantly falling. Despite tough trading conditions, our teams in Latin America and North America delivered a solid performance. We continued to work on global frameworks and multiple major projects for oil and gas operators and won a new contract to project manage the construction of a major 550km fuel pipeline between the port of Djibouti and central Ethiopia. We also completed a significant commission in Alaska for oil producer ConocoPhillips.

Resilience of our business model

Our diverse business model continued to serve us well. By supporting a wide range of sectors with a broad set of services, we have the flexibility to adapt to changes in individual markets and this year saw the benefit of this approach.

Advising clients on the set-up of their complex programmes has achieved industry-wide recognition, and we are now the partner of choice for many of the world’s largest capital programmes. Our investment in technology, particularly in BIM (building information modelling) and data analytics, has increased as we continued to help clients drive efficiencies on the build and operation of their assets.

We have also been reinforcing our key global hubs to provide the flexibility to support our growth and service our clients around the world. This year, we strengthened operations in Auckland, Cambridge, Fort Worth, Istanbul, Mexico City, Miami, Nairobi and Orlando.

By putting the right capability in the right places, we not only responded to clients’ requirements but have continued to support our people to reach their full potential. Our global footprint has given our people, from graduates to managing directors, the opportunity to build on their expertise in new markets.

Doing business the right way

Our strategy set out a route map for transforming our company. Our success depends on us doing business the right way in line with our corporate social responsibility (CSR) commitments.

Investing in our 4,278 people remained a top priority. We have made good progress on our commitments this year to create a great place to work, not least with our graduate programme, which had another strong intake. We have also been involved in multiple education outreach and apprentice programmes, fulfilling our commitment to help children and young people develop their aspirations.
This year, we have achieved £218,600 in charitable donations across our global business. In the UK we were proud to establish a new partnership with the charity Action for Children.

Across our business, diversity continues to be a focus and we have made progress through our global diversity committee. We recognise there is more to do, and are determined to make advances in the year ahead.

**Confidence in our future**

Despite slower global growth and emerging markets remaining under stress, I remain confident about our future. In the shorter term, markets are likely to be variable and our focus will be on those areas where clear opportunities exist.

We will continue to support clients to set their projects up for success. With technology and manufacturing growing and infrastructure spend set to increase longer term, we have positioned ourselves to meet increased demand.

“**My confidence in our ability to deliver is greater because of the skills and dedication our people bring to the business.**”

Vincent Clancy
Chief Executive Officer
Regional performance

North America
Bruce McAra
Managing Director


We continued to build capability, service diversity and brand recognition. Strong relationships were maintained with our clients, adding, among others, New York Power Authority, Dallas Fort Worth airport and Citigroup.

To expand our footprint, we opened new offices in Fort Worth, Miami and Orlando, enabling us to work with clients across a wider geographic spread.

We invested in our capability through the Turner & Townsend AMCL joint venture, offering strategic asset management, as well as in our programme and portfolio ability across real estate and infrastructure. This will remain a key theme next year across the region.

Latin America
Robert Edwards
Managing Director

We experienced another exceptional year, with strong revenue and profit growth despite the economic and political issues affecting the region.

We responded to demand, opening a new office in Mexico City and expanding operations into Argentina, Bolivia, Guatemala and Panama.

Within the infrastructure sector we secured projects in airports, roads, power and utilities and continue to see good opportunities for growth. In natural resources we successfully completed the expansion of Cerro Verde mine with the world’s largest copper concentrator and continued to secure work on major mines in Argentina, Brazil and Chile.

In our real estate business we continued to successfully support global clients in the technology and manufacturing and commercial sectors and worked on a number of projects for major local clients across the region.

For the coming year, we see growth opportunities in all three of our core sectors across the whole region.
Europe

James Dand
Managing Director

Europe saw strong growth overall, with exceptional performance from Germany, the Netherlands, France and Poland. Revenue for the region overall was up by nine percent to £23.4m and profit was up by 75 percent to £2m. Market share in our core markets has grown, and we have built new capability in Spain. The oil and gas market continued to be challenging throughout the continent, while Russia’s geopolitical situation caused uncertainty and some project disruption.

Our global clients continued to require more of our expertise. We have been working on major programmes with Daimler and Zurich Insurance. We also secured prestigious new wins with the European Patent Office, Schiphol Airport and Frankfurt Airport.

Our focus for the year ahead will be on building on our high standards of delivery, increasing domestic market share in our core markets, accelerating the growth of our infrastructure business, and supporting our talented people to deliver great outcomes to our clients.

UK and Ireland

Jon White
Managing Director

The UK and Ireland delivered a 14 percent increase in revenue. Our core hub offices of Birmingham, Edinburgh, Leeds, London, Manchester, and a new Cambridge office underpinned our growth.

We experienced strong performance in infrastructure, as major programmes were initiated or gained momentum, and continued growth in real estate. Several key projects across these sectors included the Borders Railway, Chelsea Barracks, Chester Zoo and the Francis Crick Institute. We also won a key role on Heathrow’s expansion programme.

Further investments in our data, analytics and BIM expertise continued, and built on our operational excellence and lean thinking capability. We also developed improved tools for the management of major programmes for both corporate and local authority clients.

In the year ahead, we expect real estate and infrastructure to remain growth areas across the region.
Regional performance

**Africa**

**Ian Donaldson**

Managing Director

Despite challenges in the mining industry, we increased our African revenue and profit in line with expectations. Opportunities in infrastructure and real estate remained strong, and revenue increased to £14.3m overall.

With a long-established presence in the South African development community, this year we furthered our expansion into East Africa, with a new office in Kenya joining our established Uganda office. We also worked on projects in Rwanda, Tanzania and Ethiopia.

Building capacity in the region’s supply chain has been a major focus, and in South Africa we have accredited 28 small and medium-sized enterprises through our Enterprise Supplier Development Programme.

Many countries in Africa have plentiful natural resources and ambitious infrastructure plans. We are well-placed to support projects in both areas when the upturn takes place.

**Middle East**

**Mike Collings**

Managing Director

Revenue in the Middle East increased by 24 percent, making this a very strong year for the region.

We achieved significant growth in real estate and built momentum in infrastructure, with clients still demonstrating the desire to invest in the region despite the low price of oil.

We cemented our reputation for our full breadth of services this year, securing major real estate commissions and significant new wins with Unilever, Galleries La Fayette and the passenger terminal building at Al Maktoum International Airport.

Our aim in the year ahead is to increase our footprint with new offices in Saudi Arabia and continue to exceed our clients’ expectations as they invest in the region.
Asia
Duncan Stone
Managing Director

Our revenue in Asia was impacted by the depressed Chinese economy and low oil prices, which resulted in a number of project cancellations across the region. However, performance in India and South-East Asia was positive, with a strong result from Malaysia on the back of high levels of activity in real estate. Overall revenue in the region reached £25.5m.

We had a number of high-profile wins in infrastructure and renewable energy in South-East Asia. The technology sector continued to grow for our real estate business, with further activity in hi-tech and manufacturing. We worked with international brands such as Lenovo, which has expanded its research and development capability.

In the year ahead we will drive growth in China, keep up the pace of progress in India and South East Asia and capitalise on the strong opportunities in airports and rail.

Australia and New Zealand
Anooj Oodt
Managing Director

Overall performance in the region was positive, with revenue for the year at £37.9m compared to £30.6m last year. We further built our capability across the region through our acquisition of project management company Thinc, and expanded our footprint in New Zealand through our new office in Auckland.

Volatility in natural resources remained a challenge. As the region shifted from a commodity to services-based economy, our focus was primarily to grow market share in infrastructure and real estate.

We successfully secured new projects including mixed-use development One Sydney, and extended our relationship with Perth Children’s Hospital. We also won commissions with Melbourne, Perth and Sydney airports.

Following a year of transition, we have built a strong platform to adapt to the shifting marketplace in 2016–2017.
Our real estate business’ revenue increased from £171m (2014–2015) to £196m (2015–2016). We targeted sectors that showed significant activity, such as life sciences, hi-tech and manufacturing, residential development, retail and corporate.

This year we had particularly strong growth in the UK and the Middle East, with a solid performance in Africa, the Americas and Europe. Real estate owners, investors and developers across all regions experienced the effects of fast-changing market conditions. Our robust and flexible business model meant we were able to quickly respond to movements in real estate markets across the world.

In markets with high levels of construction activity, we proactively helped to manage the risks associated with overstretched supply chains. For clients in markets heavily affected by volatile commodity prices or slowing Asian growth, we helped drive even greater efficiencies and value.

With our global reach, we supported corporates, investors and developers to manage and deliver multiregional programmes. For those entering new markets and territories, we leveraged our combined knowledge of their corporate drivers and our local market insights.

Strength from diversity of wins
The technology and manufacturing sector remained a strong growth area, bolstered by new projects including Lenovo’s research and development base in China and several projects with technology giants in North America. We continued to work for large manufacturing companies around the world such as Unilever and AB Foods. In life sciences, we are supporting a major pharmaceutical company with projects across Asia, Europe and the UK.

Through long-established relationships with some of the world’s largest automotive retailers, we secured a new win with BMW in Europe, which is remodelling its dealership showrooms to reflect the changing ways in which the world shops.

Our experience in hotels and hospitality continued to serve us well, enabling us to maximise opportunities all over the world. We worked with major global groups including Marriot and Host Hotels and Resorts in Africa and North America. We have also been working on Wanda Group’s The Jewel, a luxury resort and retail complex on the Gold Coast of Australia and on One Sydney, a new mixed-use development on Sydney’s harbour front.

Residential remained one of our fastest-growing sectors. We secured our first appointment with Growthpoint, one of South Africa’s biggest developers, and continued to work on a number of large residential developments in the Middle East and in Asia. In the UK, our appointment with Qatari Diar on Chelsea Barracks has been extended to further phases. On the Malaysian-owned Battersea Power Station project, we have helped to drive construction progress through our Employers Agent and Client Representative services on the first two phases out of eight. The first phase of the project is due for occupation in late 2016.

Our global footprint has been a key factor in reinforcing our strength in the corporate occupier sector. We continued to work with world-leading brands on their new headquarter developments including Time Warner’s new flagship headquarters in New York’s Hudson Yards.

Major life sciences and health projects in the UK included a new world-class research facility for the Francis Crick Institute, and the Royal Sussex County Hospital, the country’s biggest single capital investment in health for a generation.

Education projects included the first high-rise public school in New South Wales, Australia. The education sector was also strong in the UK where we supported high-value development programmes for Kingston University, the University of Cambridge and the University of Hertfordshire.

Enhanced project strategies
Increasingly, global clients are searching for an efficient and
integrated management approach to control their capital investment programmes in real estate portfolios across multiple territories. Our intelligent Portfolio Management (iPM) approach combines best practice with integrated technology to help global corporate businesses to plan, prioritise, achieve consistency, and gain certainty in outcomes.

This year we have been providing programme management services to Blackrock in New York and to Canada’s largest bank in Toronto. We also secured a significant commission to support Zurich Insurance with a global programme management office for its real estate portfolio and project delivery in Europe.

Although construction has in many ways been slow to adopt technology, real estate clients are seeing the potential of technology and the management of data. We have been providing advice, particularly on BIM strategy and data analytics, to a number of clients including Grosvenor and also for phases two and three at Battersea Power Station, both to support decision-making and to create and enable collaborative working environments.

Looking ahead
As we head into 2016–2017, we see immediate opportunity for significant growth in North America, Asia and Australia and in time, Africa. We are confident in our market-leading position, with unmatched capability to deliver independent, value-adding programme management services on real estate for investors, developers and corporates across the world.

We proactively helped manage the risks associated with overstretched supply chains.
Real estate – showcase projects

Finding the right solution for a flagship UK research facility

The Francis Crick Institute is a world-class biomedical research facility on a 3.6 acre brownfield site opposite King’s Cross St Pancras in central London. Its work is helping to understand why disease develops and to find new ways to treat, diagnose and prevent illnesses. Its objective is to enable and promote cross-disciplinary science, bringing six major scientific research organisations together.

The laboratories are unique, accommodating 1,250 researchers in multidisciplinary work stations that encourage ongoing collaboration. With 1,553 rooms, the research facility is the largest in Europe.

Turner & Townsend has supported the Institute to maximise the development potential of the site and carefully control project costs within budget, successfully managing the costs through the numerous planning, technical, third party interfaces, and macroeconomic challenges.

This included interrogation and exchange of the design consultant’s and contractor’s building information modelling (BIM).

Making the difference

- **Value engineering:** deploying best-practice value engineering techniques to deliver overall savings of more than £25m.
- **Informed procurement:** establishing a sophisticated two-stage procurement process and using BIM to ensure best-buy on contractors’ bills, reducing some contractor costs by up to 25 percent.
- **Supporting evolving design:** maximising project agility using innovative cost modelling, feasibility analysis and procurement solutions to give the Institute flexibility on design decisions without incurring additional costs.

3.6 acre brownfield site

90,000m² laboratory space

1,250 researchers
Establishing confidence and control at the Jewel of Australia’s Gold Coast

The Jewel is a three-tower luxury development located on Australia’s Gold Coast. A joint venture by China’s largest developers, Dalian Wanda and Ridong Group, the Jewel will be Australia’s largest hotel and residential complex, featuring over 500 residential apartments, a 171 room 5 star hotel and a luxury resort and retail precinct.

Dalian Wanda appointed our Australian project management business Turner & Townsend Thinc to give confidence and control over its first overseas project. Our role is managing all aspects of the project, from design to delivery in March 2019.

Preparation of the site involved the clearing of 100 separate residencies and the excavation of 100,000m³ of sand. Piling works have also taken place, which we supported with early construction packages as design evolved alongside the main contractor procurement process. At its peak this project will involve over 1,000 construction personnel on site and a monthly spend of AUD30m.

Making the difference

■ **Supporting overseas management**: helping Dalian Wanda integrate into the Australian development and construction environment, enabling effective management and efficient, streamlined delivery.

■ **Effective procurement**: by building a clear understanding of Dalian Wanda’s unique requirements on its first project outside of China, we designed and implemented a procurement process that the client has adopted for all future projects worldwide.

■ **Stakeholder engagement**: we built strong relationships with both internal and external stakeholders, and are now viewed by the client as not only as a valued advisor but an extension of its team.

“We have Turner & Townsend Thinc work jointly with our team to define and manage the entire project process not only gives us the confidence required but provides us with insight into the integration of project procurement on world projects.”

Weimin XU, Managing Director, Wanda Ridong (Gold Coast) Development Pty Ltd
2015-2016 was a successful year for our infrastructure business. Driven by major programme wins and the expansion of our service offer, we made significant progress towards our long-term growth target, achieving a 16 percent revenue increase.

Economic growth plans, increasing urbanisation and a growing recognition of the role infrastructure plays in global competitiveness continued to drive investment. Governments developed and implemented long-term national infrastructure plans to drive better economic outcomes, while asset owners and operators looked to improve the set-up and delivery of major programmes.

Against this backdrop, total revenue for the year was £123m, up from £106m in 2014–2015. Our infrastructure business achieved double-digit growth in Australia, the UK, and North America, where funding has enabled increasing capacity and asset improvement programmes. The Middle East also delivered a strong performance despite some delays to planned investments.

Significant wins in Asia, Europe and North America made a valuable contribution to our performance. We have now been responsible for developing and implementing £266bn worth of infrastructure programmes including £60bn in the aviation sector and £183bn in rail. Our success at meeting client demand for improving the delivery of major projects reinforced the strength of our business model.

Chosen for major programmes
Our impressive record and expertise in aviation grew significantly, and we have now worked on more than 140 airport projects worldwide. By continuing our focus on well-established relationships and engaging organisations who are increasing spend, we supported more clients on their airport expansion programmes to meet growing demand and to improve the passenger experience.

In the UK we won a key role on Heathrow’s expansion programme, in the Middle East we have been working on the early stages of Al Maktoum International Airport in Dubai and in Europe we were awarded a significant contract with Schiphol airport.
We have been advising on the planned investment at Western Sydney Airport, and on the new development at one of the largest transport hubs in South-East Asia. We also expanded into new territories, including North America, where we were awarded significant commissions at both Dallas Fort Worth and Houston airports.

Rail was also strong for the business. We were appointed in the UK to advise on the set-up phase of High Speed 2, including developing the cost and schedule baseline, procuring the major work packages and providing project controls. We also had rail successes in North America including the Metrolinx Regional Express Rail programme in Toronto, providing estimating and risk management services, and were appointed under our Turner & Townsend AMCL joint venture arrangement to provide asset management advice to both the New York and Boston Metropolitan Transportation Authorities. In Asia, we have been advising on the Mass Transit Railway in Hong Kong and the new high-speed line between Kuala Lumpur and Singapore.

Power remained an area of growth, boosted by a significant commission on Hinkley Point C, one of the UK’s new nuclear facilities. We have also been supporting Powerlink and ElectraNet in Australia and provided commercial support to Mitsubishi Hitachi Power Systems Africa on the Medupi and Kusile power stations in South Africa. In the UK and Asia we continued to build our portfolio of waste to energy projects.

We maintained our strong presence in the water market in the UK, where we work for eight out of the 11 water companies. We have been awarded a new five-year framework agreement with Anglian Water, which extends our relationship to over 15 years. Outside the UK we have been providing support to South Australia Water.

Enabling better outcomes
In all of our markets we have developed our service and enhanced our capability to build a stronger business focused on delivering better outcomes for our clients. Investment in our information and data analysis capability has underpinned our offer to give market and programme intelligence to drive increasing levels of performance.

We have increasingly been advising infrastructure owners and operators as they mature their own major programme and asset management capabilities. This has included scaling up their organisation and system capability in readiness for the increase in their capital investment programme.

Looking ahead
As urbanisation and population growth continues to drive investment in new and upgraded infrastructure, we are well placed to extend our leading position in the sector.

In the year ahead, we will continue to focus on expanding our market share in transport and accelerating growth across the globe in utilities and power.

We have been responsible for developing and implementing £266bn worth of infrastructure programmes including £60bn in the aviation sector and £183bn in rail.
Infrastructure - showcase projects

Bringing global expertise to Dallas Fort Worth International Airport

Dallas Fort Worth International Airport (DFW) is several years into an ambitious investment programme that is designed to dramatically improve the passenger experience. DFW is making major enhancements to four terminals and parking facilities.

In 2015 DFW needed to understand how well the programme was progressing against original objectives and whether risks to on-time delivery were being appropriately managed. Establishing the right project controls, to deliver the programme in line with published time and budget specifications, was essential to maintaining full stakeholder support.

Through our experience on over 140 airport projects around the world, we provided estimating, cost management and scheduling services, and supported DFW to identify where risk management could be improved with stronger control processes and procedures. Having made recommendations, we were commissioned to implement a number of changes that will help make DFW’s construction projects more efficient.

Making the difference
- **Greater predictability:** establishing certainty of project outcomes through analysis and recommendations, and providing a clear view of progress and implemented changes.
- **Close collaboration:** aligning our approach to become an integral part of the DFW team with jointly defined goals to deliver the best results.
- **Consistent processes:** applying our cost management processes across each element of the programme to give DFW confidence in cost data.

65 million
passengers per year

1,850
flights per day

4
terminal buildings enhanced
Empowering change at ElectraNet in Australia

ElectraNet is an electricity transmission specialist that owns and operates more than AUD2.5bn of electricity assets in South Australia. The Australian electricity industry is going through a period of change. With the maturity of power grids in Australia, regulatory investment is moving from large, complex, capital projects on greenfield sites to a higher number of smaller investments to maintain and upgrade existing assets. ElectraNet also delivers projects for non-regulated customers in the natural resources and infrastructure sectors.

We are helping to refine its project delivery, creating a single, integrated model and systems for delivering all projects within the business to drive efficiency and build capability.

Making the difference

- **A flexible approach:** designing an agile and adaptive approach to enable a flexible and efficient model that scales with the value, risk and complexity of a project.
- **Capability for the future:** enhancing the capability framework for project delivery and controls to ensure ElectraNet has the appropriately calibrated capability and capacity to deliver its future pipeline of work.

- **Asset awareness:** improving the way ElectraNet ensures projects are delivering the corporate and asset strategy with an asset life cycle focus that aligns with ISO 55001.

“Turner & Townsend has demonstrated the value of bringing project delivery expertise and industry best practice to ElectraNet with a dynamic, engaged team that gets us. The knowledge sharing is benefitting our business.”

Simon Emms, Executive Manager Network Services, ElectraNet
Our natural resources business delivered a solid performance during 2015–2016, in an environment that remained extremely challenging.

The key to resilience in our natural resources business has been the flexibility of our business model.

Overall revenue for the year was £58m, which was significantly down compared to the previous year, but nonetheless met expectations. The business is now well placed for the future based on strategies developed throughout the year.

The flexibility of our business model is key to the resilience of our natural resources business and has enabled us to adapt to the volatility affecting both the mining and metals and oil and gas industries. We have deployed our people to more buoyant locations and other sectors, enabling us to retain the best talent. We have supported our clients with appropriate cost-efficiency initiatives to help achieve project sanction, and have focused on the cost and schedule performance of current projects in delivery.

In spite of tough markets, positive results were delivered in Latin America and the North American team in Denver achieved solid performance. Our Perth operations also delivered a quality commercial service on major programmes in Western Australia.

Strong client relationships
In an environment where the supply chain is changing, clients require higher levels of predictability of capital cost and schedule. Our business case skill sets, combined with our cost and commercial management models, supported our clients to assess where to invest and how to best manage outcomes.

Oil and gas organisations have drastically reduced investment in upstream projects, especially in deep water. Lower feedstock prices, resulting from the lower oil price, have created higher margins than average for our downstream refining and chemicals clients in other locations and they have been investing in facility efficiency and upgrades.

Through established relationships we worked on global frameworks and multiple major projects, such as BP’s Tangguh project in Indonesia. We also completed a significant commission in Alaska for oil producer ConocoPhillips and won a new contract on the construction of a major 550km Horn of Africa pipeline, which will transport jet fuel, diesel and gasoline from the port of Djibouti to central Ethiopia.

Our mining and metals team continued to focus on programmes with secure funding, in commodities that performed relatively well, and in the geographies where these resources are to be found. Notable wins included work on the rehabilitation of 660 abandoned asbestos mines in South Africa. New opportunities and revenue also came from independent investors including Platreef, Minsur and Sirius Minerals, which widened our client base significantly.

We remain committed to the highest levels of service delivery for existing clients and have secured further opportunities with BHP Billiton in Chile and Australia, Rio Tinto in North America and Anglo American in Botswana and Chile.

We also successfully completed large commissions with the USA’s Freeport McMoRan, the Hancock Roy Hill programme in Western Australia and Glencore’s programmes in South Africa.
**Driving quality of service**

Our consistent and quality delivery put us in a good position to secure new work when commodity prices increase and capital funding becomes available. To enhance our proposition and retain the professional quality on which we pride ourselves, we have continued to review and develop our service model. We have, for example, refined the technologies we deploy for estimating in both oil and gas and mining and metals, and have further developed our approach in setting up and assuring programmes for the optimal outcome.

The Performance Forum, a joint industry project sponsored by operators in the global upstream oil and gas industry, gained real traction this year with its 25 global members continuing to offer a great example of collaboration in action. Members share project data, which we analyse to compare and benchmark their performance against peers to provide insight to improve cost and schedule predictability.

**Looking ahead**

We are optimistic that some commodities in mining and metals will see improvement within 18 months, and anticipate oil and gas prices will show some signs of recovery within the same time frame, leading to an increase in investment.

With strong relationships and a reputation for quality delivery, we are confident about a return to growth and will keep expanding in line with our clients’ operations. As we continue to invest in our capability and data and technology, we stand ready to support our clients through the next cycle in the industry.

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<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
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<tbody>
<tr>
<td>11/12</td>
<td>£59m</td>
</tr>
<tr>
<td>12/13</td>
<td>£70m</td>
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<td>13/14</td>
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<td>14/15</td>
<td>£73m</td>
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<tr>
<td>15/16</td>
<td>£58m</td>
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Assessing time and cost consequences in the Arctic for ConocoPhillips

In October 2015 first oil was announced at ConocoPhillips’ CD5 project, the first oil development on Alaska Native lands in the National Petroleum Reserve-Alaska. CD5, an extension of the Alpine field, is expected to produce up to 16,000 gross barrels of oil per day.

The project involved the addition of a new drill site, a six mile gravel road, four bridges, 32 miles of pipelines and numerous miles of communications and electrical infrastructure, as well as additional modular office and bed-spaces.

We were commissioned to support on-budget delivery at every stage of this major construction project, with estimating, cost assurance and comparative analysis services. With over 30 years of technical and conceptual experience in the Arctic and an extensive, fully maintained project cost database for the region, we were able to help inform decision-making and manage costs in line with budget parameters.

We also supported ConocoPhillips with their sustainability objectives, providing estimates for the location of drill sites and infrastructure to minimise project effects on wildlife, waterfowl and the subsistence lifestyle of residents of the nearby village.

Making the difference

- **Data-driven intelligence:** using our database for the region to provide clarity on costs for the facilities and large-scale infrastructure required to develop the drill site.
- **Anticipating challenges:** working closely with ConocoPhillips to accurately assess time and cost consequences of work in a tough Arctic environment.
- **Defining and reducing costs:** our experts were involved in identifying cost savings throughout the definition phase, helping the project to remain economically sustainable.

©ConocoPhillips
Rehabilitating 660 abandoned asbestos mines with SRK Consulting

South Africa’s Department of Mineral Resources has established a major programme to close and rehabilitate more than 600 asbestos mines. The primary objective is to protect the health and safety of communities and environments at risk.

As engineering design lead and sub-contractor to global leader in minerals processing Mintek, SRK Consulting commissioned Turner & Townsend for pre- and post-contract quantity surveying services across the entire programme.

Pre-contract services include collaboration with engineers in each discipline to prepare re-measureable bills of quantities, detailed cost estimates and enquiry documentation. Post-contract services involve measurement of work in progress, forecasts, monthly cost reports, change management and contract administration services, and preparation of final accounts and close-out reports.

So far we have provided quantity surveyor services for nine abandoned mines.

Making the difference

- **Agile advice**: bringing confidence to the programme by anticipating and responding to the unique challenges of each mine, applying our mining, health and safety and commercial expertise.
- **Controlling costs**: giving SRK control through advance planning and containment of costs, both throughout each project and the overall programme.
- **Transparent and efficient service**: providing cross-programme visibility with open communications and reporting and ability to respond to project needs 24/7.

"Because of the inherent uncertainty associated with these sites, accurate quantity surveying and good understanding of the situation during the course of this rehabilitation is absolutely critical."

Peter Craven, General Manager, Business Development, Mintek
Building a legacy

Delivering great outcomes for our clients and leaving a positive legacy depends on the capabilities of our people.
Reaching the highest standards

In a changing landscape, our people continued to deliver to the highest standards, helping our clients achieve the outcomes they need and promoting best practice.

“Through the Your Professional Future network we are given a unique opportunity to step outside our day-to-day role, and see the business from a different perspective.”

Istilah Yanti, Cost Manager
Today we have a diverse team of over 4,200 talented people in 97 offices around the globe. They share our objectives as a business, and are using their skills and experiences to adapt to changing markets and new opportunities.

We are determined to help our people realise their potential, and continue to find inspiring and engaging ways to help them be at their best and push the limits of what they can achieve.

Creating a great place to work
Our people have the opportunity to work on some of the most iconic, complex and ground-breaking projects around the world, in a wide range of sectors. Their on-the-job learning is supported with our well-established skills, leadership and management development programmes, and a number of employee networks.

In 2015–2016 we made the decision to convert to a partnership business, and now have 85 partners around the world. This approach gives our employees a clear path to becoming an owner in the business and encourages staff to strive for their ambitions.

Our graduate programme is going from strength to strength, with our largest-ever intake across the business this year.

We continued to expand our Your Professional Future network, which involves employees from all disciplines in key task groups, such as research and innovation. The network helps graduates such as Istilah Yanti (pictured left) from our Singapore office to develop their skills and build experience to progress their careers.

Another global innovative programme is our Chairman’s Group, which was created to give exceptional people the opportunity to develop their skills by tackling the challenges of running a global business. Led by our Chairman Tim Wray, the objective of the annual initiative is to develop the business leaders of tomorrow. Former group chairperson Astrid Boumans (pictured right) is among the people who have benefitted.

Astrid Boumans
Associate Director
Our Chairman’s Group is an initiative that brings together employees to work on key business challenges, providing practical solutions to real issues our clients face.

Astrid Boumans’ participation in the Group has been instrumental in her progression. A former Chair, she now sits on our Europe operations board.

“Taking part in the Chairman’s Group exposes you to the whole company, and gives you a deeper appreciation of how we are all connected as one global business. The experience honed my leadership skills by coordinating the group across all our regions and engaging with our senior leaders, while providing me with a deeper understanding of the business challenges our global clients face. I am still building on the great foundation the group has given me – the sky’s the limit!”

84% response rate to employee engagement survey
A key focus for the business is to be recognised as the best in our field and to help raise standards across the industry.

We monitor our effectiveness by collecting regular feedback on core client care criteria, including performance, people, management, communication, skills and processes, innovation and value for money. We maintained our client satisfaction average for 2015–2016 at 8/10.

By applying our experience on some of the world’s most complex infrastructure projects, we are helping the UK Government Infrastructure and Projects Authority to develop the Project Initiation Routemap. The Routemap was relaunched this year with two additional modules on asset and risk management. It is gaining traction in the UK and across the world by enabling public and private sector infrastructure providers to set up programmes more effectively.

We continued to invest in research and this year produced several insight publications for clients and the wider industry, such as our international construction market survey. One area we focused on is understanding how data and technology can improve the construction and operation of assets. Kim van Rooyen (pictured left) is involved in a number of programmes that will help clients maximise the benefits of data and technology.

Our people are committed to sharing knowledge across the industry and several have senior positions on industry bodies where they help to shape best practice. Murray Rowden, global managing director of our infrastructure business, is Chair of Constructing Excellence, and

Kim van Rooyen
Director

Construction projects are generating increasing volumes of data – and to make the most of the opportunities this brings businesses must extract the information that matters.

Kim van Rooyen and his team are helping clients unlock improvements across design, build and operation project stages by putting their project data in context. By providing clients with new methods to categorise, combine and compare high volumes of data, he is turning data into insight, and insight into action.

“Harnessing data represents a real opportunity to drive change across our industry. We are creating greater transparency, closer collaboration and objective decision-making for clients, and also building wider industry awareness of the benefits good data governance brings.”

A key focus for the business is to be recognised as the best in our field and to help raise standards across the industry.
Paul Nash, director of our construction business, is President of the Chartered Institute of Building.

Aileen Jamieson (pictured left), Vice President of our oil and gas business, leads the Performance Forum, a unique initiative established by 25 of the biggest players in upstream oil and gas who realised an ongoing review of cost performance was essential for the future of the oil and gas industry.

Through the forum, operators can compare their performance against peers and understand best practice performance levels.

**Aileen Jamieson**

Vice President

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

With organisations increasingly collaborating, identifying and encouraging best practice through the forum, the industry is seizing the chance to transform. Aileen Jamieson, Vice President of our oil and gas business, is leading the initiative.

“Oil and gas clients are spending even more time upfront understanding the true costs and schedule involved in their prospective projects. They need an absolutely solid case for investment when finances are squeezed. While these current pressures are at the root of increased forum involvement, lessons learned from the data now will inform future ways of working, delivering maximum benefit from the upturn to come.”
Building a legacy

Managing environmental impacts
We are committed to minimising our carbon emissions and playing our part in global efforts to mitigate climate change. Our largest direct impacts are carbon emissions from energy used in our offices and business travel. This year we have moved and upgraded several hubs to more efficient, healthy and inspiring office spaces, supporting our carbon reduction efforts. Our new London office space has BREEAM Excellent certification and incorporates comprehensive energy efficiency and other sustainability measures.

Our people strive to support our clients with more sustainable outcomes and to advance industry best practice. They offer insights into programme and asset management to deliver improved asset efficiency, programme performance and whole-life value. Gail McGilvray (pictured left), a director in our Middle East region, is responsible for overseeing our services to help Masdar City achieve its vision to be the world’s most sustainable city.

Our people are helping to shape environmental best practice by supporting collaborative initiatives and industry bodies, including green building councils in the UK and Hong Kong. Another key collaboration is with the Environment Agency in the UK, where we have supported development of a carbon planning tool which enables greater carbon reduction through better planning, calculation and monitoring of emissions in construction, operation and maintenance activities.

A positive impact on communities
Our people are passionate about the role they play improving the services and environment for local communities and creating a positive legacy for clients. Our long-standing community programme is in progress across our global business, with £218,600 in charitable donations achieved this year and more than 5,000 volunteer hours.

The primary focus of our community programme is building opportunities for children and young people to achieve their potential. We have established new partnerships with local charities and community groups across our global business to support education. In December 2015, our UK and Ireland offices established a long-term partnership with Action for...
Children and committed to raising £50,000 by December.

The money raised will be used to provide disadvantaged children and their families with grants for essential education materials and resources. Jon White, UK Managing Director, led fundraising efforts by taking part in Action for Children’s CEO sleepout in London, while Dan Nisbett (pictured left) supported volunteering activities in Manchester.

Globally, our employee volunteer hours reached more than 5,000. They used their professional skills on pro bono projects, spent days renovating charity facilities, and led activities with children and young people. As well as benefitting communities, volunteering gives our employees direct personal experience of the positive difference they can make to others.

Our Cape Town office is running a successful toy library to support the physical, mental, social and emotional development of children through play. The toy library supports low-income families unable to afford toys or child care facilities.

In support of our commitment to education and increasing talent and diversity in our industry, we have developed local initiatives across the world that are focused on employability. Successful events and programmes include a language trip and internship organised for 60 students in the Netherlands. In the UK, we have extended the Career Ready mentoring programme to open up the world of work to more young people.

Looking forward
We are determined to create a positive legacy. Next year we will build on the foundations we have laid to help our people realise their potential and achieve the highest possible standards for themselves, our clients and the communities where we operate.

Our people are passionate about the role they play improving the services and environment for local communities and creating a positive legacy for clients.

Dan Nisbett
Project Controls Engineer

Through our partnership with Action for Children, our people across the UK are building on their commitments to help children and young people thrive. While the activities our staff have chosen have different focuses, they all work towards the same goal: to help children and young people reach their potential.

Dan Nisbett helped renovate part of the Wigan Family Intervention Project, which provides practical, emotional and therapeutic support to disadvantaged families.

"By taking into account the unique needs of different communities, Action for Children is making children’s lives better all across the UK. Through our partnership with the charity, we can focus our joint efforts in the right places, creating maximum benefits for the children and communities who need it most.”

5,257
community volunteer hours
As well as setting our strategic direction, Board members are custodians of our brand, our reputation and stakeholder relationships.

“Our leadership

The Executive Board is responsible for developing and managing Turner & Townsend’s overall strategic direction, ensuring we continue to deliver long-term sustainable value.

In October 2015, the Board approved the company’s conversion to a limited liability partnership. They agreed that as a partnership we can motivate the best talent, protect our independence and effectively pursue our goal – to be the world’s leading independent capital programmes professional service provider by 2020.

As well as setting our strategic direction, Board members are custodians of our brand, our reputation and stakeholder relationships. Protecting the business from operational and reputational risk is also an essential part of their role. Pages 44–45 set out our approach to risk management, including our key priorities.

The Board structure is outlined in the table opposite. The Executive Board is supported by a Management Board, which develops and implements our business strategy and is responsible for resource allocation, service improvement and business development.

The Management Board controls and reviews the operational performance of each of our eight regional businesses, which are in turn managed by regional boards (Africa, Asia, Australia and New Zealand, Europe, Latin America, Middle East, North America and the UK and Ireland).
This year, there have been three changes to our Management Board. James Dand, Managing Director of Europe, joined the Board, along with Duncan McIndoe, our newly appointed Global HR Director. Dave Rokesky has stepped down following his appointment and relocation to lead our human resources team in Australia.

Operational reviews take place at least four times a year, attended by members of the Management Board, regional managing directors and other senior managers. These reviews cover development and integration of services, business generation and infrastructure requirements, and provide a forum for sharing success and best practice. With the support of our people worldwide, the Executive Board continues to ensure our prosperous future.

Tim Wray
Chairman
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Summary</th>
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<tbody>
<tr>
<td><strong>Tim Wray</strong></td>
<td>Chairman</td>
<td>Tim joined the company in 1971 and became Chairman in 1999. A chartered surveyor, he was responsible for building our first overseas business in South Africa, where he lived for many years, and our subsequent expansion around the world. From his appointment to the Executive Board in 1994, he has seen turnover grow to more than £400m. Tim chairs the Executive Board and Remuneration Committee and champions the Chairman’s Group, a staff network that encourages innovation and leadership.</td>
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<tr>
<td><strong>Vincent Clancy</strong></td>
<td>Chief Executive Officer</td>
<td>Vincent joined Turner &amp; Townsend in 1989 and was appointed to the Executive Board in 2002. He has set the strategic direction of the business as Chief Executive Officer since 2008. In that time he has overseen a period of steady growth and global diversification, growing turnover by nearly 80 percent and headcount by 80 percent to 4,278 people across 41 countries. A chartered quantity surveyor, he has in-depth experience of the set-up, procurement and delivery of some of the industry’s most complex major programmes across property, infrastructure and natural resources. Vincent takes an active and leading role in the strategic direction of the business, taking part in all Regional Boards, the Management Board, Investment Committee and Major Programmes Board.</td>
</tr>
<tr>
<td><strong>Tom Harrison</strong></td>
<td>Chief Operating Officer</td>
<td>Tom started his career at Turner &amp; Townsend in 1974, joined the Board in 1995 and was appointed Chief Operating Officer in 2008. Tom’s background is in construction consultancy, both project and cost management. His experience has covered most aspects of the business through its formative years – specialising in direct inward investment, leading key global accounts on Nissan and Siemens and as Managing Director of the UK, the Middle East and International operations. He currently chairs the Risk, Health and Safety and IT Committees and is responsible for delivery quality.</td>
</tr>
<tr>
<td><strong>Jeremy Lathom-Sharp</strong></td>
<td>Finance Director</td>
<td>Jeremy joined the company and Executive Board in 2000. He is a qualified chartered accountant with extensive corporate finance experience across the professional services and engineering industries. His deep expertise in mergers and acquisitions has enabled him to successfully lead the company through the milestones that helped form the business as it stands today. Jeremy is responsible for the financial management of the business, including strategic and financial planning and control, and heads up the global finance support service.</td>
</tr>
</tbody>
</table>
Jon White  
Managing Director, UK

Jon joined the company in 1997 and the Executive Board in 2010. He is a chartered civil engineer, and began his career as a graduate engineer for a major UK contractor before moving into project management. He was responsible for leading our London project management team, achieving a 40 percent year-on-year growth in headcount, and later for leading our project management division across the UK. Appointed as Managing Director for Europe in 2007, Jon established 11 new offices, pushing into new markets such as Kazakhstan, Norway, Poland, Russia and Switzerland. In 2014, he became Managing Director for the UK. Jon is also a Chartered Director.

Murray Rowden  
Global Managing Director, infrastructure

Murray joined Turner & Townsend as a graduate in 1990, and was appointed to the Executive Board in 2015. He also leads the CSR Committee. As global head of infrastructure he is responsible for setting our strategic direction to drive growth in the transport, utilities and power sectors. In 2014 Murray was appointed as Chairman of industry improvement body Constructing Excellence, which champions collaborative working and best practice. He has also worked extensively with government and industry organisations in Asia, Australia and the UK on industrial strategies and improvement initiatives.

Sean Christie  
Non-Executive Director

Sean joined the Board in March this year following the retirement of Gordon Horsfield. He is currently a non-executive director of Accsys Plc and Applied Graphene Materials Plc. From 2006 to 2015, Sean was Finance Director of Croda International Plc, a global manufacturer of speciality chemicals. Prior to joining Croda he was Finance Director of Northern Foods Plc. He has also served as a non-executive director at KCOM Plc, Eminate Ltd and Cherry Valley Farms Ltd. A Fellow of both the Chartered Institute of Management Accountants and the Association of Corporate Treasurers, Sean has extensive knowledge of finance and strategy in multi-national businesses. Sean chairs our Audit Committee and is a member of the Remuneration Committee.
During 2015–2016 we faced a varied set of challenges that impacted our global business and we made continued efforts to identify the associated risks and devise mitigating strategies. Many of these risks remain unchanged from previous years, although their impact may have changed.

Economic and sector risks are monitored as part of our enterprise risk management strategy and how they are being managed is discussed elsewhere in this review. The other main risks facing the business are considered below.

Global legislation and regulation
As a global business, we are required to comply with legislation in every jurisdiction we operate in. Increased business regulation, extra territorial legislation and increasing penalties for non-compliance have changed the global landscape in 2015–2016. Three areas where this has potential greater risk are:

1. Bribery and corruption
While our internal policies mandate compliance, and we continue to promote a culture of adherence to our corporate governance, this may conflict with local customs and practice. Accordingly, we regularly assess the areas of risk and put in place appropriate levels of assurance.

The recent (and first) prosecution under the UK Bribery Act of a construction consultant in the UK for bribery overseas is also a salutary lesson to us all. The disqualification from contracts, the associated financial penalties and reputational risk are a high price to pay for non-compliance.

2. Localisation
Many of our clients are looking for more localisation of labour and to improve the employment prospects of their nationals. This issue is addressed specifically in each region and is also considered as part of our overall diversity and inclusion strategy. However, we also aim to support our clients by transferring skills and knowledge wherever possible.

3. Sanctions
This year has seen changing sanctions across a number of jurisdictions. Remaining compliant is particularly difficult where different sanctions exist across the globe. That said, the risk has been manageable this year and opportunities have been assessed in a holistic manner, considering any knock-on effects to other regions.

Cyber security
Cyber security is a growing concern, with risks arising from data loss or failure to protect client, confidential or personal data, unauthorised access, viruses, malicious code, organised cyber-attacks, and phishing.

While we believe we have a resilient defence against breaches, we continue to review and improve security across our systems.

Services
Service delivery
The need to deliver a quality service to our clients is critical to our success. The risks of not doing so include the potential loss of business and reputational damage. The cost is still greater where we have a global, long-term and commercially important relationship with the client. The Executive Board is very clear that quality is of prime importance and our key differentiator. Therefore quality of delivery is at the heart of our business. We use our online commission execution plan (CEP) tool to manage quality on our projects, employing a three lines of defence approach to further assure performance.

Feedback sessions with our clients act as a barometer of our service quality too. Our net promoter score (NPS), a measure to assess whether clients would recommend us, remains high.

Major programmes
Another central tenet of our vision is growing our capability to service major programmes around the world. While the rewards can be considerable, the risks associated with winning the programme at the right level are also significant. There are generally onerous contractual and commercial arrangements to be negotiated and often a substantial upfront investment of resources. Once the programme is won, the promises made need to be kept.

Mobilising a team quickly can be challenging, as can setting up the project for success. To reduce the risk, we have a major programmes team that can deploy resources to assist and independent reviews are undertaken at key milestones to provide additional assurance.
Clients

Winning work
In the current economic environment, many of our clients are subject to funding constraints, which have resulted in them delaying, curtailing or cancelling projects.

Fee levels are competing more than ever with qualitative evaluation and the emphasis appears to be changing. Hence we are focusing on both being competitive and demonstrating value and our unique selling points.

Accordingly, we are continually improving our bid documents, engaging more with clients, seeking to differentiate our service offering and to make it more relevant to the issues they are facing. Given current market conditions, concentrating on predictability of outcome and cost optimisation are fundamental requirements. Introducing new services, such as intelligent Portfolio Management (iPM) and business improvement consultancy, is also vital. Our clients respond positively to new ideas, innovation and reach back.

The importance of winning work is magnified when reviewing frameworks or master service agreements (MSAs). Failure to gain re-appointment can mean a lock-out for some three to five years, where clients lose continuity and scope and we lose fee income and continuity, as well as having disappointed staff. Equally, there is a need to replace major programmes when they naturally come to an end.

Competition
Our challenges come from both local and global competitors. This places greater emphasis on keeping our service offering relevant and competitive for all our clients. An appropriate mix of local and expat resource, alongside investment in and use of technology that drives our delivery solutions, helps to minimise this risk.

Margin
Margin erosion
A number of factors are increasing pressure on margin and are largely associated with the global downturn. Investment in new geographies, sectors, services, people, tools and systems to support our vision also plays a part.

Greater and more regular financial oversight is helping to make sure we remain competitive, while still adding value.

Non-payment
The risk of non-payment is increasing as our clients face their own challenges, with the corresponding risk and uncertainty not good for anyone.

Our strengthened credit control team seek to understand and intervene where possible and where there appears to be increased risk. However, while non-payment will always remain a risk, it has not increased materially in the year.

People
Recruitment and retention
We seek to employ and retain talented and committed people for the benefit of our clients. However, competition for talent continues to increase. We believe our career pathways framework, the rewards and benefits we offer our people, as well as the opportunity to work on great projects across the globe for great clients, help attract and retain the best people.

We are also seeing the benefits of increased staff engagement through the promotion of talent and our decision in 2015-2016 to revert to a partnership. As a partnership we can provide added incentive and motivation to our people.

Safety
As we continue to grow, we are increasingly being asked to work in new countries where there are additional safety considerations. In these instances, we work with our clients and advisors to assess the risk and use their knowledge and experience to mitigate it.

In conclusion, the whole business is more engaged, with risk and mitigations being openly discussed and reviewed at all levels. In doing this, we are a step closer to achieving our 2020 vision.

Judy Adams
Global Head of Risk and Assurance
The financial performance in the year to 30 April 2016 has been very strong, with the results showing significant revenue growth, excellent cash generation, and margins maintained at a healthy level.

Basis of preparation
The financial results set out on pages 48 to 53 are extracted from financial statements prepared under International Financial Reporting Standards. Prudent accounting policies continued to be applied on a basis consistent with prior years.

Revenue and profit
Our primary measure of revenue, net revenue, was £378.2m (2015: £350.5m), representing 7.9 percent growth over the prior year. Our turnover (which includes subcontract revenue) was £409.5m (2015: £379.9m). The growth in revenue was strong in real estate (15 percent) and infrastructure (16 percent), giving combined growth of 15.4 percent. This was offset by a decline in natural resources (20.4 percent), reflecting the extremely challenging market conditions in that market sector.

Net revenue in the UK achieved growth of 14 percent over the prior year, and revenue from outside the UK increased by 2.9 percent. Revenue growth was, again, particularly strong in the Middle East (24 percent). Non-UK revenue represented 52.5 percent of consolidated revenue.

EBITA of £39.1m compares with £36.9m for the prior year, and EBITA margin was 10.3 percent (2015: 10.5 percent).

Taxation
The taxation charge for the financial year was £9.1m (2015: £9.4m), representing an effective rate of 23.6 percent (2015: 25.7 percent). The effective rate reflects the global nature of our business and the impact of varying tax rates across different jurisdictions. The reduction in the effective rate over 2015 reflects the decreasing UK corporation tax rates and different tax rates across the jurisdictions in which our businesses operate.

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 cashflow of £30.0m (2015: £18.3m), and cash generation – defined as operating cashflow as a percentage of EBITDA – of 104 percent (2015: 77 percent). Trade debtors, while still at low levels, have increased during the year, with growth a contributory factor. Debtor days at the year-end were 58 (2015: 60), and our average debtor days across the 12 accounting periods were 60 (2015: 60).

Working capital management continues to be a key discipline across our business. As our geographic reach has extended, significant attention continues to be placed on establishing appropriate working capital management behaviour in all territories, and this has been key to maintaining our strong cashflow performance.

Funding
Cash, net of overdrafts and bank loans, was £26.2m at 30 April 2016 (2015: £29.9m). Net funds, including £11.5m of mostly non-interest bearing long-dated loans from shareholders, were £13.4m at the year-end date (2015: £13.0m).
Bank facilities were renewed in November 2015. This provided 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 undrawn.

Pensions
Turner & Townsend operates a number of pension schemes across the global business. Additionally, the business maintains one closed defined benefit scheme arising from the UK business. This scheme was closed to new members in 1992 and to future accrual in 2006. At 30 April 2016 the IAS19 deficit had reduced to £5.4m (2015: £6.7m), primarily due to movements in the liability discount rate.

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.

Jeremy Lathom-Sharp
Finance Director
## Consolidated income statement

<table>
<thead>
<tr>
<th>Year ended 30 April</th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuing operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover</td>
<td>409,483</td>
<td>379,857</td>
</tr>
<tr>
<td>Sub-contract costs</td>
<td>(31,297)</td>
<td>(29,308)</td>
</tr>
<tr>
<td><strong>Net revenue</strong></td>
<td>378,186</td>
<td>350,549</td>
</tr>
<tr>
<td>Staff costs</td>
<td>(273,055)</td>
<td>(252,855)</td>
</tr>
<tr>
<td>Other direct expenses</td>
<td>(21,016)</td>
<td>(20,008)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(4,769)</td>
<td>(3,701)</td>
</tr>
<tr>
<td>Other operating charges</td>
<td>(40,685)</td>
<td>(37,324)</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>38,661</td>
<td>36,661</td>
</tr>
<tr>
<td>Analysed as:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating profit before amortisation</td>
<td>39,107</td>
<td>36,899</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(446)</td>
<td>(238)</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>38,661</td>
<td>36,661</td>
</tr>
<tr>
<td>Finance income</td>
<td>483</td>
<td>326</td>
</tr>
<tr>
<td>Finance expense</td>
<td>(753)</td>
<td>(761)</td>
</tr>
<tr>
<td><strong>Net finance expense</strong></td>
<td>(270)</td>
<td>(435)</td>
</tr>
<tr>
<td>Share of profit of joint ventures, net of tax</td>
<td>395</td>
<td>449</td>
</tr>
<tr>
<td><strong>Profit before taxation</strong></td>
<td>38,786</td>
<td>36,675</td>
</tr>
<tr>
<td>Corporation tax expense</td>
<td>(9,137)</td>
<td>(9,418)</td>
</tr>
<tr>
<td><strong>Retained profit for the financial year</strong></td>
<td>29,649</td>
<td>27,257</td>
</tr>
<tr>
<td><strong>Profit attributable to:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners of the Company</td>
<td>29,504</td>
<td>26,720</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>145</td>
<td>537</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>29,649</td>
<td>27,257</td>
</tr>
</tbody>
</table>

## Consolidated statement of comprehensive income

<table>
<thead>
<tr>
<th>Year ended 30 April</th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Profit for the financial year</strong></td>
<td>29,649</td>
<td>27,257</td>
</tr>
<tr>
<td>Foreign currency translation differences</td>
<td>491</td>
<td>1,045</td>
</tr>
<tr>
<td>Re-measurement of defined benefit pension liability</td>
<td>158</td>
<td>(1,321)</td>
</tr>
<tr>
<td>Tax on items taken directly to reserves</td>
<td>651</td>
<td>211</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the financial year</strong></td>
<td>30,949</td>
<td>27,192</td>
</tr>
<tr>
<td><strong>Total comprehensive income attributable to:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners of the Company</td>
<td>30,793</td>
<td>26,626</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>156</td>
<td>566</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>30,949</td>
<td>27,192</td>
</tr>
</tbody>
</table>
## Consolidated statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>As at 30 April</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>15,329</td>
<td>12,164</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>19,462</td>
<td>19,694</td>
</tr>
<tr>
<td>Investment in joint ventures</td>
<td>1,220</td>
<td>875</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>2,612</td>
<td>2,229</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td>38,623</td>
<td>34,962</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>107,296</td>
<td>98,964</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>26,188</td>
<td>29,944</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>133,484</td>
<td>128,908</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>172,107</td>
<td>163,870</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>(582)</td>
<td>(502)</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>(94,016)</td>
<td>(79,930)</td>
</tr>
<tr>
<td>Current tax liabilities</td>
<td>(1,834)</td>
<td>(1,738)</td>
</tr>
<tr>
<td>Amounts due to shareholders</td>
<td>(2,732)</td>
<td>(2,439)</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>(99,164)</td>
<td>(84,609)</td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Borrowings</td>
<td>(721)</td>
<td>(640)</td>
</tr>
<tr>
<td>Amounts due to shareholders</td>
<td>(8,760)</td>
<td>(13,365)</td>
</tr>
<tr>
<td>Pensions liability</td>
<td>(5,399)</td>
<td>(6,659)</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>(14,880)</td>
<td>(20,664)</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>(114,044)</td>
<td>(105,273)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>58,063</td>
<td>58,597</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share capital</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Share premium</td>
<td>10,706</td>
<td>10,706</td>
</tr>
<tr>
<td>Other reserves</td>
<td>(370)</td>
<td>(531)</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>47,013</td>
<td>46,808</td>
</tr>
<tr>
<td><strong>Total equity attributable to the equity holders of the Company</strong></td>
<td>57,419</td>
<td>57,053</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>644</td>
<td>1,544</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>58,063</td>
<td>58,597</td>
</tr>
</tbody>
</table>
## Consolidated cash flow statement

### Year ended 30 April

<table>
<thead>
<tr>
<th>Cash flows from operating activities</th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit after tax</td>
<td>29,649</td>
<td>27,257</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>5,215</td>
<td>3,939</td>
</tr>
<tr>
<td>Excess of pension contributions over service cost</td>
<td>(1,300)</td>
<td>(1,183)</td>
</tr>
<tr>
<td>Net finance expense</td>
<td>270</td>
<td>435</td>
</tr>
<tr>
<td>Share of profit of joint ventures</td>
<td>(395)</td>
<td>(449)</td>
</tr>
<tr>
<td>Corporation tax expense</td>
<td>9,137</td>
<td>9,418</td>
</tr>
<tr>
<td>Increase in trade and other payables</td>
<td>10,685</td>
<td>5,462</td>
</tr>
<tr>
<td>Increase in trade and other receivables</td>
<td>(8,020)</td>
<td>(13,507)</td>
</tr>
<tr>
<td><strong>Cash generated from operations</strong></td>
<td>45,421</td>
<td>31,372</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(555)</td>
<td>(494)</td>
</tr>
<tr>
<td>Corporation tax paid</td>
<td>(8,828)</td>
<td>(9,173)</td>
</tr>
<tr>
<td><strong>Net cash inflow from operating activities</strong></td>
<td>36,038</td>
<td>21,705</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from investing activities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest received</td>
<td>483</td>
<td>326</td>
</tr>
<tr>
<td>Dividends received</td>
<td>–</td>
<td>450</td>
</tr>
<tr>
<td>Proceeds from sale of property, plant and equipment</td>
<td>183</td>
<td>204</td>
</tr>
<tr>
<td>Acquisition of subsidiary undertakings</td>
<td>–</td>
<td>(2,921)</td>
</tr>
<tr>
<td>Cash in acquired subsidiary undertakings</td>
<td>–</td>
<td>645</td>
</tr>
<tr>
<td>Purchases of property, plant and equipment</td>
<td>(5,896)</td>
<td>(3,826)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(5,230)</td>
<td>(5,122)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash flows from financing activities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Repayment of finance leases</td>
<td>(839)</td>
<td>(589)</td>
</tr>
<tr>
<td>Repayment of bank loans</td>
<td>–</td>
<td>(7,132)</td>
</tr>
<tr>
<td>Shareholder loan repayments</td>
<td>(4,310)</td>
<td>(1,304)</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>(20,190)</td>
<td>(12,286)</td>
</tr>
<tr>
<td>Dividends paid to non-controlling interests</td>
<td>(500)</td>
<td>(762)</td>
</tr>
<tr>
<td>Share subscriptions</td>
<td>–</td>
<td>590</td>
</tr>
<tr>
<td>Purchase of shares in subsidiary undertakings</td>
<td>(1,714)</td>
<td>(787)</td>
</tr>
<tr>
<td>Purchase of own shares</td>
<td>(7,270)</td>
<td>–</td>
</tr>
<tr>
<td><strong>Net cash used in financing activities</strong></td>
<td>(34,823)</td>
<td>(22,270)</td>
</tr>
</tbody>
</table>

| Net decrease in cash and cash equivalents                         | (4,015)   | (5,687)   |
| Cash and cash equivalents at beginning of year                    | 29,944    | 35,037    |
| Effect of exchange rate fluctuations on cash held                 | 259       | 594       |
| **Cash and cash equivalents at end of year**                      | 26,188    | 29,944    |
### Turnover

<table>
<thead>
<tr>
<th>Year ended 30 April</th>
<th>UK £000</th>
<th>North America £000</th>
<th>Latin America £000</th>
<th>Europe £000</th>
<th>Africa £000</th>
<th>Middle East £000</th>
<th>Asia £000</th>
<th>Australia £000</th>
<th>Net revenue £000</th>
<th>Sub-contract revenue £000</th>
<th>Turnover £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>179,635</td>
<td>55,898</td>
<td>9,454</td>
<td>23,359</td>
<td>14,309</td>
<td>32,181</td>
<td>25,468</td>
<td>37,882</td>
<td><strong>378,186</strong></td>
<td><strong>31,297</strong></td>
<td><strong>409,483</strong></td>
</tr>
</tbody>
</table>

### Operating profit

<table>
<thead>
<tr>
<th>Year ended 30 April</th>
<th>UK £000</th>
<th>North America £000</th>
<th>Latin America £000</th>
<th>Europe £000</th>
<th>Africa £000</th>
<th>Middle East £000</th>
<th>Asia £000</th>
<th>Australia £000</th>
<th>Sub total £000</th>
<th>Eliminations £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016*</td>
<td>20,018</td>
<td>5,632</td>
<td>1,406</td>
<td>2,019</td>
<td>1,682</td>
<td>5,087</td>
<td>207</td>
<td>3,056</td>
<td><strong>39,107</strong></td>
<td>-</td>
<td><strong>39,107</strong></td>
</tr>
<tr>
<td>2015*</td>
<td>16,787</td>
<td>6,838</td>
<td>1,095</td>
<td>1,157</td>
<td>1,591</td>
<td>3,849</td>
<td>1,898</td>
<td>3,684</td>
<td><strong>36,899</strong></td>
<td>-</td>
<td><strong>36,899</strong></td>
</tr>
</tbody>
</table>

*Figures are stated before amortisation.

### Total assets

<table>
<thead>
<tr>
<th>As at 30 April</th>
<th>UK £000</th>
<th>North America £000</th>
<th>Latin America £000</th>
<th>Europe £000</th>
<th>Africa £000</th>
<th>Middle East £000</th>
<th>Asia £000</th>
<th>Australia £000</th>
<th>Sub total £000</th>
<th>Eliminations £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>159,816</td>
<td>22,075</td>
<td>5,130</td>
<td>9,865</td>
<td>5,057</td>
<td>12,141</td>
<td>17,398</td>
<td>16,614</td>
<td><strong>248,096</strong></td>
<td>(75,989)</td>
<td><strong>172,107</strong></td>
</tr>
<tr>
<td>2015</td>
<td>127,600</td>
<td>18,327</td>
<td>5,259</td>
<td>10,871</td>
<td>6,229</td>
<td>9,595</td>
<td>18,511</td>
<td>16,303</td>
<td><strong>212,695</strong></td>
<td>(48,825)</td>
<td><strong>163,870</strong></td>
</tr>
</tbody>
</table>

### Net revenue by business sector

<table>
<thead>
<tr>
<th>Year ended 30 April</th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real estate</td>
<td>196,344</td>
<td>171,064</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>123,443</td>
<td>106,160</td>
</tr>
<tr>
<td>Natural resources</td>
<td>58,399</td>
<td>73,325</td>
</tr>
<tr>
<td><strong>Total net revenue</strong></td>
<td><strong>378,186</strong></td>
<td><strong>350,549</strong></td>
</tr>
</tbody>
</table>
## Taxation

Year ended 30 April 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current tax</td>
<td>9,058</td>
<td>9,221</td>
</tr>
<tr>
<td>Deferred tax</td>
<td>79</td>
<td>197</td>
</tr>
<tr>
<td><strong>Total taxation expense</strong></td>
<td><strong>9,137</strong></td>
<td><strong>9,418</strong></td>
</tr>
</tbody>
</table>

## Trade and other receivables

As at 30 April 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade receivables – net</td>
<td>74,930</td>
<td>73,461</td>
</tr>
<tr>
<td>Other receivables</td>
<td>21,568</td>
<td>19,206</td>
</tr>
<tr>
<td>Unbilled amounts for client work</td>
<td>6,553</td>
<td>6,297</td>
</tr>
<tr>
<td>Amounts owed by parent undertakings</td>
<td>4,245</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total trade and other receivables</strong></td>
<td><strong>107,296</strong></td>
<td><strong>98,964</strong></td>
</tr>
</tbody>
</table>

## Cash and cash equivalents

As at 30 April 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Group’s cash at bank and in hand</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>is denominated in the following currencies:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UK Pound</td>
<td>10,032</td>
<td>16,731</td>
</tr>
<tr>
<td>US Dollar</td>
<td>4,393</td>
<td>1,413</td>
</tr>
<tr>
<td>Australian Dollar</td>
<td>1,596</td>
<td>1,643</td>
</tr>
<tr>
<td>Hong Kong Dollar</td>
<td>1,364</td>
<td>290</td>
</tr>
<tr>
<td>Euro</td>
<td>1,195</td>
<td>689</td>
</tr>
<tr>
<td>South African Rand</td>
<td>1,130</td>
<td>575</td>
</tr>
<tr>
<td>Chinese Yuan</td>
<td>817</td>
<td>2,619</td>
</tr>
<tr>
<td>United Arab Emirates Dirham</td>
<td>686</td>
<td>403</td>
</tr>
<tr>
<td>Qatari Rial</td>
<td>682</td>
<td>161</td>
</tr>
<tr>
<td>Indonesian Rupiah</td>
<td>604</td>
<td>–</td>
</tr>
<tr>
<td>Singapore Dollar</td>
<td>520</td>
<td>288</td>
</tr>
<tr>
<td>Chilean Peso</td>
<td>350</td>
<td>1,333</td>
</tr>
<tr>
<td>Indian Rupee</td>
<td>341</td>
<td>369</td>
</tr>
<tr>
<td>Omani Rial</td>
<td>255</td>
<td>320</td>
</tr>
<tr>
<td>Mozambique Metical</td>
<td>100</td>
<td>1,001</td>
</tr>
<tr>
<td>Other currencies</td>
<td>2,123</td>
<td>2,109</td>
</tr>
<tr>
<td><strong>Cash at bank and in hand</strong></td>
<td><strong>26,188</strong></td>
<td><strong>29,944</strong></td>
</tr>
</tbody>
</table>

## Trade and other payables

As at 30 April 2016

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables</td>
<td>5,357</td>
<td>6,857</td>
</tr>
<tr>
<td>Accrued expenses and other creditors</td>
<td>69,453</td>
<td>57,259</td>
</tr>
<tr>
<td>Progress billings for client work</td>
<td>16,631</td>
<td>15,814</td>
</tr>
<tr>
<td>Amounts owed to parent undertakings</td>
<td>2,575</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total trade and other payables</strong></td>
<td><strong>94,016</strong></td>
<td><strong>79,930</strong></td>
</tr>
</tbody>
</table>
### Consolidated income statement

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
<th>2014 £000</th>
<th>2013 £000</th>
<th>2012 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>409,483</td>
<td>379,857</td>
<td>350,454</td>
<td>313,147</td>
<td>270,703</td>
</tr>
<tr>
<td>Sub-contract costs</td>
<td>(31,297)</td>
<td>(29,308)</td>
<td>(33,048)</td>
<td>(30,658)</td>
<td>(29,161)</td>
</tr>
<tr>
<td><strong>Net revenue</strong></td>
<td>378,186</td>
<td>350,549</td>
<td>317,406</td>
<td>282,489</td>
<td>241,542</td>
</tr>
<tr>
<td>Operating profit</td>
<td>39,107</td>
<td>36,899</td>
<td>33,227</td>
<td>29,741</td>
<td>23,052</td>
</tr>
<tr>
<td>Amortisation</td>
<td>(446)</td>
<td>(238)</td>
<td>(125)</td>
<td>(97)</td>
<td>(80)</td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>38,661</td>
<td>36,661</td>
<td>33,102</td>
<td>29,644</td>
<td>22,972</td>
</tr>
<tr>
<td>Net finance expense</td>
<td>(270)</td>
<td>(435)</td>
<td>(577)</td>
<td>(267)</td>
<td>(497)</td>
</tr>
<tr>
<td>Share of profit of joint ventures, net of tax</td>
<td>395</td>
<td>449</td>
<td>526</td>
<td>299</td>
<td>429</td>
</tr>
<tr>
<td><strong>Profit before taxation</strong></td>
<td>38,786</td>
<td>36,675</td>
<td>33,051</td>
<td>29,676</td>
<td>22,904</td>
</tr>
</tbody>
</table>

### Consolidated statement of financial position

<table>
<thead>
<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
<th>2014 £000</th>
<th>2013 £000</th>
<th>2012 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangible assets</td>
<td>19,462</td>
<td>19,694</td>
<td>14,448</td>
<td>14,769</td>
<td>10,185</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>15,329</td>
<td>12,164</td>
<td>10,719</td>
<td>9,645</td>
<td>8,354</td>
</tr>
<tr>
<td>Deferred tax assets</td>
<td>2,612</td>
<td>2,229</td>
<td>2,245</td>
<td>2,362</td>
<td>2,637</td>
</tr>
<tr>
<td>Investment in joint ventures</td>
<td>1,220</td>
<td>875</td>
<td>842</td>
<td>325</td>
<td>464</td>
</tr>
<tr>
<td>Current assets</td>
<td>133,484</td>
<td>128,908</td>
<td>110,458</td>
<td>97,262</td>
<td>89,025</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>172,107</td>
<td>163,870</td>
<td>138,712</td>
<td>124,363</td>
<td>110,665</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>(99,164)</td>
<td>(84,609)</td>
<td>(77,131)</td>
<td>(66,286)</td>
<td>(62,095)</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>72,943</td>
<td>79,261</td>
<td>61,581</td>
<td>58,077</td>
<td>48,570</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>(14,880)</td>
<td>(20,664)</td>
<td>(15,895)</td>
<td>(19,402)</td>
<td>(24,933)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>58,063</td>
<td>58,597</td>
<td>45,686</td>
<td>38,675</td>
<td>23,637</td>
</tr>
</tbody>
</table>

**Equity**

<table>
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<tr>
<th></th>
<th>2016 £000</th>
<th>2015 £000</th>
<th>2014 £000</th>
<th>2013 £000</th>
<th>2012 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share capital</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Share premium</td>
<td>9,880</td>
<td>10,706</td>
<td>3,959</td>
<td>610</td>
<td>0</td>
</tr>
<tr>
<td>Other reserves</td>
<td>(370)</td>
<td>(531)</td>
<td>(1,542)</td>
<td>3,469</td>
<td>2,861</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>47,839</td>
<td>46,808</td>
<td>41,459</td>
<td>32,704</td>
<td>19,485</td>
</tr>
<tr>
<td><strong>Total shareholders’ equity</strong></td>
<td>57,419</td>
<td>57,053</td>
<td>43,946</td>
<td>36,853</td>
<td>22,416</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>644</td>
<td>1,544</td>
<td>1,740</td>
<td>1,822</td>
<td>1,221</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td>58,063</td>
<td>58,597</td>
<td>45,686</td>
<td>38,675</td>
<td>23,637</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of full-time equivalent staff</td>
<td>4,034</td>
<td>3,723</td>
<td>3,361</td>
<td>2,929</td>
<td>2,428</td>
</tr>
<tr>
<td>Number of staff employed at 30 April</td>
<td>4,278</td>
<td>4,102</td>
<td>3,590</td>
<td>3,177</td>
<td>2,725</td>
</tr>
</tbody>
</table>
Our locations across the globe

North America
Calgary
Chicago
Denver
Edmonton
Fort Worth
Houston
Los Angeles
Miami
Nashville
New York
Orlando
Ottawa
Phoenix
San Francisco
Seattle
Toronto
Vancouver

Latin America
Bogota
Lima
Mexico City
Rio de Janeiro
Santiago
São Paulo