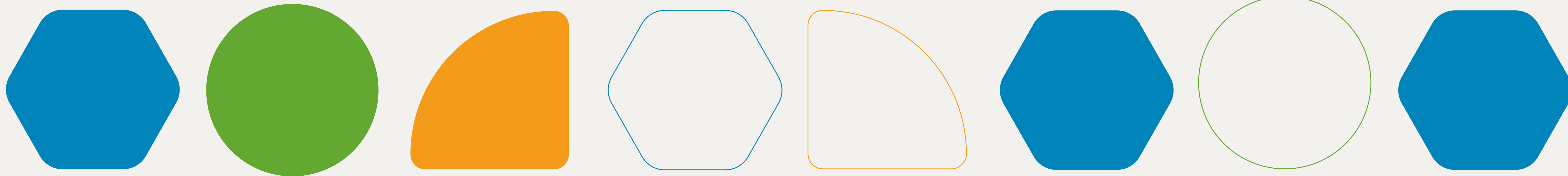


# Environmental, Social & Governance Report

March 2023



**Turley**

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## Appendix 1: Glossary



# Introduction

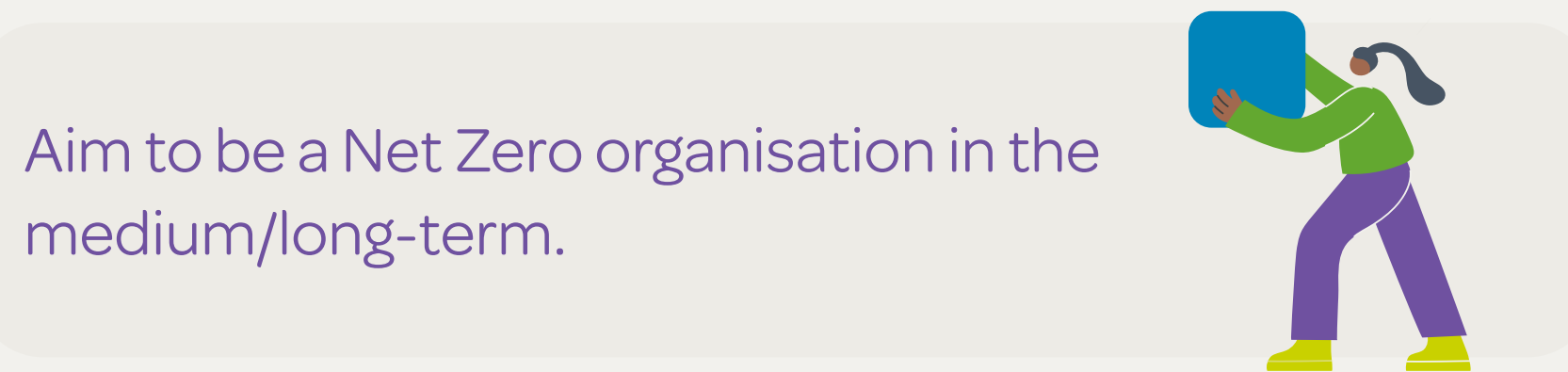
We are delighted to share our first ESG report (which replaces and builds upon our CSR reporting). Working with our leading UK and Ireland Sustainability & ESG team we have made significant progress in the identification of additional 'material' areas, under which we are currently strengthening our disclosures (public reporting of ESG targets and performance).

As an employee-owned business, our governance is demonstrated through our structures, diversifying decision-making, and ensuring our co-owners (employees) have a voice to influence our strategy and decisions. Being a responsible business is part of our founding principles, values and has guided our independent Charitable Trust's work since 2008.

We became Carbon Neutral in 2018 and we set up our 'Beyond Carbon Neutral Group' in summer 2021 to focus on ways in which Turley as a business can:



Further reduce our carbon footprint.



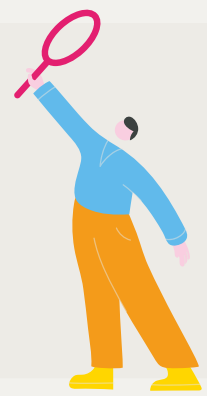
Aim to be a Net Zero organisation in the medium/long-term.



Encourage co-owner engagement in carbon reduction projects.

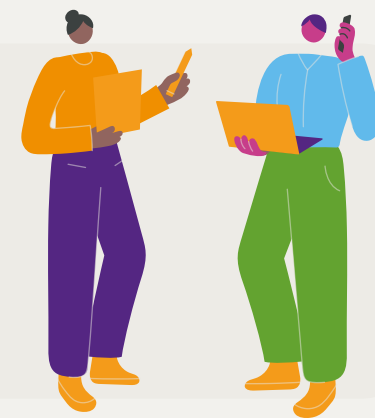


Our focus has been on:



Identifying the areas which are material and most important to our business, co-owners, clients, and markets.

Engaging with senior leaders and our Leadership Team taking ownership of ESG.



Raising awareness with our stakeholders to further engage on material ESG topics and drive action.

There are several ESG Frameworks which are undergoing or have undergone consolidation. We have reviewed and considered these Frameworks in preparation for this report and identified disclosure and transparency as cross-cutting themes underpinning the pillars of 'E', 'S' and 'G'. We maintain a focus on the UNSDGs (United Nations Sustainable Development Goals) which support our values and work activities.

“

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# Environmental

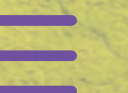
## Climate and Carbon

We have maintained our Carbon Neutral Certification since 2018.

Our Beyond Carbon Neutral Group is implementing initiatives to continually reduce our carbon footprint. The first of these initiatives is to pursue Carbon Literacy training for our organisation.

The Carbon Literacy Project aims to provide access to relevant climate change learning that catalyses action to reduce greenhouse gas emissions.

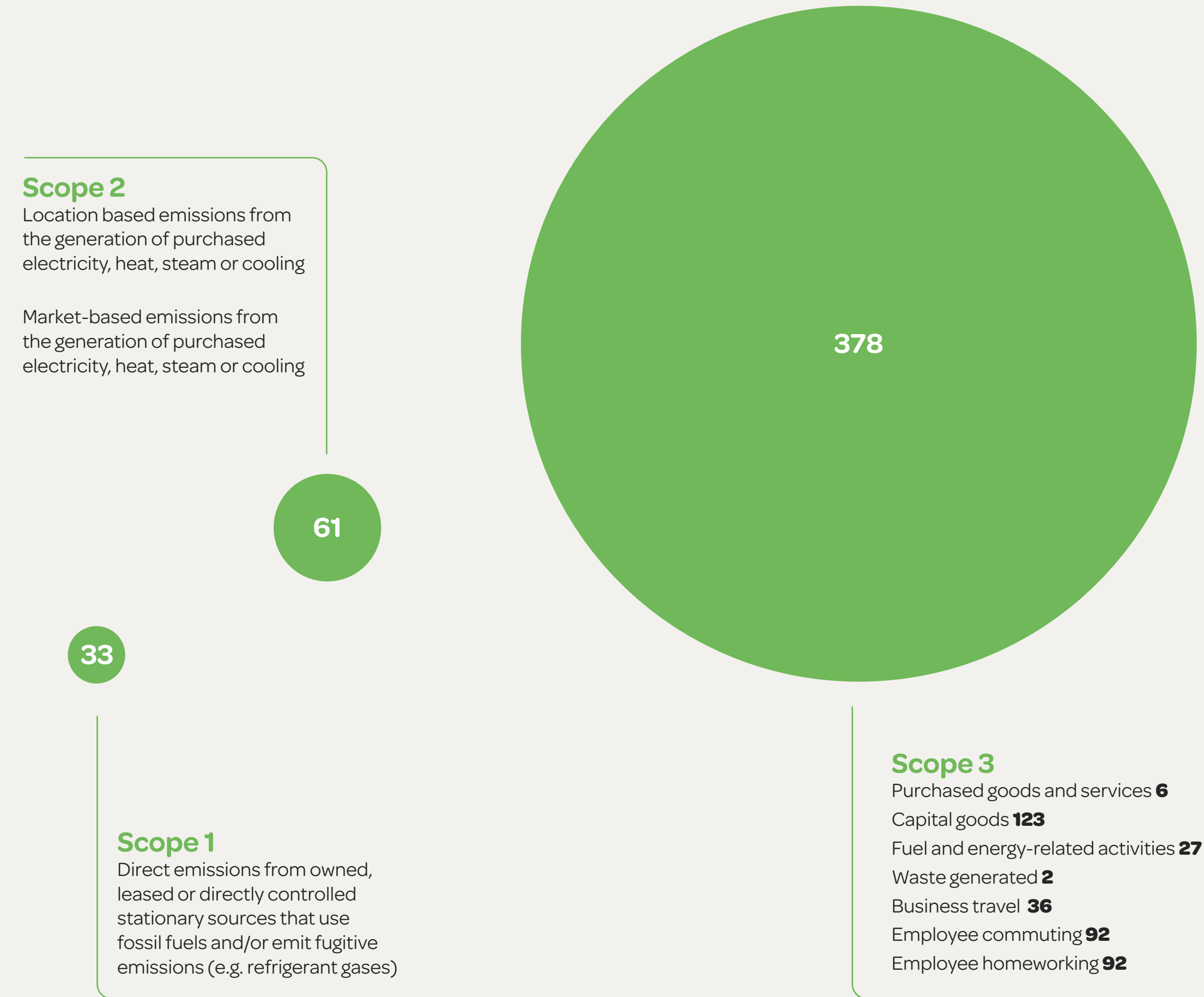
A Carbon Literate Organisation is an organisation that has been accredited by The Carbon Literacy Project as having a substantial commitment to Carbon Literacy.



As a responsible employee-owned business, managing our environmental impacts is very important. We have voluntarily maintained our CarbonNeutral® company certification since 2018, for a fifth year in a row. Our greenhouse gas (GHG) emissions for the assessment period June 2021 – May 2022 are a total of 472 tCO<sub>2</sub>e associated with our operations across 14 offices. During this assessment period, we have enhanced our data collection procedures, including re-engaging with our landlords to receive better data on energy consumption. As a result of this exercise, we have created a comprehensive and robust emissions dataset, albeit one which reports higher annual emissions as compared to previous years. The year-on-year increase in the coverage of emissions using primary data sources as far as feasible is an important step for us in our journey to be a Net Zero organisation.

Our Beyond Carbon Neutral Group, which meets monthly, continues to implement initiatives to continually reduce our carbon footprint. The group has identified the pursuit of Carbon Literacy as a key initiative in order to catalyse action across co-owners to reduce GHG emissions. The Carbon Literacy Project is globally unique and recognised as such by the UN at COP21 in Paris, where it was recognised as a TAP100, one of 100 worldwide Transformation Action Programs. We are currently in the process of designing our Carbon Literacy course for businesses and have set the goal of achieving Carbon Literate Organisation Bronze status by Q1 2023.

## Emissions (tCO<sub>2</sub>e) by Source Category (2021-22)



## Resource use, responsible sourcing, waste and recycling

All co-owners are equipped with a laptop and mobile phone allowing them to work from any location, including from home. This supports our flexible working policy, and minimises our need to travel.

Our UK-wide reprographics printing contract is with Hobs Repro. Hobs partner with PrintReleaf as part of their commitment to environmental sustainability. PrintReleaf leverages paper usage and equates the number of trees needed to reforest that usage on an equivalent basis.

DELL supply all our company laptops. They are focused on driving positive impact for the planet and for its people through human inspiration and technology innovation. Reducing resource use and addressing growing concerns connected to e-waste and leveraging innovation tools are just some of their aims.

We employ the same checks and scrutiny in relation to our stationery suppliers.

Most of our company software is from Microsoft. They have been carbon neutral across the world since 2012 and commit to being carbon negative by 2030. Their goal is to promote sustainable development and low-carbon business practices. EE supply all our company mobile phones. Their network and high street stores are powered using 100% renewable electricity. By 2025, 100% of their plastic packaging will be reusable, recyclable, compostable or removed.

Our offices are all serviced by local authority recycling. Our secure shredding contractor, Crown Records Management, recycles the remnants shredded. Our IT asset disposal and recycling contractor, Restore Technology, provides sustainable zero landfill service.

By adopting a PIN printing system in our offices, which deletes unreleased prints after 4 hours, we have saved 16,500 sheets of paper; 2 trees, 210kg CO<sub>2</sub>, 13,500 equivalent bulb hours.

“

By recycling office items such as old chairs and Christmas decorations with CollectEco we have **diverted 800kg from landfill** and **avoided 700kg of CO<sub>2</sub>e**.



## Company Conference

Although our biyearly company conference was held at the end of June 2022, the planning started late 2021. A member of our sustainability team was involved in the planning from the outset, and while choosing a venue we requested potential venues to complete a sustainability questionnaire and provide us with their sustainability policy. The De Vere Beaumont Estate met all our needs, providing us with the ability to reconnect whilst also endorsing excellent sustainability measures, including:

- **Recycling used cooking oil into bio diesel**
- **Provision of filtered water machines for events guests, removing single-use plastic water bottles**
- **Provision of paper straws only when requested**
- **Removal of food waste from site and recycling through managed waste solutions**
- **Providing coffee cups made from 95% recycled materials**

- **Implementing a green Wednesday menu specifically tailored to plant-based food produce**
- **Provision of vegan accredited and Fairtrade toiletries in 250ml refillable bottles within guest rooms, removing single-use 40ml toiletry bottles**
- **Working with and supporting the local community, including, Alexander Devine Hospice, Slough Food Bank and Slough Borough Council recycling laptops**
- **Provision of electric car charging points which were free for guests to use**
- **Only using cleaning products that are UK manufactured, naturally sourced and produced from plant, microbial and enzymes, are 100% biodegradable and phosphate free, and are packaged in 100% recycled plastic**

De Vere's sustainability infographic is available [here](#) and their full sustainability brochure [here](#).





We also considered sustainability during the conference itself with the aim to reduce our environmental impact as far as possible. We reduced paper usage throughout the conference by ‘going digital’ and endorsed the venue’s policy of reducing single use plastics by discouraging the use of plastic water bottles to help reduce waste and encouraging co-owners to bring along a reusable water bottle that they could refill at the venue.

Transport normally has the biggest environmental impact at company conferences, so we took a proactive approach to sustainable travel. Co-owners were encouraged to travel via train or coach, where feasible, and those driving by private car were encouraged to car share with other co-owners to minimise our transport impact. A group of co-owners also took part in a cycle from Turley’s Birmingham office to Windsor raising money for our Charitable Trust.



“

Transport normally has the biggest environmental impact at company conferences, so we took a **proactive approach** to sustainable travel.



# Social

## Turley Charitable Trust

The Charitable Trust was formed in 2008 and exists to provide direction and oversight of our giving on behalf of co-owners.

The aim of the Trust is to support the relief of poverty and those in need. We are a registered charity and regulated by the Charity Commission. Our information is available [here](#).

Initiatives range from long-term financial and practical commitments to short-term donations to local charities associated with our offices. We support two national and eleven local charities.

This year we donated  
**£53,000** in total.

There are five Trustees who administer the Trust, these are:



**Alison Browne**  
Chair



**Olivia Carr**



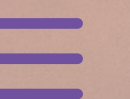
**Lindsay Hart**



**Chloe Patel**



**Paul White**





We support numerous National and Local charitable organisations.

### National charities



### Local charities



back on track >





### The UN Sustainable Development Goals

We continue to align our materiality reporting to the UNSDGs. We also link these to the aims of the Charitable Trust, such as the alleviation of poverty.



## Pro bono work

The Charitable Trust has a strategy for 'Giving and Engagement' which was adopted in 2011 and updated in 2018. LandAid actively campaigns to facilitate pro bono opportunities by acting as a nationwide broker, matching up property professionals with charities. The Charitable Trust has given a commitment to LandAid to consider and undertake appropriate pro bono work. Our skills and services are matched to a wide range of charities and social enterprises with a social mission and we provide support and help on relevant opportunities, as required.

New enquiries are managed through our pro bono protocol which allows us to monitor and track the impact of our work. One example is our advice to the 'It Takes a City' homeless project in Cambridge. Other recent pro bono projects such as the Eternal Wall of Answered Prayer, Birmingham, and the Emmeline Pankhurst Statue, Manchester, are also now either delivered or under construction.

Turley are committed to offering pro bono services, we match our skills and services to a wide range of charities and social enterprises.

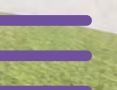
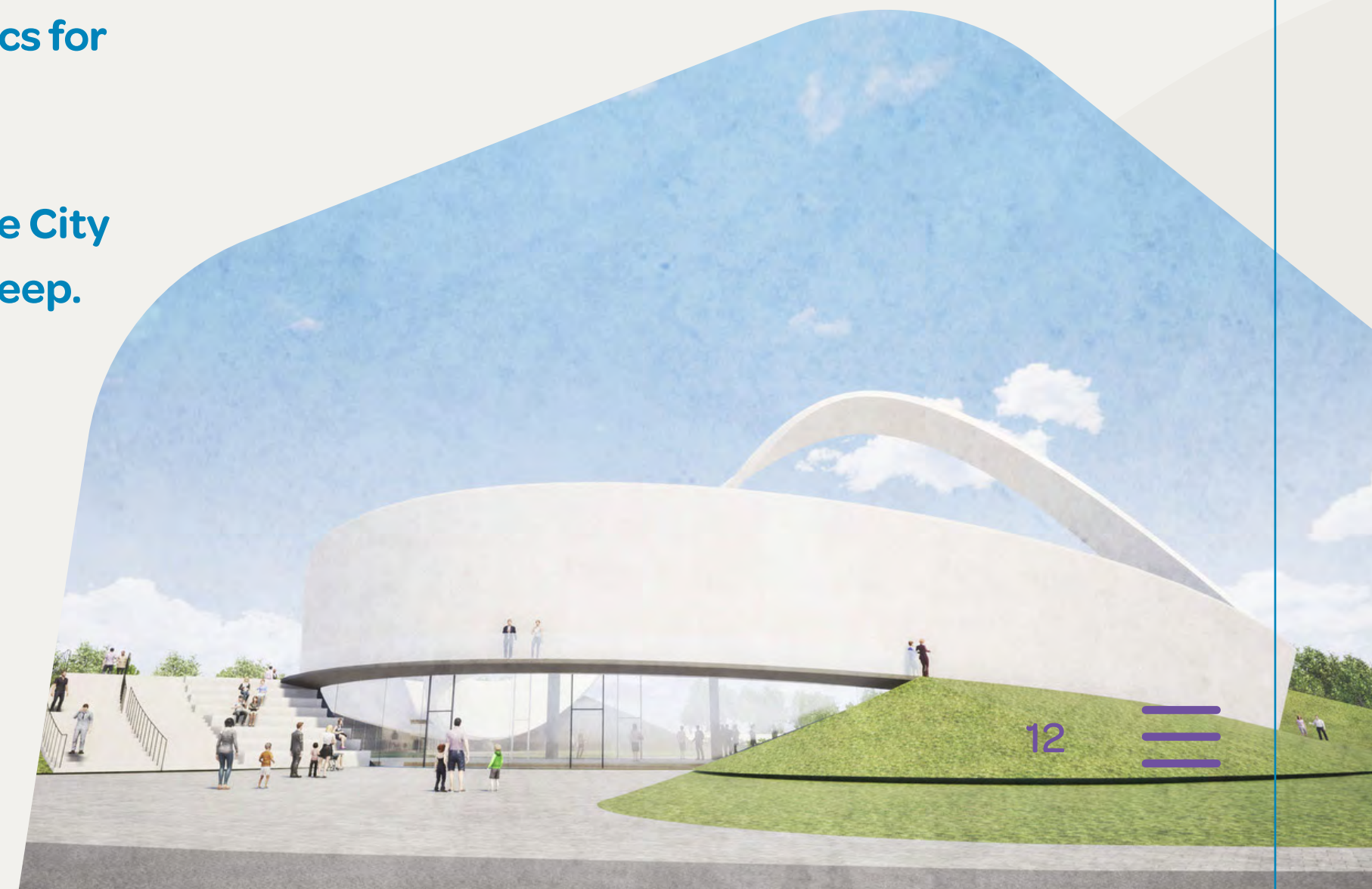
Our co-owners often take part in volunteering projects within their local communities, examples are listed below:

- **In April, co-owners participated in a 'maintenance week' at The Yard, Edinburgh, a charity supporting disabled children and young people through adventure play.**
- **The Southampton and Cambridge offices got involved in beach cleans.**
- **The Reading office volunteered at their charity 'Thrive'.**
- **The Birmingham and Belfast offices held picnics for the 'Mind' charity.**
- **The Manchester office volunteered at Sow the City doing maintenance, planting and general upkeep.**

“

Recent pro bono projects such as the **Eternal Wall of Answered Prayer**, and the **Emmeline Pankhurst Statue**, are also now either delivered or under construction.

**Eternal Wall of Answered Prayer, Birmingham ▼**



## LandAid ambassadors

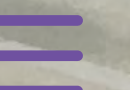
We have a LandAid ambassador in our London office and encourage others to get involved too. The LandAid Ambassador Programme gives our co-owners the chance to volunteer time and skills for an important cause and be part of a network committed to making change happen. Being a LandAid Ambassador makes real difference to the lives of young people who are homeless.

## Commonwealth Association of Planners

Through our connections with the RTPI we support CAP and have sponsored a book which marks their 50th anniversary. The book will be published in early 2023.

## Supporting our clients

Recently the Charitable Trust has donated to the charity fundraising efforts of the following clients: St Modwen, Bloor Homes, Redrow, Buccleuch Property, Jansons, Awcock and Ward Partnerships.



# Equity, diversity and inclusion

## Inclusive Business

Inclusion and diversity is at the heart of our company business strategy.

Our internal realiser group 'Embrace' champions an equitable workplace representative of all sections of society where each co-owner feels respected and able to be their authentic self at work.

Our Inclusion and Diversity priorities are:

- Wellbeing and resilience.
- Blended flexible working.
- Exemplary line management.
- Clear pathways to progression, more diverse leadership and talent pipeline.
- Widening our socio-economic and BAME demographic.



### Closing our gender pay gap.

### Continuing to raise awareness of unconscious bias.

We plan for inclusive growth for the communities and places we work in – through our professional and CSR activities helping to shape better places and creating lasting economic and social value that benefit other people.

We continue to learn from and support Real Estate Balance (REB), Stonewall, BAME in Property, Women in Property and Women in Planning.

We prioritise co-owner health and wellbeing. In 2021/22 60 co-owners in leadership roles and line managers across the business completed a mental health awareness course.

Our leadership appreciates the benefits of even more diverse decision-making, the value of different perspectives, thoughts and contributions. This has prompted us to take further steps to accelerate change.



**Inclusion and diversity** is at the heart of our company business strategy.





In 2021/22 we mentored four young people aged 16-18 through Career Ready and provided valuable and rewarding work experiences to five young people from diverse communities through our work with 10,000 Black Interns, Career Ready and the Mayor's Fund for London.

We have introduced a reverse mentoring programme for senior leaders, and also extended our sponsorship programme (sponsorship is one of the CEO REB commitments). There are currently 12 co-owners in the business who are being sponsored by a Senior Director.

During the past year we were pleased to welcome more women into our leadership (decision-making) forums which has increased diversity of leadership, however, we recognise there is more to do. We are committed to reducing our gender pay gap and we are increasing leadership diversity within the company through:

- **Engaging three external I&D Strategic Advisors and inviting members of Embrace to leadership meetings.**
- **Reporting internally on our Ethnicity Pay Gap.**
- **Enhancing menopausal support for co-owners and their line managers.**
- **Reviewing our approach to greater pay transparency.**
- **Continuing to implement our gender pay gap actions.**
- **Establishing a focus group leading on gender-focussed design and planning for inclusive spaces.**



# EMBRACE





## Gender pay gap

In April 2020 and April 2021, we published our data externally on the government and our own website (relating to 2018-2019 and 2019-2020 respectively). We have been voluntarily monitored and sharing our pay gap internally since 2017.

Our gender pay gap reduced by 15% from 2018-2019 to 2019-2020.

We maintain our focus on people to nurture talent and build an even more diverse and inclusive employee-owned company.

As part of our Good Growth strategy our strategic goal is 'a talented, diverse and inclusive company' which includes:

- **Creating pathways for all to progress on merit and ensure co-owners have confidence that the blended flexible working model is not a barrier to progression.**
- **Achieving greater leadership diversity.**
- **Closing our gender pay gap.**

Our pay gap information can be viewed [here](#).



## Wellbeing and resilience

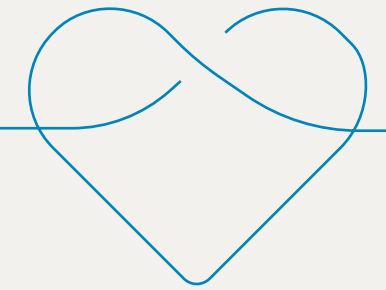
We take a proactive approach to supporting co-owner physical and mental health. We provide a wide range of services which aid in supporting wellbeing. Each office location and business unit has a Wellbeing and Resilience Lead who champions wellbeing by:

- **Advocating/promoting healthy lifestyles and positive mental health.**
- **Engaging co-owners on wellbeing initiatives.**
- **Organising activities.**
- **Initiating informal talks if needed (beyond the formal process through HR and line management).**

We offer an annual Health & Wellbeing Allowance to support co-owners to undertake sport or leisure activities outside of work which support good physical and mental health. The allowance can be used to contribute to the cost of a wide range of activities.

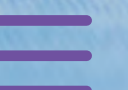
Some examples of how co-owners have used the Health & Wellbeing allowance include:

- **Towards the cost of a gym/golf club/tennis club/rowing club/drama group membership.**
- **To pay for exercise classes/tuition or sports equipment/accessories.**
- **To enter races/competitions and sporting events.**
- **Singing/pottery/language/photography/weight loss support classes.**
- **Equipment for hobbies.**
- **Subscriptions to meditation/yoga apps or similar.**



“

Each office location and business unit has a **Wellbeing and Resilience Lead** who champions wellbeing.



We have a corporate subscription to the Banish app which is designed to provide exercise programmes that help to support mental health.

We also offer the Employee Assistance Programme (EAP) which is designed to support any personal or professional concerns which could be impacting on general health and wellbeing. The service includes telephone and online advice 24/7 covering all matters ranging from health and wellbeing, to family matters and financial management.

## AXA Services includes a number of services such as:



**AXA Stronger Minds**  
(AXA direction to the appropriate care (counsellor, psychologist, self-help resources etc))



**AXA Working Body** (to discuss any aches and pains with a physiotherapist, without the need for a GP referral)



**AXA Health Age**  
(assess health age and provide tailored guidance about improving health)



**Health at Hand**  
(option to discuss medication or treatment options)



**Doctor at Hand**  
(a virtual GP service)

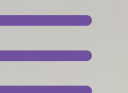


## Learning and development

Our focus on personal development is key to our high level of retention.

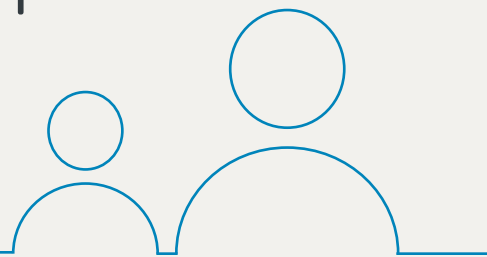
We have a robust Performance and Development process, and all co-owners have the opportunity to create an Individual Development Plan and are supported to work towards their career goals. In the last 12 months, 60 co-owners were recognised for their development through promotion to new roles.

We continue to invest in our existing leadership, line management and assistant development programmes and are introducing new programmes each year. Our existing Assistant Development Programme is highly valued by co-owners who join the company early in their careers, and this year we are taking the next step with the introduction of a structured graduate programme designed to reach a more diverse talent pool, and provide an even richer learning experience for assistants joining the company. For our Assistant Planners we also provide support and mentoring in achieving their APC and becoming full members of the RTPI. We also provide two leadership development programmes, for senior level co-owners and for Associate Directors and above.



# 55

co-owners with an internal mentor.



## Mentoring programmes

We have two mentoring programmes:

### Mentoring

The mentoring programme is long term and an essential tool for development. Our aim is to create cross-business unit partnerships which will further support connections across the company. Mentoring provides opportunities for both mentors and mentees to engage in continuous learning. Our mentoring programme is inclusive and available to all co-owners. There are currently 55 co-owners with an internal mentor.

There are many benefits to mentoring:

- **Mentees:** developing confidence, extending support network, supporting career development and acquiring new perspectives.
- **Mentors:** sense of achievement through supporting mentees' learning and development, enhancing listening skills, drawing on support network to help others, developing wider perspective and opportunities for two-way learning.
- **Company:** even more fulfilled, committed, resourceful, networked and motivated co-owners.

### Reverse mentoring

Reverse mentoring is when a more junior co-owner acts as a mentor for a senior leader, giving them a different perspective on business matters/issues. It provides opportunity to form a meaningful relationship and through joint efforts to a common cause, it encourages both parties to open up to the differences and value each can bring. We are currently running a pilot programme involving 72 co-owners (36 pairings). 'Reverse mentors' are co-owners at Associate Director level or below. All of our leadership and operational management teams are taking part as mentees in the pilot programme.



Reverse mentoring provides opportunity to form a **meaningful relationship** and through joint efforts to a common cause, it encourages both parties to open up to the differences and value each can bring.



## Recruitment and retention

### Recruitment

Around 90% of our recruitment is direct hires. Existing co-owners are key advocates supporting our recruitment processes and we offer referral rewards to co-owners who refer successful candidates.

We take care to ensure that our processes are inclusive and attract diverse interest. In the last year we have provided work experience and mentoring to a number of students through Mayor's Fund for London, 10,000 Black Interns, and the Career Ready organisations.

We advertise our roles with supporting statements from existing co-owners highlighting their experience of the benefits of working for Turley.

### Retention

Co-owner turnover is at 12%, significantly below the national average which sits around 15-17%. 85% of co-owners have been with the company for over a year which reflects strong retention.

At Turley we care for our co-owners, we invest in wellbeing and talent development, we reward and recognise contribution and achievement, and our co-owners have a voice in how we work.

A wellbeing allowance is available to all co-owners to be used to support an activity of their choice which promotes good mental or physical wellbeing. Our blended flexible working model also allows co-owners to work flexibly to pursue interests outside work and establish or maintain a healthy work life balance.

We continue to invite new line managers to complete our enhanced line management training programme which focuses on the role of line managers in ensuring team wellbeing and engagement, particularly in a hybrid working arrangement. We continually review the resources available to support co-owner wellbeing at work. In the last year, co-owners with line management responsibilities have undergone training in mental health awareness and we have recently introduced guidance and resources to support co-owners transitioning through the menopause.



# 90%

Around 90% of our recruitment is **direct hires**.



Financial wellbeing has also been a key focus in the last year. This year we took a tapered approach to cost of living salary reviews, with those on the lowest salaries, who were likely to be most adversely affected by the cost of living crisis, receiving the highest cost of living increases. Following a companywide financial wellbeing survey, a Financial Support Fund was introduced, to make ad hoc payments to co-owners experiencing financial distress. A series of financial wellbeing webinars are also being rolled out in the coming months.

Co-owners at all levels have a voice at Turley. Fortnightly 'Turley Pulse' engagement surveys enable co-owners to express views, share feedback and make suggestions on a wide range of matters affecting life at Turley, results are shared and actions agreed in local teams in response. In the last few months, all co-owners have been invited to contribute to thinking on our next company strategy.



This year we took a **tapered approach** to cost of living salary reviews, with those on the lowest salaries, who were likely to be most adversely affected by the cost of living crisis, receiving the highest cost of living increases.

Co-owner benefits suite includes:

- **Group Personal Pension scheme with Aviva.**
- **Flexible working allowance and blended (hybrid) flexible working.**
- **Ownership dividend (same amount payable to all co-owners subject to our Reward Policy).**
- **Discretionary bonus (annual).**
- **Medium term incentive (Strategic Value Plan) targeted at co-owners creating value in the medium term.**
- **Flexible benefits including dental and critical illness.**
- **Sabbatical policy and option to purchase additional leave (up to 40 days). Our annual leave allocations range from 24-30 days plus bank holidays.**
- **Life assurance and income protection.**
- **Enhanced maternity and shared parental leave pay.**
- **Health and wellbeing annual allowance.**



# Governance

## Business model

As an independent employee-owned business our decision-making is agile.

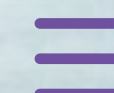
Company Directors (for each of our UK and Ireland businesses) are responsible for ensuring ongoing good Governance of our businesses.

Turley Trustees Limited (our corporate trustee) is the legal owner of the shares in Turley Associates Limited. Turley Trustees Limited holds the shares as trustee on behalf of co-owners on the terms set out in the Trust Deed (as amended by the Deed of Amendment).

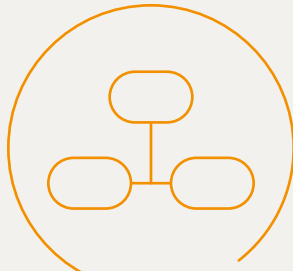
The Trust company is a separately constituted body and governed independently from the company's own Company Directors.

“

The Trustee Directors comprise two elected Trustees; two company appointed Trustees; and an independent Chair Trustee Director.







## Leadership diagram



## Leadership

Our Leadership Team takes prime responsibility for setting our business strategy and ensuring it is delivered. It has strategic oversight of financial performance, people, wellbeing and culture, and priorities for growth and business development. It is supported by and works closely with all Senior Directors.

Our Delivery Team has operational oversight of our teams and delivers key business priorities. These include nurturing client relationships, leading business development, and promoting and deepening our company culture.

## Governance

As an independent, employee-owned business we value our agility and ability to take decisions quickly.

Following our model of distributed leadership, we want to ensure deep delegation where all co-owners are encouraged to take responsibility and use good judgment.



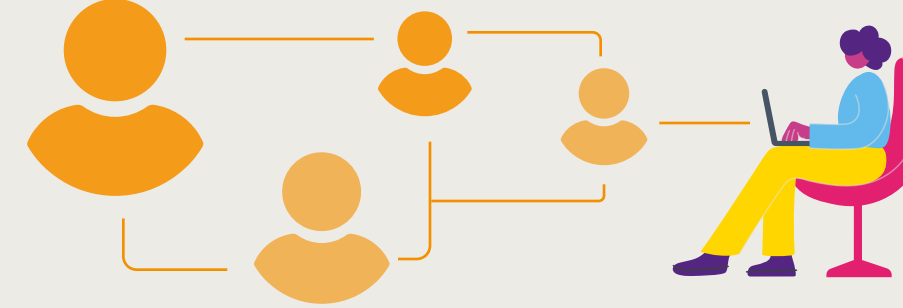
# Our approach to Governance...



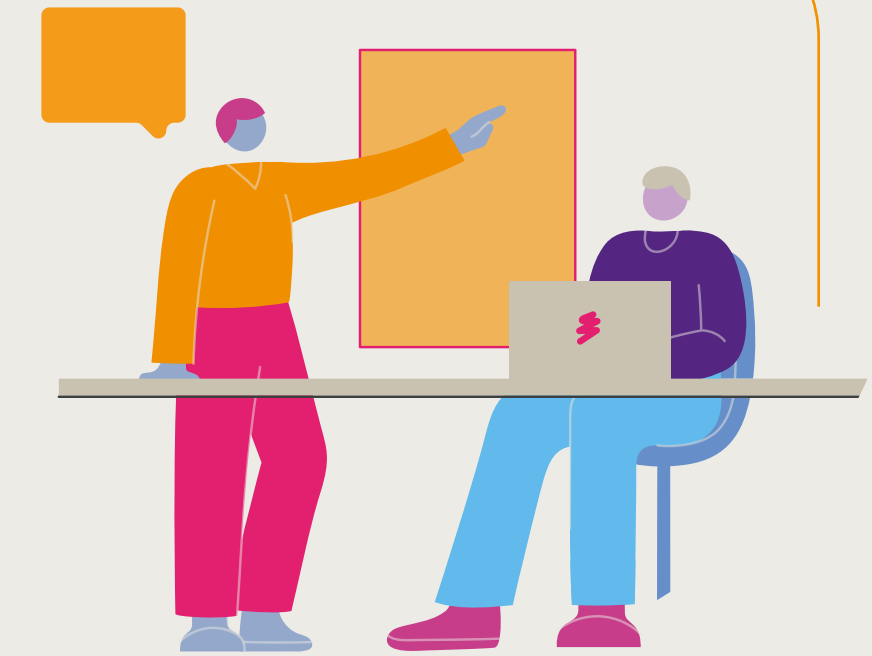
Reflects our company purpose, attributes and distinctiveness – it is authentic.



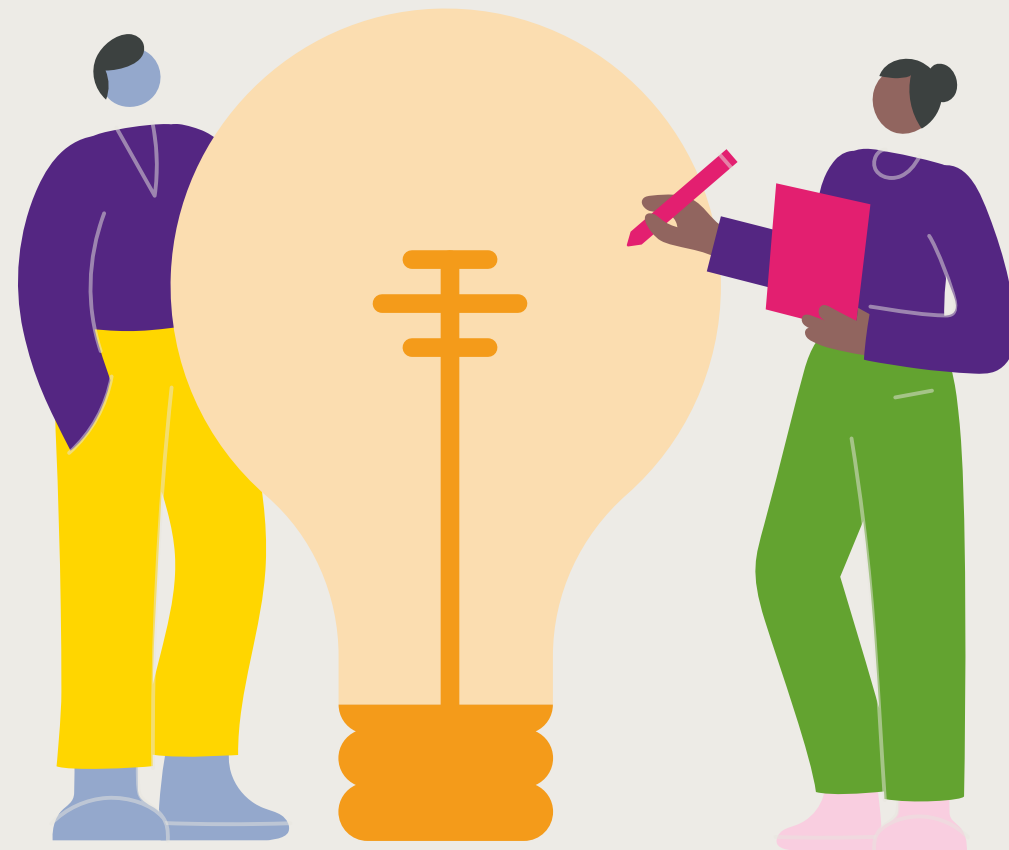
Reflects our employee-owned status – including appropriate engagement and transparency.



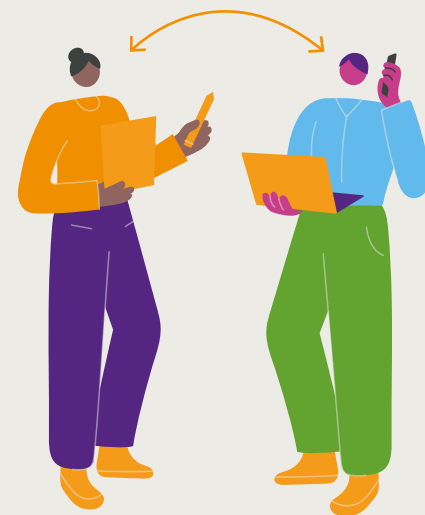
Is consistent with our approach to distributed leadership – our decisions are made at the right level by the right co-owners.



Ensures our decision-making responds to our business environment – speed, agility and responsiveness.



Provides clarity of who decides what – whether alone, in consultation or in collaboration and being clear when matters are shared for information, for sounding, or for decision.



Ensures the accountability of leaders – checks and balances to avoid any co-owner having too much decision-making responsibility.



Gives authority to those who need it – based on role, trust and confidence.



Facilitates challenge and support to engender a sense of personal and collective responsibility – better quality debate and decision-making with full commitment from all.



Manages the potential conflicting interests of any stakeholder – ensuring an objective and independent perspective.



## Compliance with laws and regulation

We comply with laws and regulation which apply to our business.

## Health and safety

We continue to run our Health and Safety Management System under HG65 H&S Regulations 1974 and also renew our annual accreditations with SMAS SSiP certification, CQMS certification and Constructionline accreditation. This ensures our varied range of clients, including mainly our residential clients, are happy with our commitment to Health and Safety, while undertaking our project, design and site work.

The Company Directors continue to oversee the annual review of our H&S policy, and we take soundings from an external consultant from SQE Solutions together with our Representative for Safety, under NEBOSH general certification to ensure any new areas of risk are identified and action is taken.

We continue to ensure that we monitor the various sections under our management system, which include office and fire safety risk

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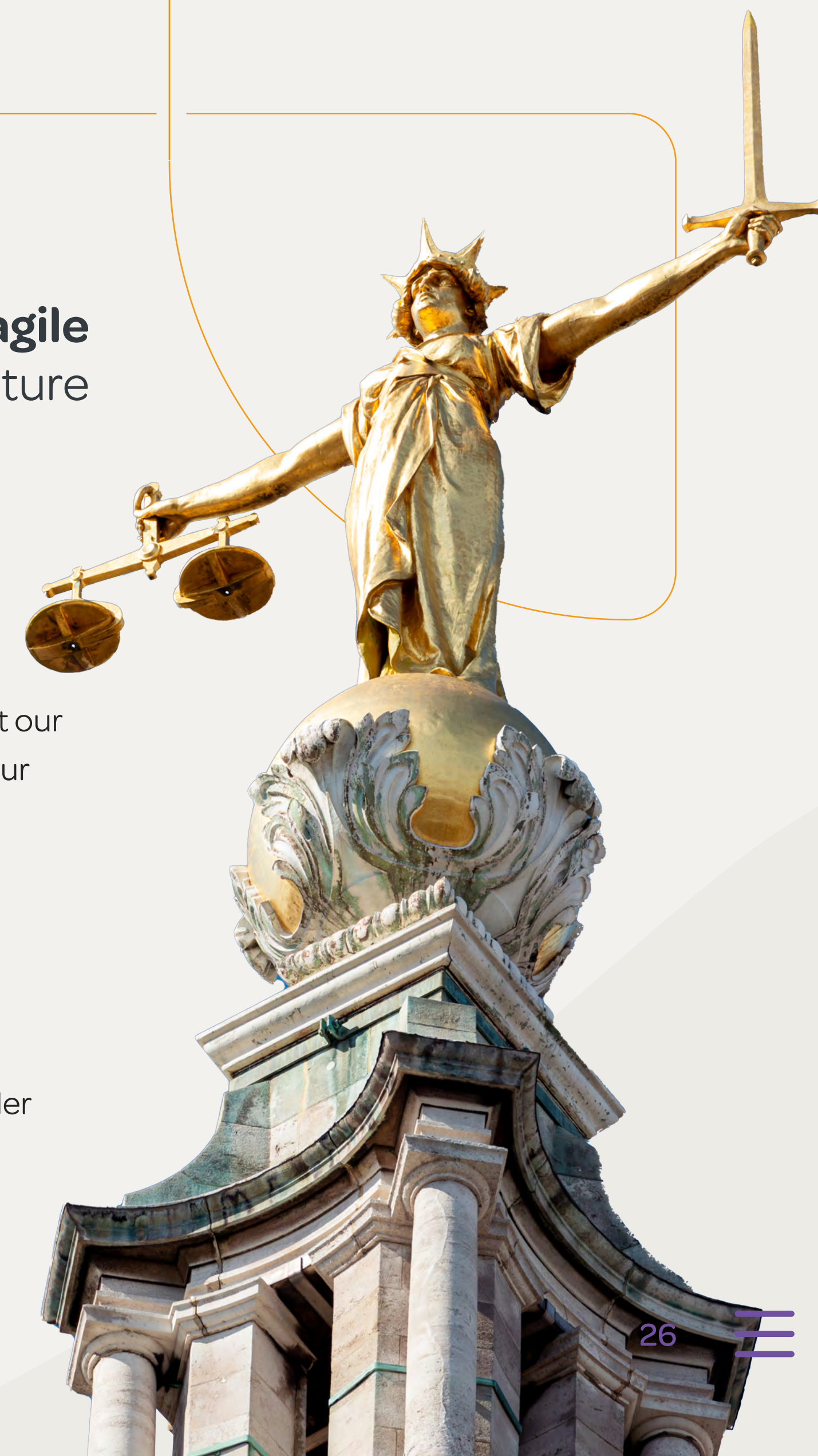
Our management system is **flexible** and **agile** and we can adjust our procedures to fit future client requirements and requests.

assessments, DSE assessments, new and expectant mothers' assessments, young people assessments, DDA assessments and site risk assessments.

Our management system is flexible and agile and we can adjust our procedures to fit future client requirements and requests, as our future project work takes us into new sectors and services.

## Data privacy and security

Organisations that process personal information are required to register with the Information Commissioner's Office (ICO). Depending on the circumstances, Turley is both a data controller and data processor. Our ICO registration number is Z7714146.





Turley has Cyber Essential certification, demonstrating our commitment to cyber security and that we have systems and procedures in place to guard against the most common cyber threats. We also have a data protection policy, along with a full suite of privacy notices covering data protection for clients, suppliers, job applicants and co-owners, contractors and workers. Our Cyber Essentials certificate, data protection policy and privacy notices can be found [here](#).

Our company intranet (known as the 'Hub') has a section dedicated to data protection. It covers the rights and responsibilities of co-owners, general data protection information, links to our privacy notices and specific information about procedures for human resources, information technology, public consultations and business development.

On joining the company, all co-owners are required to confirm that they have read and understood a page on the Hub outlining their data protection rights and responsibilities. The page is set as a 'mandatory read' which enables us to comply with the UK GDPR requirement to ensure that employees are fully informed.

## Modern Day Slavery Act 2015

The Modern Day Slavery Act 2015 requires commercial organisations to prepare and publish an annual modern slavery statement (Statement) if they:

- carry on a business or any part of a business in the UK;
- have an annual turnover of £36m or more; and
- supply goods or services.

While Turley does not meet all of the above criteria, the company is committed to taking reasonable steps to implement effective systems and controls to ensure modern slavery is not taking place in our own business or in our supply chains. We have published our voluntary Modern Day Slavery Policy which is available to all co-owners.



## Professional standards and engagement

Our co-owners hold over 220 memberships of professional institutions, including RTPI, Irish Planning Institute, IHBC, IEMA, Landscape Institute, CIPR, BRE, CIPD, RICS, NIPA, ACCA, CIMA and BCS.

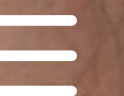
Over the last 12 months, we have continued to support the work of the RTPI, RICS, IEMA, Landscape Institute, IHBC and CIPR as well as many other professional bodies and trade organisations which we belong to as individual co-owners or as corporate members. As a result, our co-owners hold senior positions in all of the professional bodies we are associated with, and as Learning Partners of the RTPI we have regular opportunities to positively engage with and contribute to our professional bodies' work and policies.

We are thought leaders within our industry and comment on current and emerging trends and other topics which relate to our industry and our clients' business. We comment on legislation and collaborate with leading industry organisations (such as HBF, LPDF, BPF, UKGBC and the NLA). This year we have published over 160 thought leadership pieces on a wide variety of topics including repurposing town centres, planning for recovery, green energy and logistics.



Over  
**220**

memberships  
of professional  
institutions held by  
our co-owners.





**R**ules  
**I**ntegrity  
**G**ood  
**H**arm  
**T**ruth

**Company ethics and integrity**

In 2021 we updated our Ethics guidance to give co-owners a practical understanding of the risks around ethics and how our ethical approach can shape the company we want to be.

We included recent project examples where our company ethics have guided our decision-making, as well as the Ethicability Framework. This takes into account five areas – Rules, Integrity, Good, Harm and Truth (RIGHT questions).

We will work with clients who share our desire to shape better places.

We follow our ethical codes of practice for all of our professional bodies.

Each project has a decision-making process if there is an ethical consideration regarding clients or nature of work and its potential impacts.



“

We will work with clients who share our desire to **shape better places.**



## Financial performance

Our revenue has grown 16% over the last year which was significantly impacted by COVID-19. Importantly, we have seen growth of 4% over our 2019/20 result which was prior to any COVID-19 impact.

We have just rewarded co-owners with £2m in bonus and employee owner dividend related to our FY 2022 performance. This equates to 7% of revenue generated.

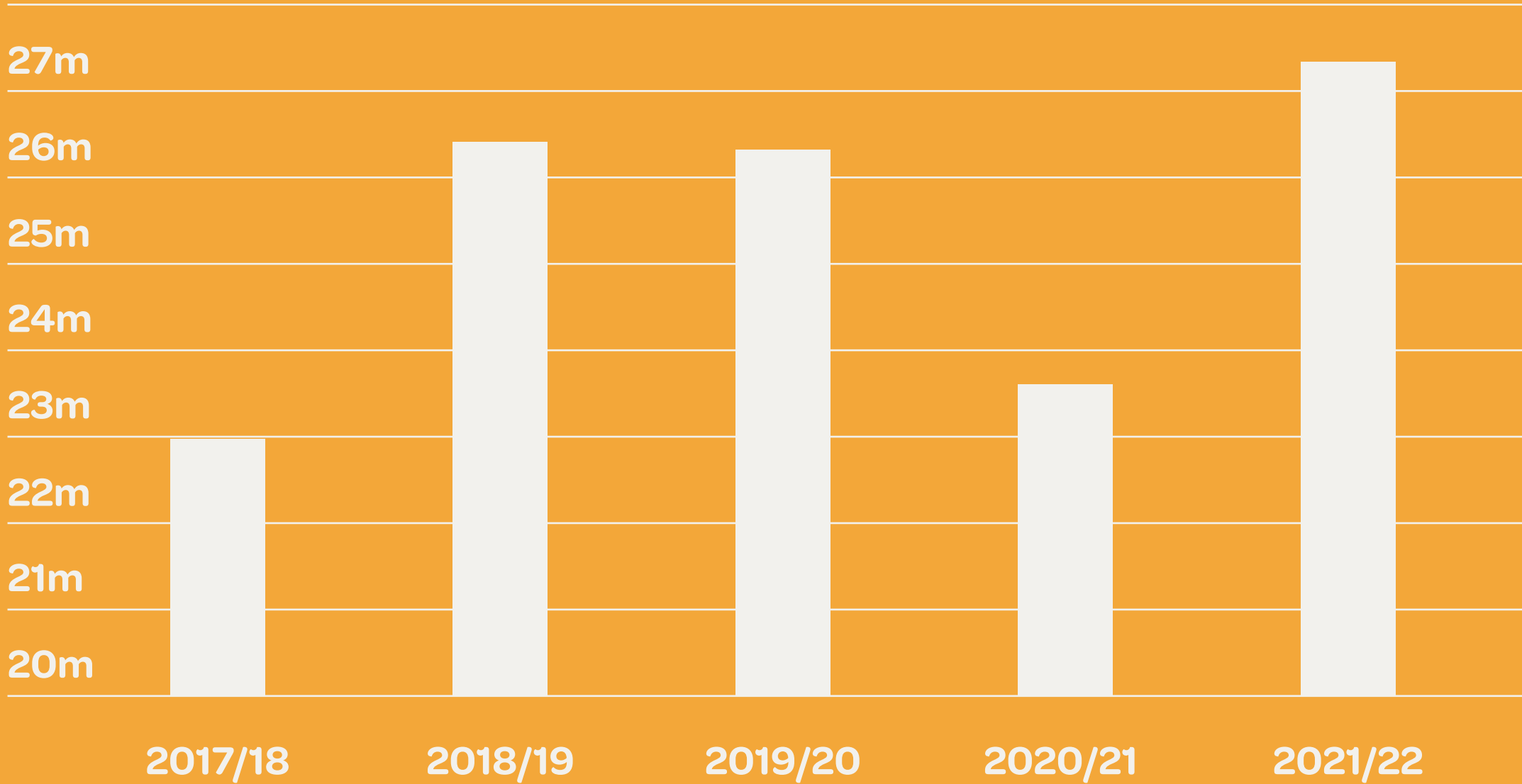
The current year budget is looking at a further 12% growth in revenue.

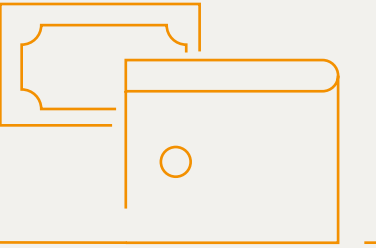
**£2m** **16%**

bonus and employee owner dividend rewarded based on FY 2022 performance.

revenue growth over the last year.

Revenue (£)





## Investments/pensions

We operate a Group Personal Pension (GPP) scheme with Aviva. The company contributes up to 11% (Directors receive 10% plus an additional 1% after 10 years of service) of base salary and employer NI savings are given back to co-owner GPP funds. These contributions are competitive in the market and benchmarked annually.

During 2022 the Trustee Directors of Turley Trustees Limited assumed pension Governance as part of their role. Our GPP does not require a formal Pension Committee. However, our Trustee Directors wish to work with Vested (our benefits intermediary) to ensure good member outcomes. Since 2022, Vested delivers a pension governance report and presentation to Trustee Directors / Trustee Director, Chair which will take place annually.

Trustee Directors work together with our independent Trustee Director, Chair and Vested to consider the quality of the plan and auto-enrolment compliance.

The annual pension governance review meeting focuses on:

- Plan eligibility
- Contribution structure
- Default investment fund
- Fund performance
- Consideration of ESG funds
- Competitiveness of annual management charge (AMC)
- Appropriateness of plan design

Co-owners have access to the 'My Aviva' app and options to choose funds including funds focusing on ESG. Aviva and Vested run pension webinars during the year which are available to all co-owners.

# 11%

The company contributes **up to 11% of base salary** and employer NI savings are given back to co-owner GPP funds.





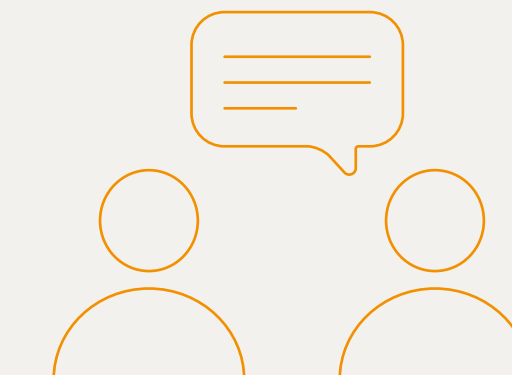
## Communications

We position ourselves as thought leaders by commenting on current and emerging trends and topics which relate to our industry and our markets.

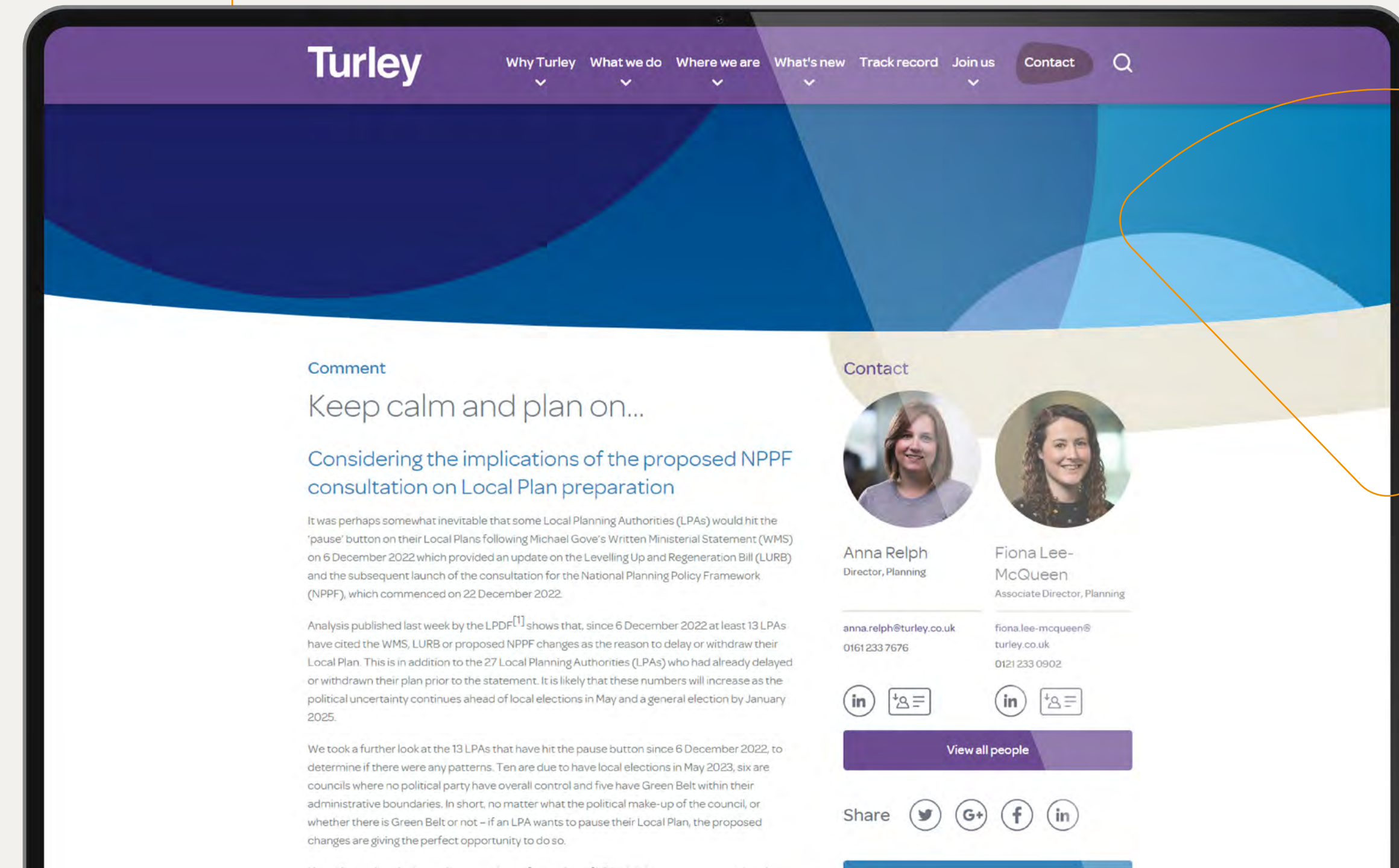
We aim to enhance the knowledge of our clients and stakeholders through external communications. This includes writing reports, producing comment pieces, and reacting to news and policy announcements. We also collaborate with leading industry organisations such as IEMA, UKGBC and the NLA.

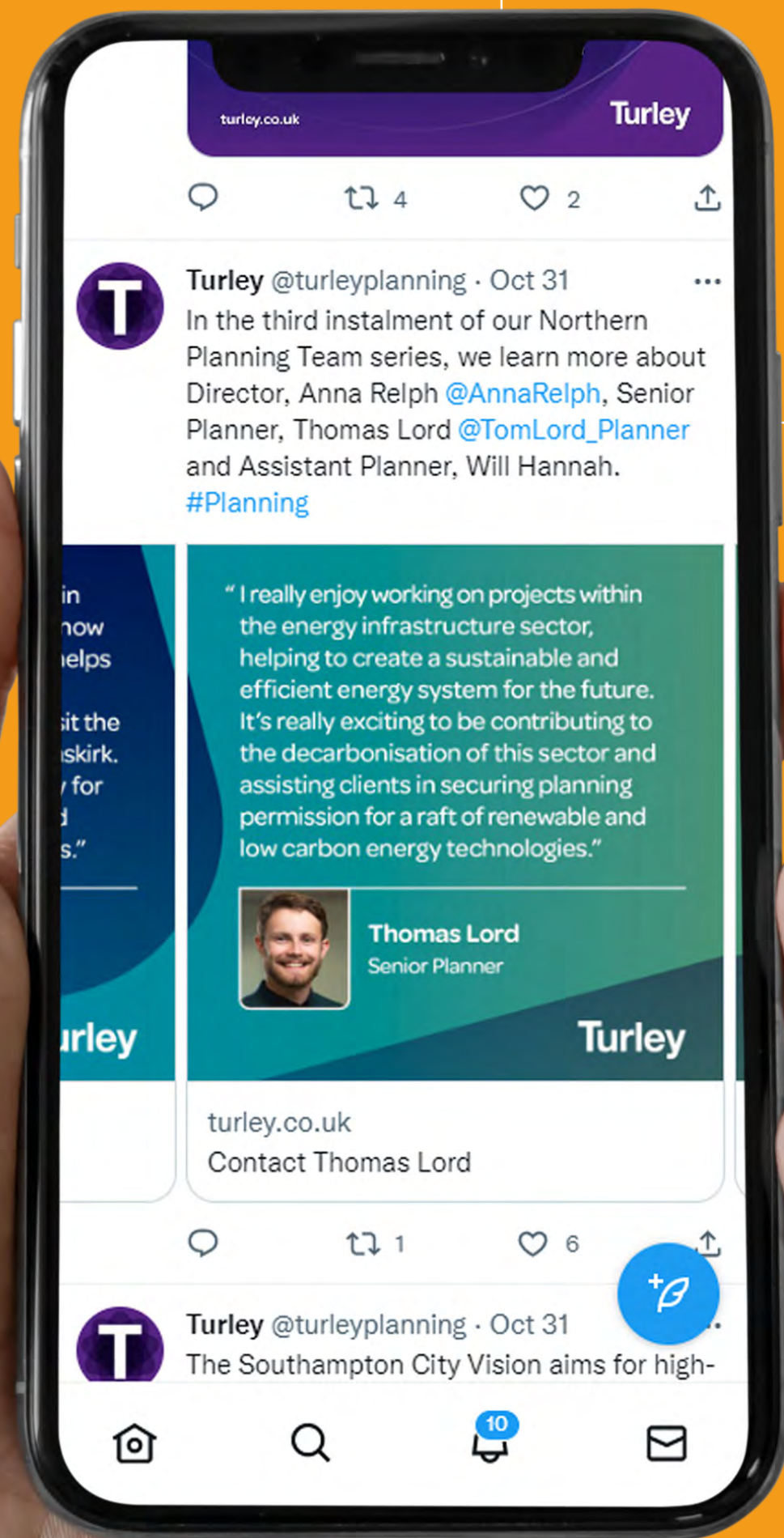
In relation to our project work, we share news through our digital channels and through PR activity to promote our experience and the expertise of co-owners across our services.

All co-owners are encouraged to get involved by identifying key external communications topics, writing content and working with our Marketing and Business Development and Creative Design teams to present content in a variety of online and offline formats.



We empower co-owners to support our company business strategy by taking **personal responsibility** to communicate our brand.











Some recent examples of successful content include:

- 📌 **Beds on sheds research.**
- 📌 **Research on surging affordability ratios increasing housing need.**
- 📌 **Nutrient neutrality: What happens next? Comment piece.**
- 📌 **Provided analysis for an exclusive Guardian article: Solar farm plans refused at highest rate for five years in Great Britain.**
- 📌 **We are developing an ESG podcast which will include conversations with key industry leaders in the ESG field.**

Information to help co-owners understand the different ways in which they can engage and share content to support business development and client relationships is available on our intranet. We also establish performance and development (P&D) objectives relating co-owners' roles in external communications as part of our commitment to continued professional development.

## External communication

Our external communication platforms are:

-  **Company website** ([turley.co.uk](https://turley.co.uk))
-  **LinkedIn channel** ([linkedin.com/company/turley/](https://linkedin.com/company/turley/))
-  **Twitter** (@TurleyPlanning)
-  **Spotify, ESG podcast**
-  **Podbean, ESG podcast**
-  **Apple Podcasts, ESG podcast**



# Conclusion

We will continue to align our company activities to ESG commitments and ensure we focus on the areas which are material to our company.

Our leadership team and co-owners will work closely together to continue to contribute to our route to recovery and into the 2022/23 year.

## We will:

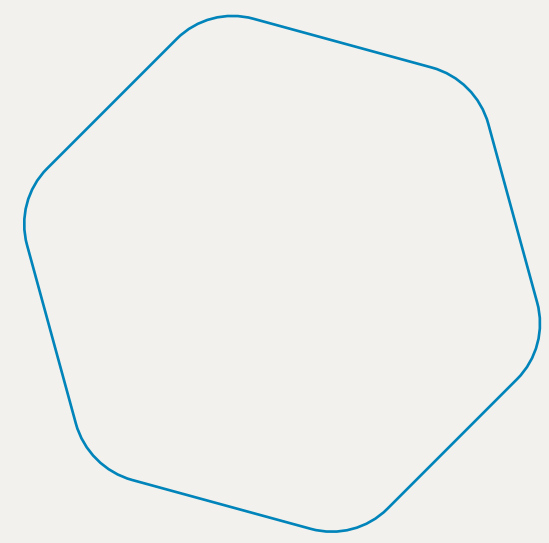
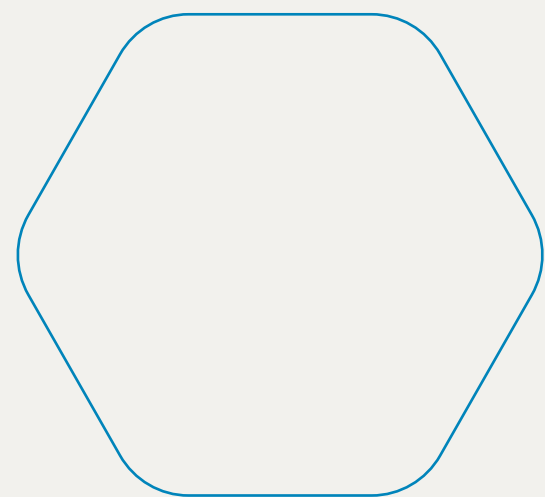
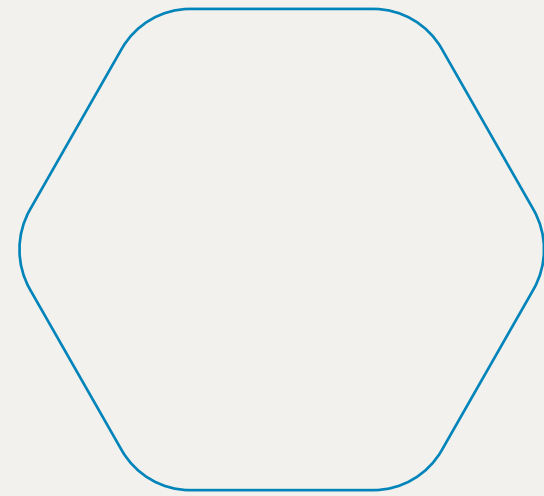
- ✔ Continue to offer a pro bono service and donate our professional time to LandAid and other organisations.
- ✔ Continue to volunteer our time to charity projects around the UK and continue to raise funds for those in need. In time we hope to revisit our overseas partners.
- ✔ Consider the merits of becoming a 'B Corp' as well as whether Turley should set Science Based Targets.
- ✔ Continue to implement the priorities set by our Beyond Carbon Neutral Group with full ownership and support of the Leadership Team.
- ✔ Review the years 'materiality assessment' to check that the key environmental, social and governance issues are aligned to our business. The review will ensure we are committed to our ESG agenda and ensure our contribution is as meaningful as possible.
- ✔ Continue to advise clients and third parties to support their path to carbon neutrality and ESG commitments as part of a green recovery, implementing greenhouse gas reductions and Science Based Targets where appropriate.
- ✔ Continue to apply our key professional attributes of innovative thinking and a collaborative approach to deliver on our ESG ambition of delivering positively against all of the UN Sustainable Development Goals (UNSDGs).
- ✔ Ensure our co-owners and clients continue to benefit from our approach to a blended flexible working model.
- ✔ Continue to implement our inclusion and diversity goals working with the Leadership Team and Embrace.
- ✔ Continue our work with our partners Career Ready, Mayor's Fund for London and 10,000 Black Interns to make our contribution to social mobility within our industry.
- ✔ Continue with our successful reverse mentoring programme for senior leaders, widen participation in our sponsorship programme and increase diversity in our leadership (decision-making) forums.
- ✔ Continue our awareness programmes for co-owners and continue to prioritise wellbeing and resilience. Initiatives include financial awareness seminars, pension advice, mental health advice and awareness of women's issues.



## Appendix 1

# Glossary

<b>BBP:</b>	Better Buildings Partnership	<b>ICO:</b>	Information Commissioner's Office
<b>BCS:</b>	British Computer Society	<b>IEMA:</b>	Institute of Environmental Management and Assessment
<b>BPF:</b>	British Property Federation	<b>IHBC:</b>	Institute of Historic Building Conservation
<b>BRE:</b>	Building Research Establishment	<b>IstructE:</b>	Institution of Structural Engineers
<b>CIBSE:</b>	Chartered Institution of Building Services Engineers	<b>LETI:</b>	Low Energy Transformation Initiative
<b>CIPD:</b>	Chartered Institute of Personnel and Development	<b>LPDF:</b>	Land Promoter & Developers Federation
<b>CIPR:</b>	Chartered Institute of Public Relations	<b>NEBOSH:</b>	National Examination Board in Occupational Safety
<b>CQMS:</b>	Crown Quality Management Service	<b>REB:</b>	Real Estate Balance
<b>CSR:</b>	Corporate Social Responsibility	<b>RIBA:</b>	Royal Institute of British Architects
<b>DDA:</b>	Disability Discrimination Act 2005	<b>RICS:</b>	Royal Institution of Chartered Surveyors
<b>DSE:</b>	Display Screen Equipment	<b>RTPI:</b>	Royal Town Planning Institute
<b>EIA:</b>	Environmental Impact Assessment	<b>SMAS SSiP:</b>	Safety Schemes in Procurement
<b>ESG:</b>	Environmental, Social and Governance	<b>UKGBC:</b>	UK Green Building Council
<b>GDPR:</b>	General Data Protection Regulation	<b>UNSDG:</b>	United Nations Sustainable Development Goals
<b>HBF:</b>	Home Builders Federation		



**Turley**