

Environmental, Social & Governance Report

2023-2024



Turley



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Introduction

We are trusted independent advisors with a restless ambition to shape a more sustainable future.

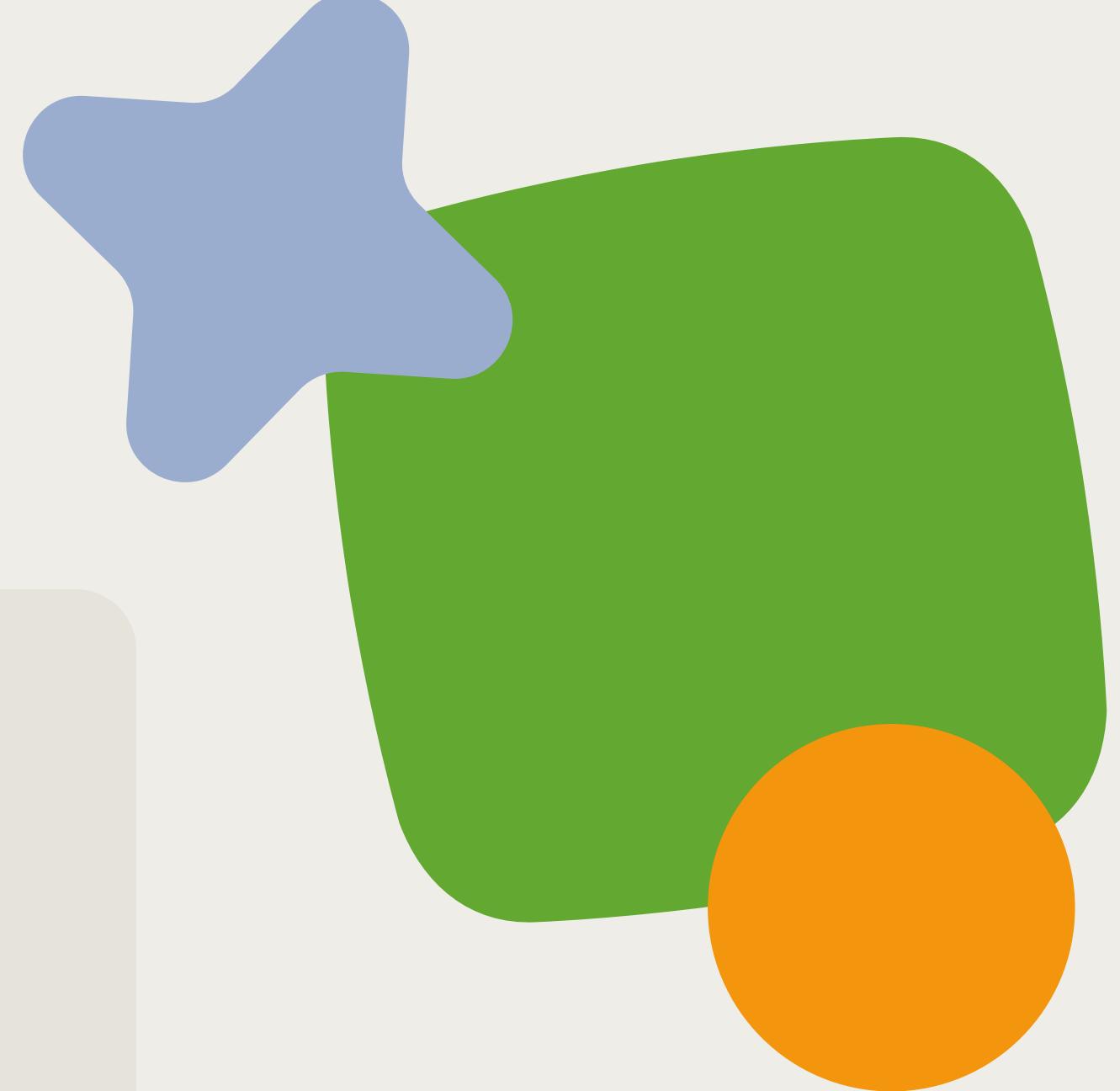
Our aim is to have a positive and lasting impact on the planet and communities through sustainable development, regeneration, our Charitable Trust and delivering social value.

We work collaboratively with our clients to deliver places and communities that thrive.

It is an exciting time for our company as we continue to implement our ESG strategy which is integral to our values, employee ownership, strategy, and decision making.

Working with our leading UK and Ireland Sustainability & ESG team, and co-owner network 'Green Team', we are continuously finding ways to learn, develop and evolve. We review our practices and work with our co-owners to align behaviours and find new ways to innovate and deliver our strategy with the overall aim to reach net zero by 2050 (if not before).

Our approach to ESG drives positive impacts for our co-owners, clients, and the communities in which we serve.



Our ESG strategy is based on three principles which have been agreed with our Leadership Team and Company Directors.

1 Our employee-owned business will remain a force for good and we will maximise our positive impacts including:



Planet – the environment



People – our co-owners and clients



Places – the communities we serve

Profit – we strive to be a commercial and profitable business. We make our own decisions about how we generate and manage our profit. This includes:

- Staying true to our values and applying our ethics framework in our projects and client relationships;
- Supporting charities and social value within the communities that we serve;
- Distributions to co-owners recognising contribution;
- Re-investment in the company; and
- Maintaining cash reserves to support business resilience.



2

We support the achievement of the UNSDGs¹ through our work, projects, and carbon financing (through carbon neutrality).

3

We are working toward B Corp² certification.

4

We expect all co-owners to apply these principles in their work.



¹ sdgs.un.org/goals

² To be part of the growing movement of B Corp certified organisations, contributing to an inclusive, equitable and regenerative economy. The process will involve making changes identified in an action plan, culminating in making a legal change to governance.

Environmental

Climate and Carbon

We have been CarbonNeutral® since 2018.

Our Beyond Carbon Neutral Group works with our leadership to implement initiatives which continually reduce our carbon footprint and support our progress to net zero by 2050 (if not before).

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.



We are currently pursuing Carbon Literacy training for our organisation and achieved our Bronze Carbon Literacy award in Summer 2023 with our Beyond Carbon Neutral Group and Leadership Team having completed Carbon Literacy training. We are now making plans to achieve the Silver award where over 30% of co-owners will have completed Carbon Literacy training. We will then offer the training to all co-owners in the company, this not only aims to help co-owners reduce the impact of Turley but to help them reduce their personal carbon footprint.

As a responsible employee-owned business, managing and minimising our environmental impacts is very important. We have voluntarily maintained our CarbonNeutral® company certification since 2018. Our greenhouse gas (GHG) emissions for the assessment period June 2023 - May 2024 881.2 which is a small increase of 38.3 CO₂e (Scope 2 location-based) associated with our operations across 15 offices.

This methodology is in the process of being reviewed with a view to improving primary data through increased supplier engagement to lessen reliance on using financial data which should result in more accurate emission figures. Data collection procedures for Scope 3 emissions in particular, including using financial data where primary data is not readily available to estimate emissions associated with our procurement such as marketing & communications, entertainment, training, insurance, professional memberships, accountancy & legal etc.



Despite this overall increase in emissions due to increased Scope 3 coverage, we have maintained a year-on-year reduction in our Scope 1 & 2 emissions in line with our validated near term SBTi (Science Based Target initiative) target for Net Zero Scope 1 & 2 by 2030. Our 2022-23 Scope 1& 2 emissions (location-based approach) of 96.9 tCO₂e reduced by 20 tonnes CO₂e in comparison to 2021-22 (116.9 tCO₂e).

Emissions (tCO₂e) by Source Category (2022-23)



Resource use, responsible sourcing, waste and recycling

We regularly review our key suppliers' commitments to ESG.

In the last financial year, we changed our IT asset disposal and recycling contractor to Stone. Stone provides sustainable services and have achieved zero to landfill for over 10 years.

By using a card printing system in our offices, which deletes unreleased prints after four hours, we have saved thousands of reams of paper and saved on energy and CO₂ costs.

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 partners 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.

The majority 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 low-carbon business practices.

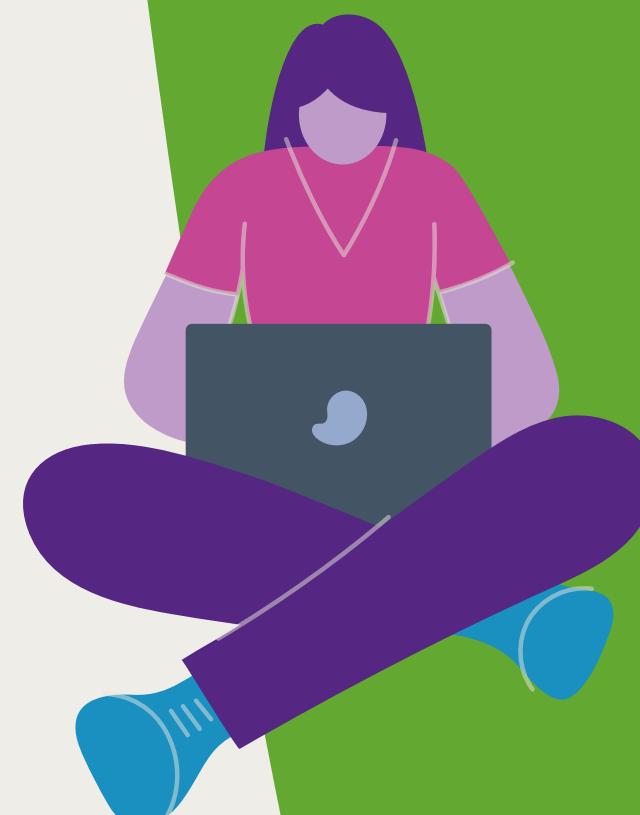
Microsoft also supplies all our company laptops. Their production methods aim to be water positive and emit zero-waste by 2030. They also ensure that integrity is built into all of their processes and technologies.

EE supply all our company mobile phones. They are working towards their products, network and operations becoming circular by 2030, and for the ecosystem – including their suppliers and customers – by 2040.

Our offices are all serviced by local authority recycling. Our secure shredding contractor, Crown Records Management, recycles the remnants shredded. We employ the same checks and scrutiny in relation to our stationery suppliers.

66

In the period January to May 2023 we saved the equivalent of **19 tonnes** of carbon by IT recycling alone.





Company Conference

Our biennial company conference ('CoCon') took place in June 2024.

The organising team included a member of our Sustainability & ESG team who was involved in the planning from the outset, and when choosing venues we requested potential venues to complete a sustainability questionnaire and provide us with their sustainability policy.

The conference took place in Manchester, ensuring the maximum number of co-owners being able to travel by public transport. The main venue was the Hilton Deansgate with easy access to rail, tram and bus networks. The conference lunch menu was vegetarian and we reduced paper usage throughout the conference by providing information digitally.

Hilton ESG policy

Accommodation for attendees was provided in the Hilton Deansgate, the Moxy Manchester City and the Clayton Hotel Manchester city centre, all within good walking distance from each other and our evening venue.

The Moxy is part of the **Marriott Hotel group**. Clayton Hotels are Green Tourism Gold accredited and their environmental policy can be found [here](#).

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

The majority of co-owners, where feasible, travelled to the conference by train and all venues were within easy walking distance of public transport links.



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 12 local charities.

During 2023-24, the trust donated

£76,000

for local and national charities

The amount donated since the Charitable Trust was formed in 2008 is **£1,236,000**



Highlights 2023-24

Over the summer (2023) a series of walks brought people together across our locations to raise money for Guide Dogs UK. In September we held a golf day and welcomed volunteers from Guide Dogs UK who shared more about the charity and their experiences with us.

Over the course of 2024, the Turley team in Belfast participated in a number of events to help raise much needed funds for Northern Ireland Chest Heart and Stroke (NICHs). The first of these was the Belfast City Marathon, where we came together as a team to face the 26.2 gruelling miles.

During 2024 the Birmingham office team supported SIFA Fireside, by collecting donations specifically to support the opening of their first pop-up shop in Digbeth and a Christmas collection for their most needed items; and co-owners were able to identify supporting SIFA Fireside as part of their Turley Christmas gift raising much appreciated funds.

The Trust also donated a total of £15,000 split between the following causes: The Fifth Trust, who put the grant towards building a sensory garden at their centre for adults with learning disabilities, and The Simon Community who used the money to provide hundreds of pairs of walking boots and sturdy rucksacks to London homeless.

We supported Mustard Tree, the Euston food bank, Land Aid and many other UK and ROI charities.

Internationally we supported the Red Cross with donations to the Libya flood appeal and the Morocco earthquake appeal, and we continued to support Home Leone; and Transform Salone in Sierra Leone.





National charities



LandAid

Local charities

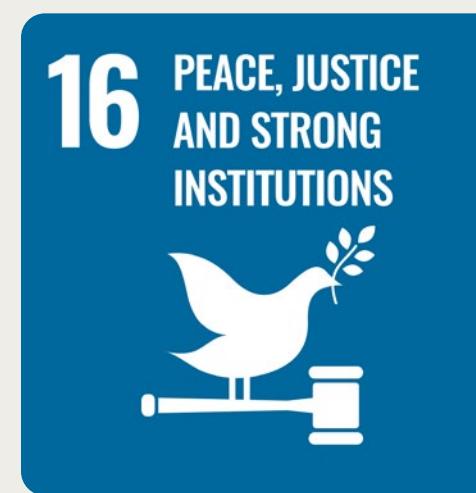
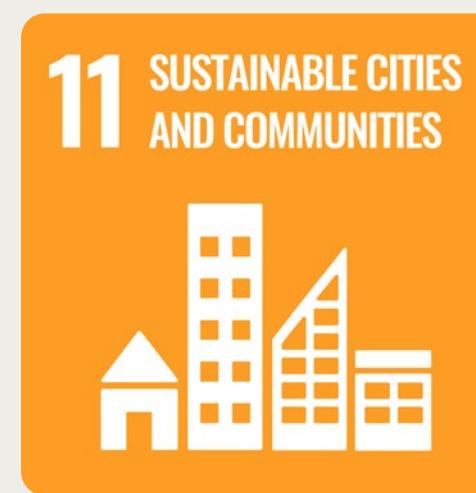


Mustard Tree



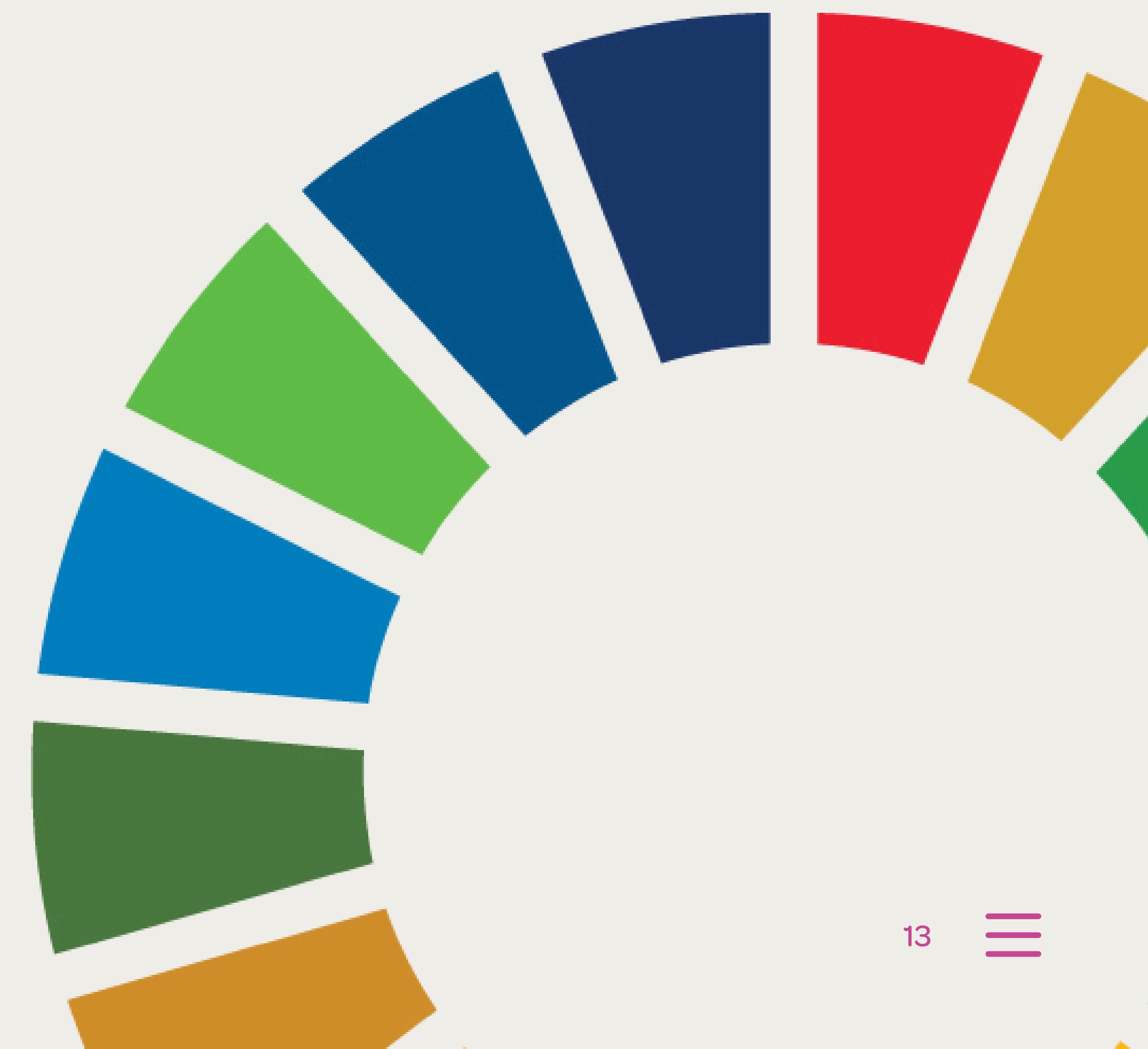
SIFA fireside





The UN Sustainable Development Goals (UNSDGs)

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

As one of our partner charities, 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.

We also carry out pro bono work for other relevant charities, including the advice we provide to the Ethical Property Foundation. 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. We have also worked with Barnardos this year, as part of a project for St Modwen.

We offer advice to the Ethical Property Trust and have contributed to their online FAQ manual. This can be accessed [here](#).

LandAid ambassadors

We have LandAid ambassadors around the UK 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.



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.

Volunteering

Our co-owners often take part in volunteering projects within their local communities. Examples include:

- Co-owners from the Birmingham office volunteered at Trentham Gardens including assisting in ground maintenance.
- Co-owners from the London office volunteered at Spitalfields's City Farm, located in one of the most densely populated wards of Tower Hamlets. They work with a vibrant and multi-cultural community to provide educational opportunities for children and adults.
- Bristol and Cardiff Office co-owners volunteered at Amelia Trusts Farm who provide therapeutic support to disadvantaged and vulnerable people.



Equity, diversity and inclusion (EDI)

Equity, Diversity and Inclusion is at the heart of our company business strategy and is a commitment from our leadership.

Our leadership appreciates the benefits of even more diverse decision-making, the value of different perspectives, thoughts, and contributions which prompted us to take further steps to accelerate change. In particular, we have a responsibility to our co-ownership and company sustainability (in addition to the benefits to client relationships, recruitment and retention) to diversify our leadership and decision-making.

We are pleased to be making progress which supports greater inclusion, diversity and achievement of our strategic and operational goals:

- **our EDI plan;**
- **implementing greater gender balance to our Company Director group;**
- **continuing our sponsorship programme;**
- **we have broadened the scope for Senior Director and Business Leader roles which includes distributed leadership and deeper delegation.**





EMBRACE

Inclusive Business

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.

There are 10 pillars of focus for Embrace, each with a sponsoring Senior Director:

- **Gender Mainstreaming**
- **LGBTQ+**
- **BAME communities**
- **Wellbeing and resilience, including mental health**
- **Social mobility**
- **Neurodiversity**
- **Promoting gender equity, close our gender pay gap**
- **Broaden diversity in leadership and decision-making**
- **Women's health**
- **Driving inclusive business processes**

We continue to learn from and support Real Estate Balance (REB); Stonewall; PREACH Inclusion; Women in Property; and Women in Planning.

In 2023/24 we mentored seven young people aged 16-18 through Career Ready and provided valuable and rewarding work experiences to six young people from diverse communities through our work with 10,000 Interns and Career Ready.



Gender pay gap

Our gender pay gap in 2023/24 was 33.2% reduced by 3.4% from 2022/23. This is our lowest gap since we started reporting.

We will continue our efforts to support co-owner development and to further reduce the 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:

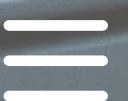
- **Advocating/promoting healthy lifestyles and positive mental health.**
- **Engaging co-owners on wellbeing initiatives.**
- **Organising activities.**
- **Initiating informal talks if needed (beyond the formal process through People & Culture and line management).**

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 or museum membership.**
- **To pay for exercise classes or tuition and sports equipment and accessories.**
- **To enter races, competitions and sporting events or attend retreats.**
- **Singing, pottery, painting, language, photography and weight loss support classes.**
- **Equipment for hobbies.**
- **Subscriptions to wellbeing and educational apps or similar.**

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, including structured counselling, to family matters and financial management.

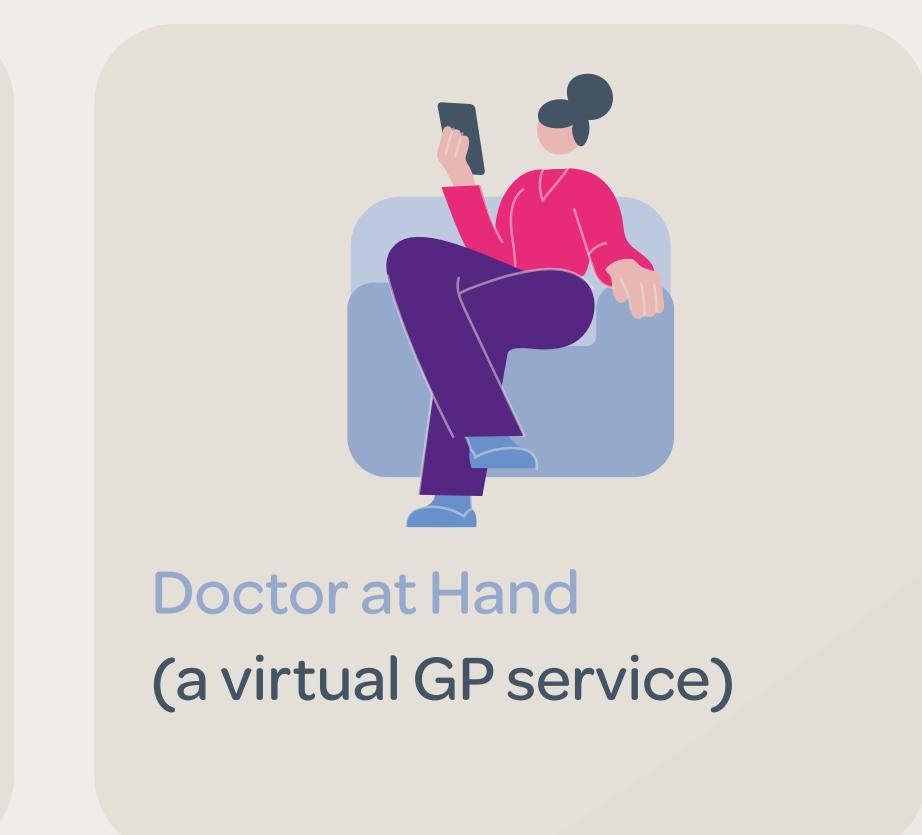
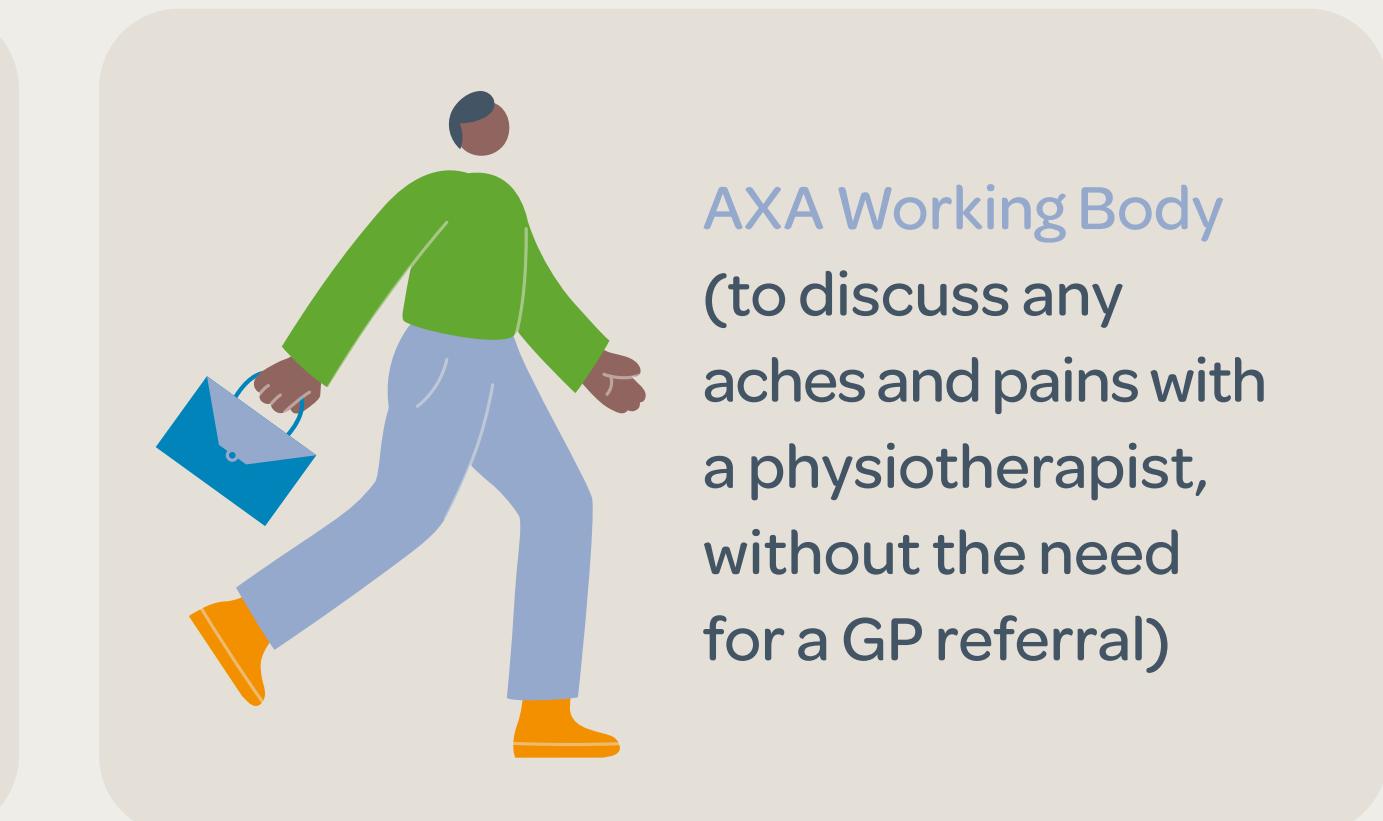




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We support co-owners returning from parental leave by connecting them with buddies or mentors with relevant experience.

AXA Services includes a number of services such as:



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 2023/24, 45 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 Assistant Development Programme is highly valued by co-owners who join the company early in their careers, and we have a structured graduate programme which provides 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 and other professional bodies.

We also provide two leadership development programmes, for senior level co-owners and for Associate Directors and above.

“

Through participation in the Assistant Development Programme, I had the opportunity to develop my skills and knowledge in areas that were crucial for my professional growth. Furthermore, I was able to establish lasting and valuable connections with co-owners who are in a similar level to me, as well as senior co-owners across the company. These connections can prove invaluable, offering chances for collaboration, mentorship, and collective development, ultimately enriching both my personal and professional growth at Turley.

“

I would honestly say this is the best training I have had. I've approached it from a work perspective but have taken away many things that will equally apply to my personal life and feel better for it. I am more confident in myself than I was at the start of the programme, and am able to communicate myself better.



There are currently

45

co-owners with an **internal mentor**.

Mentoring programmes

Our mentoring programme is an essential tool for development of our co-owners. 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 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.



Recruitment and retention

Recruitment

84% of our recruitment during the period was 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 had 5 successful referrals from co-owners during this period.

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 Interns Foundation, 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, highlighting our culture.

Retention

Co-owner turnover was 8%, significantly below the national average which sits around 15-17%.

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.

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 environment. We continually review the resources available to support co-owner wellbeing at work.

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.

84%
of our recruitment during the period was **direct hires**.

Co-owner benefits suite includes:

- **Pension scheme.**
- **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 insurance (UK).**
- **Sabbatical policy and option to purchase additional leave (up to 40 days). Our annual leave allocations range from 25-30 days plus bank holidays which can be taken flexibly.**
- **Life assurance and income protection.**
- **Enhanced maternity, paternity 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 are responsible for ensuring ongoing good governance of our business.

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). Turley Trustees Limited is formed of an independent Director Chair, two company appointed Trustee Directors, and two co-owner elected Trustee Directors.

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



Leadership

We have three leadership forums:

- 1 Governance Group (Company Directors)**
- 2 Leadership team (LT)**
- 3 The Delivery Team (TDT)**

Our Governance Group comprises Company Directors (those registered with Companies House) that, amongst other things, ensures that the company complies with all relevant legal and regulatory requirements – also known as “fiduciary duties”.

Separately, we have a Leadership Team (LT), which takes responsibility for devising and implementing company strategy and matters relating to the health and performance of the company as a whole. LT effectively acts as the strategic leadership forum for the company, supporting the Chief Executive.

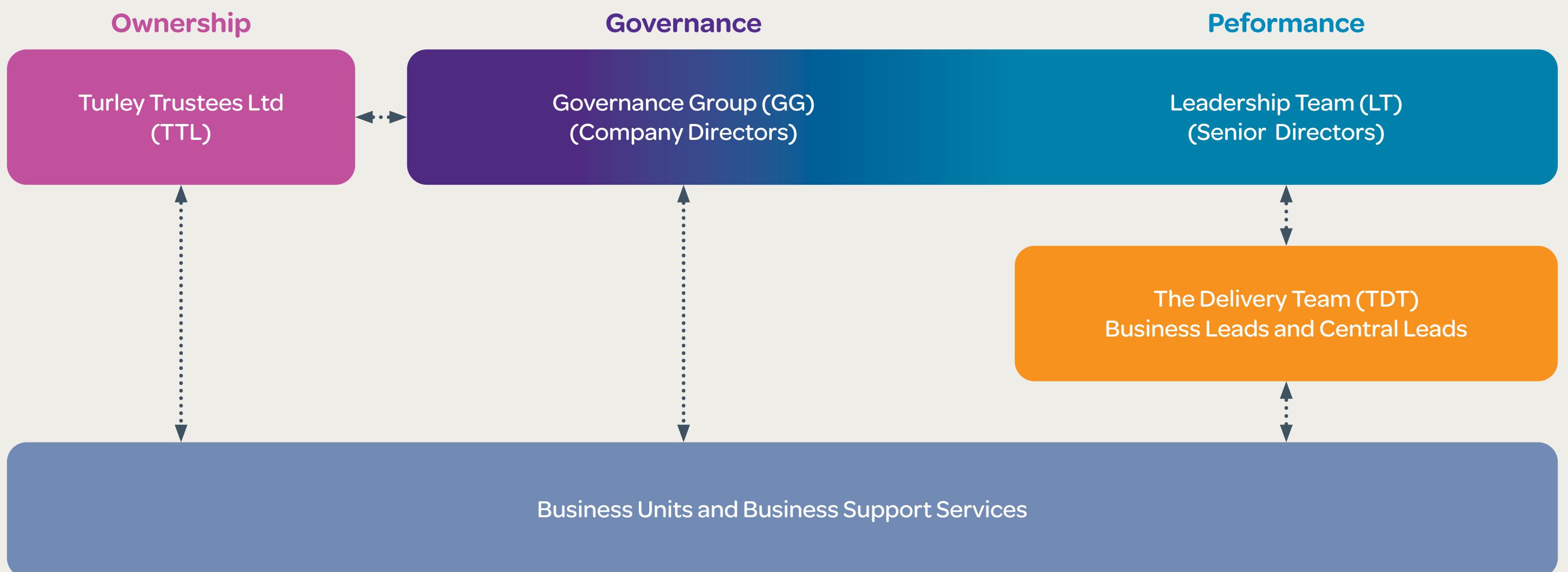
The two forums perform different roles, but there is a clearly a close relationship between the two. We are therefore moving towards combining the two forums, with common membership, which provides greater simplicity (one of the features of our company strategy). The merging of the two will ensure that our

leadership has a full understanding of (and takes responsibility for) strategic leadership and governance matters (including EDI and ESG), supporting robust decision making, and provides opportunity for further growth and development.

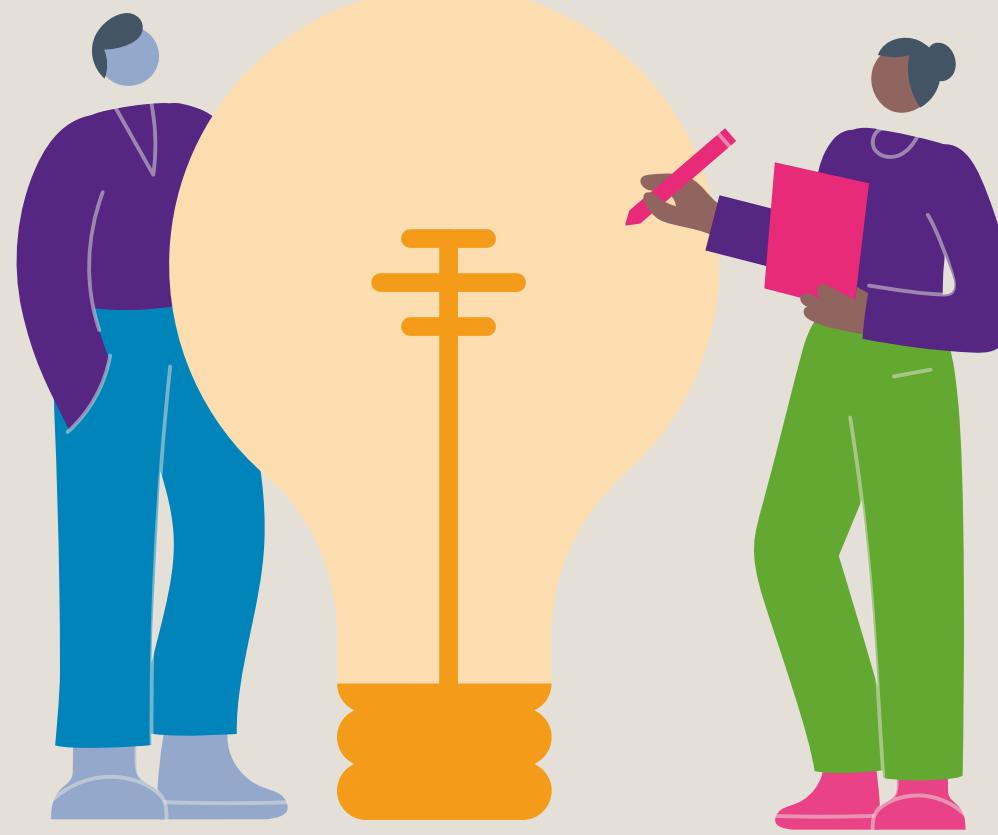
The membership of each group – all Senior Directors – has considerable overlap and will ultimately become a single group. With the exception of the Chief Executive and permanent representation of our Finance and People &

Culture services, members of these groups serve defined terms in their roles which are reviewed on a periodic basis to ensure best contribution and that the needs of the company are best served.

The Delivery Team (TDT) comprises Business Leaders from across the company including Central services, and an LT representative, and is chaired by a TDT member. The focus is on delivering operational priorities.



Our approach to Governance...



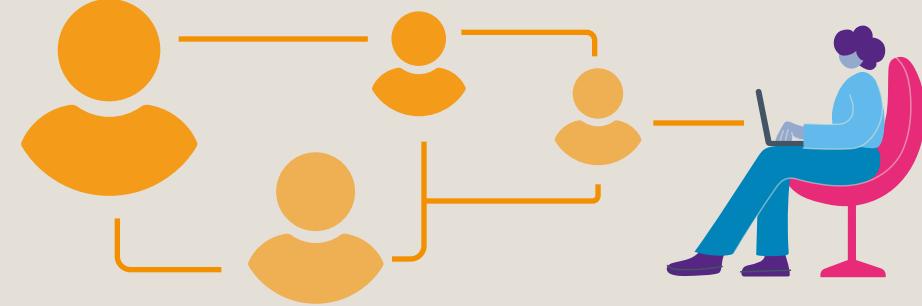
Provides clarity of who decides what – whether alone, in consultation or in collaboration and being clear when matters are shared for information, for sounding, or for decision.



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.



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 regulations

We comply with laws and regulations 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, Alcumus accreditation, 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.

“

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

We continue to ensure that we monitor the various sections under our management system, which include office and fire safety risk assessments, DSE assessments, new and expectant mothers' assessments, young people assessments, DDA assessments and site risk assessments.



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.

We use a training system called Meta Compliance to inform all co-owners about spam, phishing and internet security. Courses can be made mandatory.

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.



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).

“
Over
220

memberships
of professional
institutions held
by our co-owners.



Rules

Integrity

Good

Harm

Truth

Company ethics and integrity

We are working towards B Corp accreditation, currently undertaking our assessment. As part of this process, we have reviewed and updated our ethics guidance to include reference to B Corp standards and decision-making framework.

By following this guide, our co-owners can make thoughtful, informed decisions about whether or not to take on work that may involve controversial or ineligible industries, ensuring that their decisions align with B Corp standards, our vision and values which support ethical business practices, ESG & sustainability, and social responsibility

A team of four co-owners from across the business can be contacted for further advice and guidance if required.



Financial performance

Revenue remained stable in 2023/24, with a £800k increase compared with 2022/23. While growth this year has been modest, it demonstrates continued resilience in a challenging market environment.

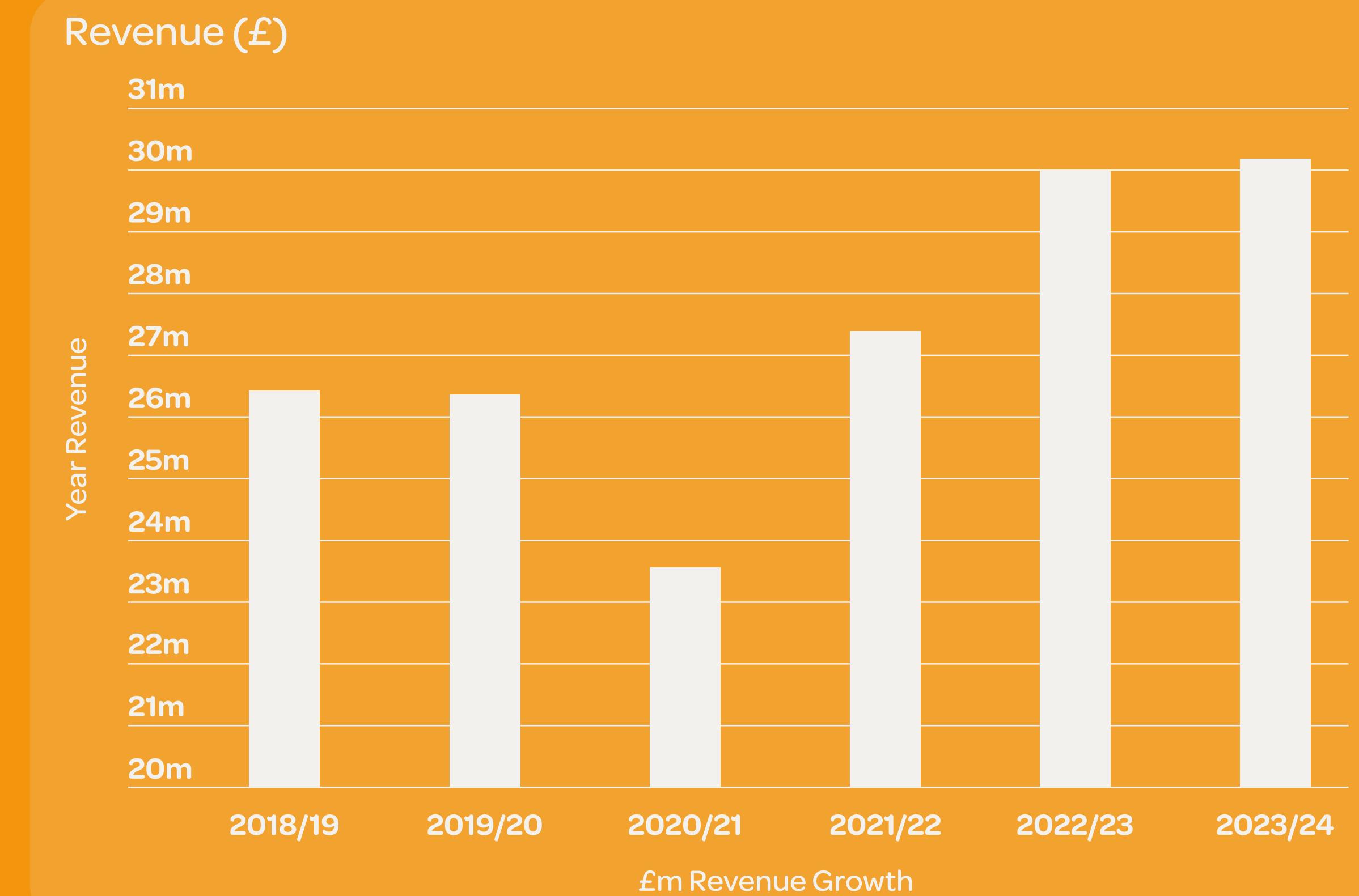
No bonus or co-owner dividend was rewarded based on FY 2023/24 performance.

£800k

year-on-year revenue increase from FY 2022/23 to FY 2023/24.

3%

revenue growth, reflecting a steady performance over the period.



Investments/pensions

We operate a Group Personal Pension (GPP) scheme with Aviva, and a separate scheme with Zurich for our co-owners employed in the Republic of Ireland. 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.

The Trustee Directors of Turley Trustees Limited have pension governance as part of their role. Our GPP does not require a formal Pension Committee. However, our Trustee Directors wish to work with Benefiz (our benefits intermediary) to ensure good member outcomes. Benefiz delivers a pension governance report and presentation to Trustee Directors which takes place annually.

Trustee Directors work together with our independent Trustee Director, Chair and Benefiz 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 Benefiz 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 & Business Development and Creative Design teams to present content in a variety of online and offline formats.

The laptop screen displays a Turley Environmental, Social & Governance Report article. The article is titled "To reuse or redevelop? It's not always black and white; or even green and greener" and is written by Mat Jones and Fiona Lomas-Holt. It discusses a High Court decision that overturned the Government's refusal of a proposed redevelopment of a Marks and Spencer store. The article includes contact information for Mat Jones and Fiona Lomas-Holt, as well as social media sharing options and a sign-up button for Turley insights.



Some recent examples of successful content include:

- **Analysis on the Levelling Up and Regeneration Bill**
- **Co-Location in London report updated for 2024**
- **Thought leadership on Local Development Plans in Northern Ireland**
- **To reuse or redevelop? Analysis**
- **Critique of the current method of assessing housing need in England**
- **We have released seven episodes of our ESG Bites podcast, which includes 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 to 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)
- **LinkedIn channel** ([linkedin.com/company/turley/](https://www.linkedin.com/company/turley/))
- **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.

We will:

- ✓ Implement our ESG strategy (as co-designed with our co-owners during 2023).
- ✓ 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 Ireland and continue to raise funds for those in need. In time we hope to revisit our overseas partners.
- ✓ Undertake the B Corp foundation assessment working with BetterNotStop.
- ✓ Continue to make progress with Scopes 1 & 2 emissions reduction and work towards having our net zero target validated under the Science Based Targets initiative.
- ✓ 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 Equity, Diversity and Inclusion (EDI) plan working with the Leadership Team and Embrace.
- ✓ Continue our work with other partners, Mayor's Fund for London and 10,000 Interns to make our contribution to social mobility within our industry.
- ✓ Review our approach to reverse mentoring and sponsorship 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

BCS:	British Computer Society	IHBC:	Institute of Historic Building Conservation
BPF:	British Property Federation	LPDF:	Land Promoter & Developers Federation
BRE:	Building Research Establishment	NEBOSH:	National Examination Board in Occupational Safety and Health
CIPD:	Chartered Institute of Personnel and Development	REB:	Real Estate Balance
CIPR:	Chartered Institute of Public Relations	RICS:	Royal Institution of Chartered Surveyors
CQMS:	Crown Quality Management Service	RTPI:	Royal Town Planning Institute
DDA:	Disability Discrimination Act 2005	SBTi:	Science Based Targets initiative
DSE:	Display Screen Equipment	SMAS SSiP:	Safety Schemes in Procurement
GDPR:	General Data Protection Regulation	UKGBC:	UK Green Building Council
HBF:	Home Builders Federation	UNSDG:	United Nations Sustainable Development Goals
ICO:	Information Commissioner's Office		
IEMA:	Institute of Environmental Management and Assessment		



