

Gender Equality Plan

Diversity & Inclusion Statement

“We have made Inclusion our number one corporate value to demonstrate our commitment to ensure it is at the core of everything we do. We are committed to advancing diversity and inclusion in the engineering profession. The wellbeing of our people is important to us which is why we are committed to driving a positive culture change. A place where everyone can turn up to work and be their authentic self and feel like they belong without fear of bullying, harassment, threat, exclusion, degradation or discrimination. We expect all our people and other key stakeholders to behave in accordance with our code of conduct. We encourage a ‘speak up’ culture against all forms of discrimination and treat all allegations of these types of behaviour with the utmost seriousness. We aim to respond to local needs globally to create a culturally sensitive, safe workplace for everyone.”

Gender Equality Aspiration

“Close the gender pay gap from 23% to <10% by 2026 with 33% of leadership positions held by women (team leader level and above)”

Closing the Gender Pay Gap

We understand that there is still a great deal to be done to make a significant impact on closing the gender pay gap at TWI. We remain committed to achieving positive change in the long term closing the gender pay gap and our diversity and inclusion plan will assist us with driving progress. Actions to address the GPG are:

- A commitment to have a third of the total, female representation in leadership positions by 2025 (team leader level and above)
- Close the gender pay gap from 23% to <10% by 2026
- Focused recruitment and selection processes
- Policy review
- Flexible working
- Inspiring Women Leaders
- Mentoring

2022-2026 Targets

Closing the Gender Pay Gap 2022-2026 Targets			
Close the Gender pay Gap from 23% to <10% by 2026	To close the Gender pay Gap by 3.3% in 2022 and 3% per year thereafter.	Head of HR, D&I Lead	April 2026
25% of all candidates interviewed will be women	Recruit a Talent Acquisition Lead. To support recruiting managers to find capable women candidates for interview. To actively headhunt female talent.	Talent Acquisition Lead	In place by April 2022
Design a Women in Leadership Programme to leverage and grow the skills and expertise of our top female talent	Create an internal programme to provide follow up training to attendees of the Inspiring Women Leaders Programme to ensure ongoing development	D&I Lead	In place by April 2022

Design a Return to Engineering programme for female talent returning to employment after a career break	Create a robust Return to Engineering programme that provides enhanced training to bridge the skills gap of those who have taken career breaks	Talent and Development Lead	In place by April 2022
Powerful Culture Training Programme	To mandate training for our global employees to enhance understanding amongst our people on inclusive behaviours and expectations. This will include a module on gender bias.	D&I Lead, Talent and Development Lead	July 2022
Develop and train a diversity panel to challenge the potential presence of bias in recruitment and progression processes	To ensure quality assurance in the recruitment process and to promote conversations to address potential biases when recruiting	Head of HR and D&I Lead	July 2022
Recruit Diverse talent through membership of GEEP (RAEng Programme)	To actively work with GEEP to recruit 50% Women/50% BAME	D&I Lead	September 2022
Create a graduate scheme to future proof TWI talent. 50% Women/ 50% BAME	Create a graduate programme that will provide diverse talent.	Talent and Development Lead, Head of HR	September 2022
Salary bench-marking and salary bands published	Providing transparent pay banding for engagement and progression	Head of HR	January 2023
Cash contribution to outreach for schools	To engage in low social economic schools to promote engineering careers.	D&I Lead, Young Engineer Council Chair	April 2022 onwards

Ongoing actions

- The Diversity & Inclusion Working Group has developed TWI's diversity and inclusion plan, in collaboration with the Staff Consultative Committee and the Tipper Group. This includes the rollout of the 'Living our Values' and 'Values Recognition' campaigns.
- Continuing to support the development of a talent pipeline to encourage more women into leadership and senior roles, including mentoring programmes to support development
- Flexible working: The global Covid-19 pandemic presented organisations and their people with many challenges. With many of us taking on caring responsibilities alongside our day-to-day jobs, we needed to respond by making people's working hours as flexible as possible. After the benefits this freedom has offered our employees and the organisation over the past 12 months, we introduced a Flexible Working Policy in 2021
- Raising the profile of successful women at TWI to encourage role modelling
- We support The Tipper Group (<https://theweldinginstitute.com/member-benefits/the-tipper-group/>), an employee group dedicated to helping underrepresented groups, including women, in their careers at TWI. The group regularly meet and host events to share learning experiences, increase education and understanding of D&I topics and raise the profile of TWI's D&I efforts externally.

- We continue to dedicate additional resource to deliver our Diversity & Inclusion programme as part of our 5-year corporate strategy, including a Diversity & Inclusion Lead position.
- TWI recruitment panels are now required to have a mix of genders - We have trained a pool of female volunteers who are available to participate in interview panels. Training includes developing awareness of unconscious bias in the recruitment process.
- Job adverts are now checked through a gender decoder tool to ensure that they do not have any unconscious bias that would discourage women applicants.
- We have redesigned and implemented training for recruiting managers incorporating a module on unconscious bias.
- We have changed the way we recruit members onto our Council by targeting our advertising to attract more female candidates to apply for positions on our board.
- Continued support of our outreach programme to attract more women into science, technology and engineering careers.
- Continuing our partnership with the Royal Academy of Engineering to gain access to their Graduate Engineering Engagement Programme. This is an award-winning programme run in partnership with engineering employers, which aims to increase the transition of engineering graduates from diverse backgrounds into engineering employment. The Academy works with the Association for Black and Minority Ethnic Engineers (AFBE-UK) and the Women's Engineering Society (WES), who support GEEP recruitment by providing insightful speakers, mentors and much more.
- Benchmarking salaries with MERSA

Declaration

I can confirm that our commitment to achieve gender equality in the workplace is a corporate priority in line with our practices and values.



Aamir Khalid
Chief Executive