

GENDER PAY GAP REPORT

2024 - 2025



**Technical
Excellence.**

ABOUT THIS REPORT

Gender Pay Gap (GPG) is distinct from equal pay

Equal pay relates to differences in pay between men and women performing work of equal value and is protected under UK law. At TWI, men and women in equivalent roles with the same performance and experience are paid equally.

We continue to review pay on this basis, as we have done for many years, to identify and address any equal pay issues should they arise.

By contrast, Gender Pay Gap (GPG) analysis looks at equity of pay, the difference in average pay between men and women across all UK employees at TWI, regardless of gender, race, role, performance, or experience.

TWI has reported on our Gender Pay Gap (GPG) since the legislation came into force in 2017 (See figure 1 below). The GPG uses a snapshot of UK employee data as of 5 April.

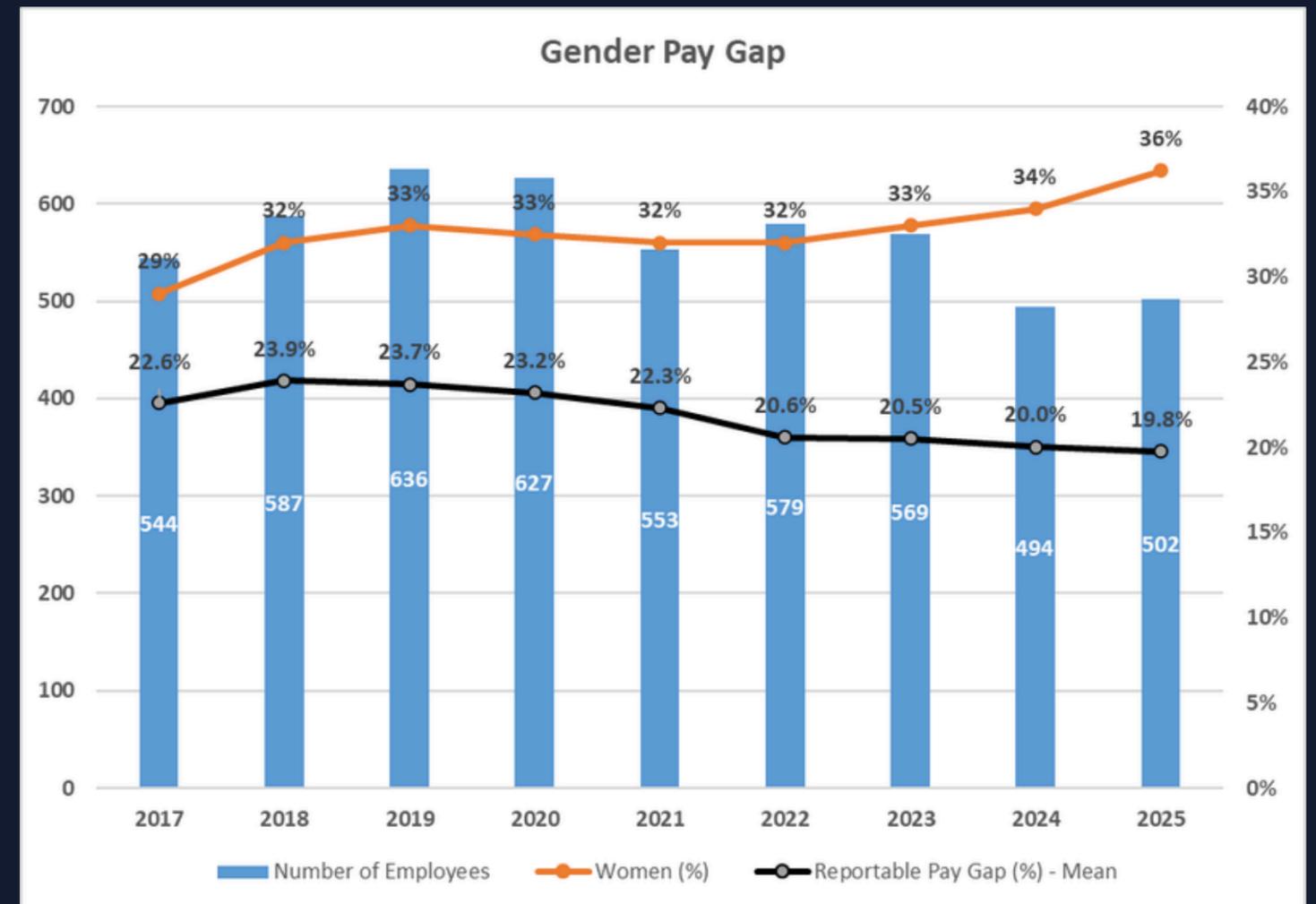


Figure 1: TWI GPG mean between 2017 and 2025

FORWARD FROM TWI'S CEO

Engineering is built on innovation, problem – solving, and the ability to see challenges from different perspectives. At TWI, we recognise that supporting women in engineering is not only about fairness, but also fundamental to driving excellence and shaping the future of our industry.

While some progress has been made since I started working in the industry in 1990, women still disappointingly remain underrepresented in many engineering disciplines.

Addressing this imbalance requires more than platitudes and intention; it demands sustained commitment.

Supporting women to develop their careers means creating clear pathways for progression, offering access to mentorship, and fostering an environment where their contributions are recognised and valued.

At TWI, we are dedicated to building a supportive culture, where everyone has the opportunity to thrive. This includes encouraging professional growth, promoting inclusive leadership, and ensuring that women have the confidence and support to take on new challenges and leadership roles.

By championing women in engineering, we are helping to create a more inclusive, innovative and resilient future, one where talent is nurtured, diversity is valued and everyone has the opportunity to succeed.



GENDER GAP STATISTICS 2024 - 2025

	Number of Employees	Women (%)	Reportable Pay Gap (%) - Mean	Reportable Pay Gap (%) - Median	Reportable Bonus Gap (%) - Mean	Reportable Bonus Gap (%) - Median	Receiving Bonus - % Women	Receiving Bonus - % Men
2024	494	34%	20.0%	20.0%	0.0%	0.0%	0.0%	0.0%
2025	502	36%	19.8%	21.0%	0.0%	0.0%	0.0%	0.0%

Table 1: GPG reporting statistics for reporting year 2024 and 2025

Our latest figures show that progress towards closing our UK Gender Pay Gap (GPG) is slow, with a slight decrease of the mean GPG from 20% in April 2024 to 19.8% in April 2025. TWI, like many engineering companies across the UK, struggle to attract and retain women engineers, particularly in the 'lower middle' to 'upper' quartiles. Our data shows that women make up 61.9% of the lower quartile, just over half, whereas women make up around a third of the higher quartiles (Figure 2). This is largely due to the higher representation of women in enabling functions, where roles tend to sit within the lower pay bands. 13% of our women in the lower quartile are engineers (Figure 3).

During this reporting year, no bonus payments were made.

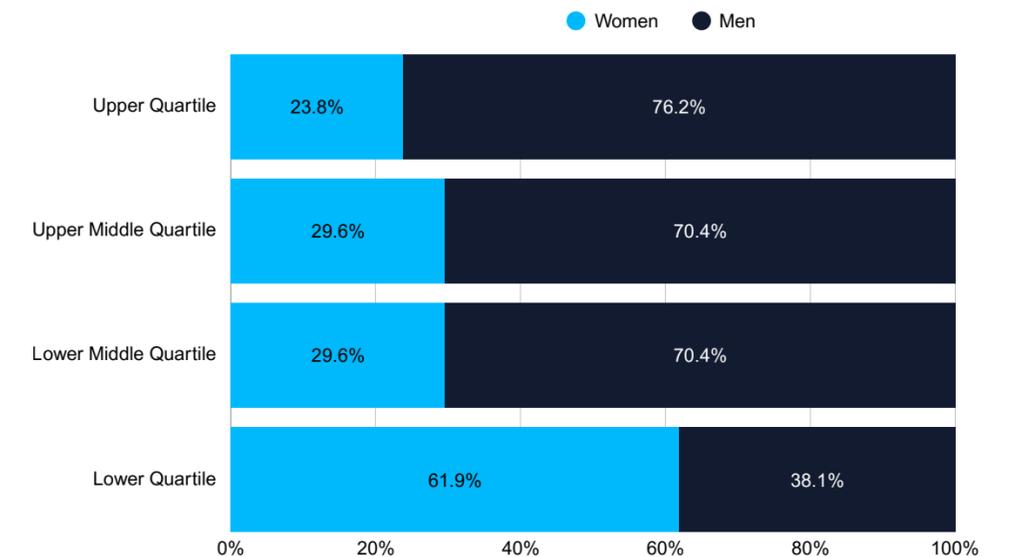


Figure 2 Proportion of men and women employees by quartile band (%)

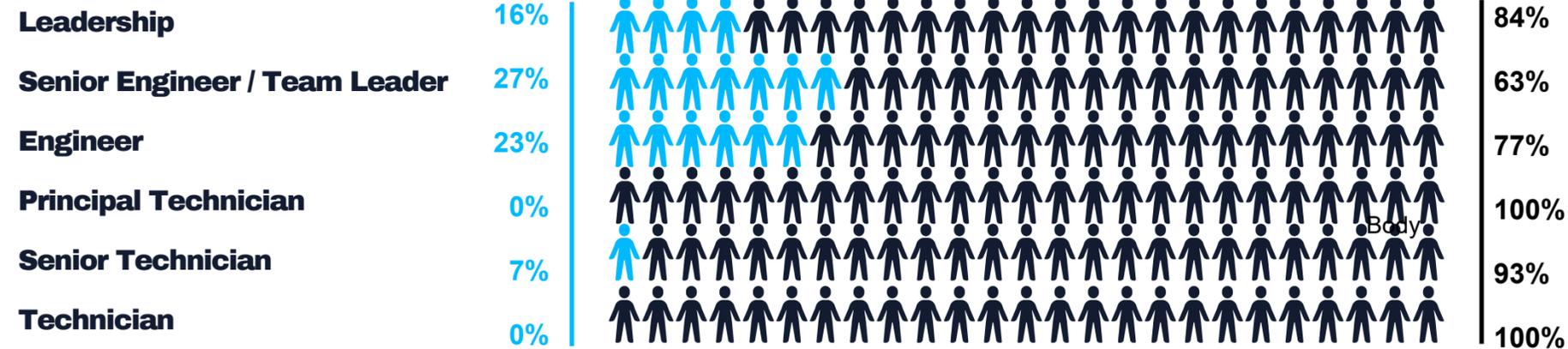
Declaration

We confirm that the gender pay gap data provided in this report is accurate and in line with mandatory requirements.

Elizabeth Andrews

Associate Director of Global People and Culture

WORKFORCE REPRESENTATION 2024-2025



Analysis of all Roles by Gender

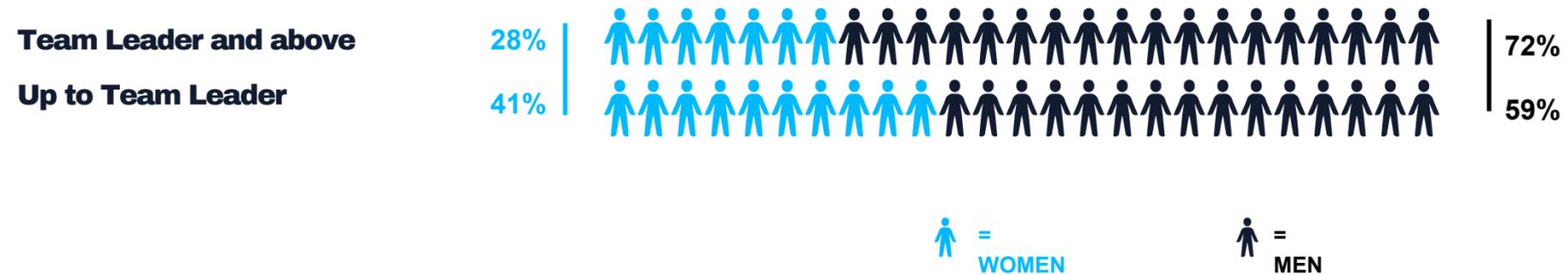


Figure 3: Analysis of technology job roles by gender (April 2025)

As of April 2025, Figure 3 shows a need to focus on bringing women into our Technician population. In 2025/2026 we will be reinvigorating our Apprenticeship Programme with a focus on attracting women onto the programme.

TWI have been consistent over the reporting years, with women continuing to make up approximately a third of the overall headcount in the UK (Figure 4)

In the reporting period, Figure 5 shows a higher proportion of women were recruited in the lower quartile.

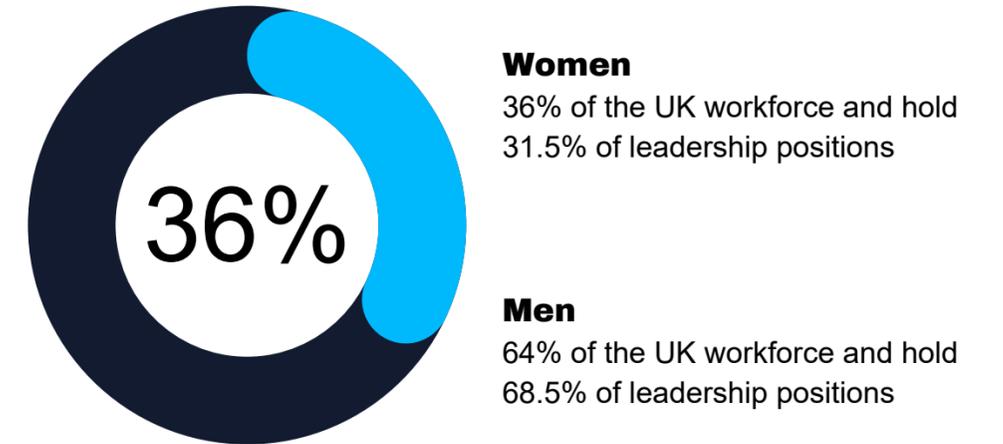


Figure 4: 36 percent of women, represent the workforce at TWI UK (April 2025)

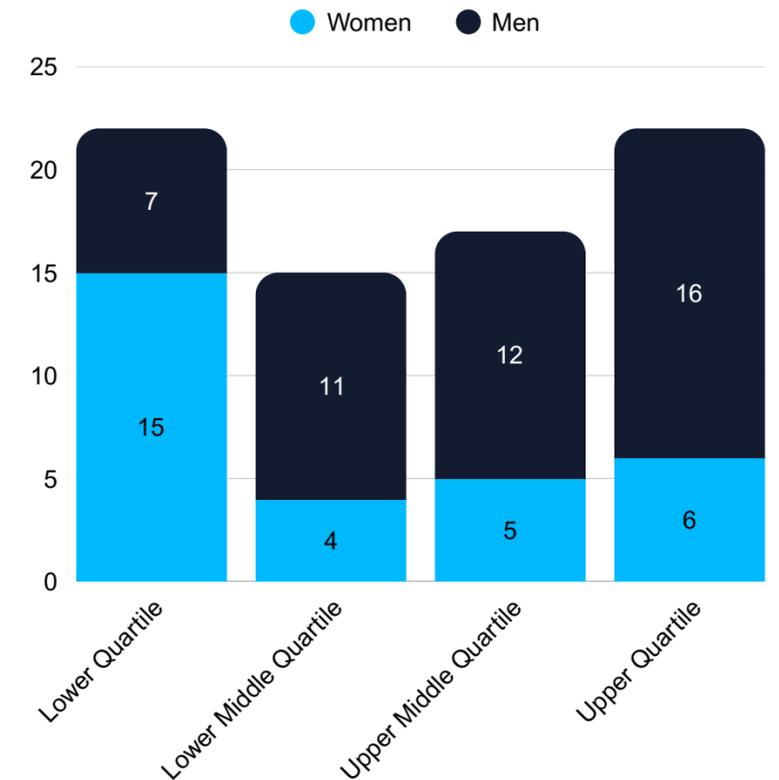


Figure 5: Number of women vs men recruited during the reporting period (April 2024 to April 2025)

OUR COMMITMENT TO CLOSING THE GAP

At TWI, we are committed to building a workplace that is fair, inclusive, and enables everyone to thrive. We believe our people are the foundation of our organisation, and we recognise that attracting and retaining the best talent requires a culture that values diversity, encourages innovation, and holds itself to the highest standards for the benefit of our employees, our Members, and society.

In a globally diverse and interconnected environment, it is essential that our workforce reflects the communities we serve. As the demand for engineers continues to grow, fostering diversity within our organisation is not only morally right but it is also a strategic priority. Encouraging greater participation of women in engineering is a key part of our ambition.

Achieving and maintaining gender pay equity is a fundamental element of our commitment to diversity, equity, and inclusion. We recognise that closing the gender pay gap takes time and sustained effort, and that meaningful progress requires ongoing attention, transparency, and accountability. Reducing our gender pay gap is therefore a long-term journey, embedded within our organisational behaviours and policies.

Through continued review of our practices and the implementation of targeted initiatives, we are committed to creating equitable opportunities and supporting women to flourish across all levels of TWI. This report sets out our current position, the progress we have made, and the actions we are taking to drive lasting change.



WHAT HAVE WE ACHIEVED BETWEEN APRIL 2024 - APRIL 2025

A Transparent Job Evaluation and Pay Structure

At TWI, we have strengthened our approach to equitable pay by completing a review of job descriptions, introducing structured pay banding, and applying Mercer benchmarking to support fairness, transparency, and competitiveness in our compensation practices.

Unconscious Bias Training

We increased awareness of unconscious bias across the organisation, helping people recognise how unintentional assumptions can influence decisions. This has supported a more inclusive workplace where different perspectives are valued and actively welcomed. At TWI we use Insights, a framework to help us understand our colleagues' preferred methods of communication and working style.

A Comprehensive Training Matrix

We developed a comprehensive training matrix for all roles, setting out clear development pathways, ensuring a consistent approach to learning and development across the organisation.

Integrated Workday Platform

We integrated Workday, a People platform, into our day-to-day business. This provides greater visibility of our people data to support fairer decision-making and a workplace where people feel valued, respected and supported to succeed.

Inclusive Mentoring Programme

We recognise that women sometimes require extra support to put themselves forward for promotion. At TWI we have developed a mentoring programme where our mentors are trained to support our women develop confidence to step forward. In this reporting year, 24 women have been trained as mentors and 13 women have sort mentorship, providing a continuous development cycle.

STEM Outreach programme

We know how important it is to encourage STEM activities at an early age, and at TWI we have dedicated employees that regularly volunteer at schools to bring STEM to life. We have attended career fairs, welded with chocolate, sponsored 2 Arkwright scholars and offered local schools work experience opportunities. We want to encourage young people into fulfilling engineering careers.

The Tipper Group

The Tipper Group is a TWI employee led body, working across the global business, to play an active role in supporting the closure of the gender pay gap by promoting an inclusive culture that attracts, supports and develops women in engineering and related disciplines.

Established in 2016 by engineers from TWI Ltd, The Welding Institute and NSIRC, the group has delivered events and networking opportunities that encourage participation, retention and career progression.

Through this collaborative approach, TWI has focused on strengthening the recruitment, development and progression of female engineers, helping to address structural imbalances that contribute to the gender pay gap.



the
tipper
group

THE ACTION WE ARE TAKING TO PROGRESS INCLUSION IN THE WORKPLACE AND CLOSE THE GENDER PAY GAP

To deliver on our commitment to close the Gender Pay Gap we recognise that our focus must be on encouraging females into STEM, as well as supporting life-long careers in the engineering industry.

In 2025/2026 we will continue to promote inclusive initiatives:

Apprenticeship programme

Apprenticeship programmes play an important role in closing the gender pay gap by widening access to skilled and higher-paid roles, supporting early career development, and strengthening the long-term pipeline of women progressing into technical and leadership positions. In 2025-2026 TWI have committed to going back to basics on the Apprenticeship scheme. We will be introducing a new scheme that will provide our Apprentices with varied skills required to support them in their future careers.

Outreach programme

Outreach programmes help close the gender pay gap by encouraging more girls and young women into higher-paid technical careers, tackling occupational biases early, and strengthening the long-term pipeline of women progressing into senior and specialist roles. TWI will continue to work with schools to promote STEM activities. We will publish classroom activities to support teachers, bring welding and science to life, alongside delivering a programme of activities through our Outreach committee.



We recognise that women make up just 16.9% of the UK's engineering and technology workforce as of 2025. This figure represents a concerning decline from 16.5% in 2022, indicating that despite decades of initiatives and awareness campaigns, the engineering sector continues to struggle with gender representation. In contrast, women comprise 56% of workers in other occupations across the UK, highlighting the persistent disparity.

THE ACTION WE ARE TAKING...

Career Pathways and Succession Planning

We believe that creating clear career pathways and succession planning help close the gender pay gap by making progression fairer and more transparent, supporting women's progression into senior and higher-paid roles, and improving retention over the long term. That is why in the year ahead we will be focusing on succession planning and developing skills in our people to help them progress on their career journey.

Skills Matrix

We also recognise that through Identifying and developing people's skills we can build capability across the business. It also supports fair access to higher-paid roles, alongside strengthening retention and succession planning over the long term. At TWI we will be undertaking a formal skills capture initiative that will support the future growth of our people and the business.

Management Development Programme

We want to equip our managers to make fair, consistent and unbiased decisions on pay, progression and development. We are excited to impliment a new Management Development Programme that will encourage inclusive leadership that ultimately improves retention and progression.



CONCLUSION

TWI is continuously working to improve our workplace where diversity is celebrated, equity is promoted, and inclusion is embedded in everything we do. Through our structured initiatives, which include pay equity strategies, clear career pathways and succession planning and inclusive hiring practices, we are actively removing barriers and creating fair opportunities for all employees.

By leveraging data-driven insights, continuous learning, structured pay banding and ERGs, we ensure that our efforts to close the gender pay gap and promote workplace equity are measurable, sustainable, and impactful. Additionally, our focus on representation in interview panels, gender neutral job adverts, and employer branding initiatives reinforces our dedication to attracting, retaining, and developing a diverse workforce.

While we recognise that progress in EDI requires ongoing effort and commitment, we remain dedicated to our mission of creating an inclusive, welcoming and equitable workplace where every individual, regardless of gender, background or identity, feels valued, respected and empowered to thrive. Our journey toward greater diversity, equity, and inclusion is continuous, and we will continue to drive meaningful change to ensure that TWI remains a place where everyone can succeed.



THANK YOU

Contacts

GPG Enquiries

elizabeth.andrews@twi.co.uk

Technical Enquiries

contactus@twi.co.uk

Professional Membership

theweldinginstitute@twi.co.uk

Industrial Membership

contactus@twi.co.uk

Training

trainexam@twitraining.com

Personnel Certification

personnel@twicertification.com

Company Certification

company@twicertification.com

TWI

Granta Park, Abington, Cambridge CB21 6AL

telephone: +44 (0) 1223 899 000

TWI is the business name of The Welding Institute, a company limited by guarantee.

The Welding Institute - Registered number 405555 England. TWI - Registered number 03859442 England



**Technical
Excellence.**