

GENDER PAY GAP REPORT

2023-2024



Technical Excellence.



ABOUT OUR COMMITMENT

At TWI, we are committed to building a workplace that is fair, inclusive and enables everyone to thrive.

For TWI, gender pay equity is not just about fairness. It is about creating an environment where everyone feels respected, valued and empowered to reach their full potential.

We want to attract and retain the best talent in industry. That means nurturing a culture that embraces diversity, encourages innovation and holds itself accountable to highest standards for the benefit of our people, our Members and society.

Our employees are the heart of our organisation. We believe it is imperative that we mirror our Members and customers to address the significant engineering challenges our world encounters and to create a sustainable environment. To address the growing demand for engineers in the future, it's essential to foster diversity within our workforce.

We are dedicated to fostering an inclusive and equitable workplace where everyone, regardless of gender, is fairly compensated for their work, contributions, and expertise. Achieving and maintaining gender pay equity is a fundamental part of our commitment to diversity, equity, and inclusion (DEI).

We recognise that real change takes time. Reducing our gender pay gap is a journey that requires consistent attention and long-term commitment.

We will continue to assess and enhance our practices to uphold this commitment. We are dedicated to implementing initiatives aimed at reducing the gender pay gap by providing increased opportunities for women to flourish within TWI.

PROMOTING DIVERSITY

We have identified four key focus areas to help close the gender pay gap and drive meaningful change:

Inclusion

Our ongoing initiatives for a more inclusive workplace aimed at reducing disparities and supporting gender balance include:

- Listening to employees through engagement surveys to understand their experiences and where we need to improve
- Strengthening our commitment to inclusivity for individuals with disabilities by improving accessibility and support for employees with disabilities
- Running targeted recruitment campaigns to attract diverse talent and address gaps in gender representation for key roles

Communication

Clear and open communication is important to raising awareness and driving action on the gender pay gap. We are focusing on ensuring employees understand our gender pay gap goals, how data is analysed, goals and progress through internal communication.

Data Acquisition and Analysis

Understanding the gender pay gap starts with reliable data. We are committed to collecting and analysing workforce information to identify disparities and measure our progress. This helps us take informed action and track how our efforts are making a difference over time.

Organisational Design and Talent Development

Closing the gender pay gap takes more than short-term fixes. It requires long-term structural changes. Our focus areas include:

- Building clear and fair career pathways through job design and career framework
- Making sure reward and recognition systems are based on transparent and equitable criteria
- Offering training and mentoring to help employees grow and reduce barriers to leadership roles.



GENDER GAP STATISTICS

2023-24

	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
2022	579	32	20.6%	17.5%	17.0%	22%	97.8%	92.1%
2023	569	33	20.5%	19.9%	0%	0%	0%	0%
2024	494	34	20.0%	20.4%	0%	0%	0%	0%

Table 1: GPG reporting statistics for the last 3 years

The mean gender pay gap has decreased from 20.5% in 2023 to 20% in 2024. This is due to a number of factors:

1. Reduction in total employees (down from 569 to 494)

The ratio has decreased from 20.5% to 20%, but this change is largely influenced by the composition of leavers last year. Specifically, 32% of leavers were female, compared to 68% male. Notably, a significant portion of the male employees who left were in the upper-middle or upper pay quartiles, while the women who exited were predominantly in the lower pay quartiles

2. Increase in proportion of women in lower quartiles and reduction of women in higher quartiles

The slight decrease in the women vs men ratio in the upper and upper-middle suggests fewer women are represented in higher-paying roles compared to last year. However, the increase in the lower-middle and lower quartiles quartile indicate a growing concentration of women, possibly signaling limited career advancement opportunities

3. Changes in senior leadership composition

The increase in male representation in upper quartile has impacted on pay disparity. TWI is implementing a number of initiatives that will support closing the gap in the longer term, this has seen more women employed at TWI overall, which promotes longer term gender pay gap improvements as these employees progress in their careers. During this reporting year no bonus payments were made.

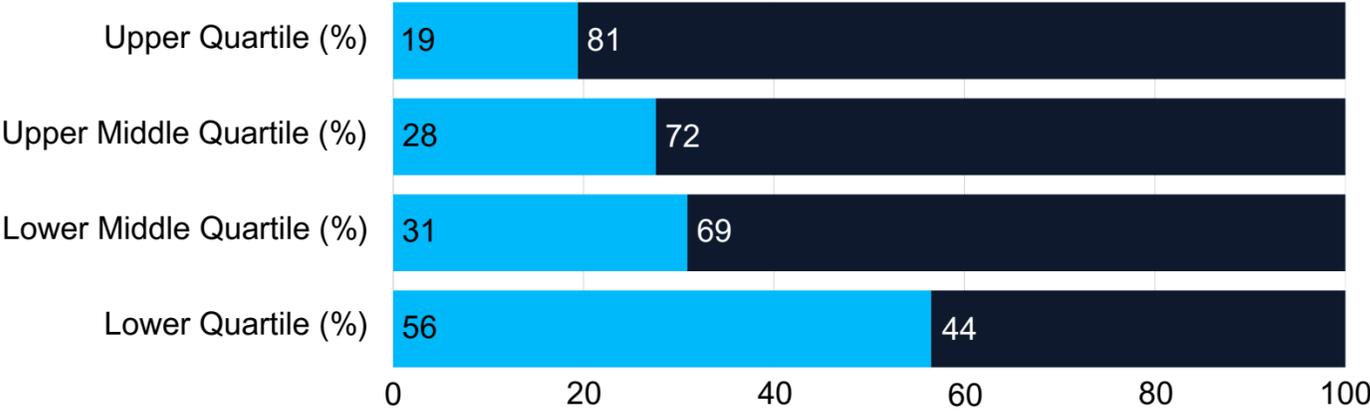


Figure 1: TWI proportion of male and female employees in quartile pay bands

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

David Wrathmall
Interim CEO

WORKFORCE REPRESENTATION 2022-2023



Analysis of all Roles by Gender

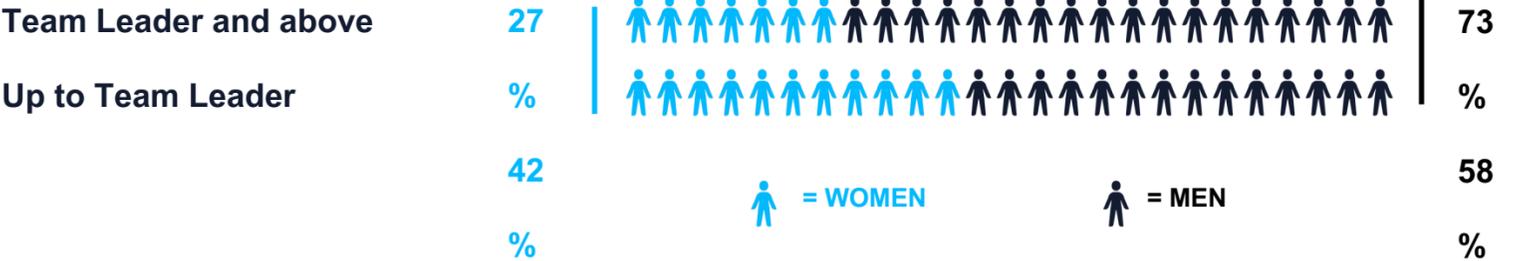


Figure 2: Analysis of technology job roles by gender

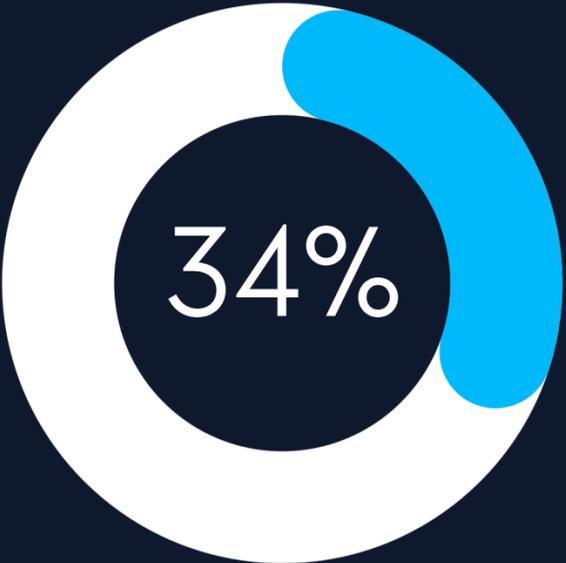


Figure 3: Women in leadership representation

Women: 34% of the UK workforce and hold 17% of leadership positions

Men: 66% of the UK workforce and hold 83% of leadership positions

EQUITY, DIVERSITY & INCLUSION PLAN

I. INTRODUCTION

At TWI, our employees are the foundation of our organisation. Their knowledge and commitment play an important role in shaping how we support our members and each other in the workplace, while also helping us tackle the complex engineering challenges that impact our world.

As we operate in an increasingly diverse and connected global society, it is important that our workforce reflects the communities we aim to serve. Meeting the future demand for skilled engineers requires us to embrace diversity at every level of the organisation.

Encouraging more women to pursue career in engineering is a crucial part of this effort. That is why narrowing the Gender Pay Gap has become a key focus in our five-year corporate strategy (2022-2026) on diversity and inclusion.

We are committed to reducing our Gender Pay Gap from 20% (GPG figure for 2023- 2024) to 10% or less by 2026. In addition, we aim to ensure that at least one-third of leadership roles within the organisation are held by women.

II. DEFINITION AND CONCEPTS

Diversity

Diversity refers to the presence of differences among people. These differences may include but not limited to age, ethnicity, gender, physical and mental abilities, race, religion, sexual orientation, education level, personality traits and professional background.

Equity

Equity means ensuring fair treatment for all individuals by identifying and removing systemic barriers and inequalities.

Inclusion

Inclusion means creating an environment where everyone is welcomed, visible, heard and considered in decision-making processes.

Belonging

Belonging means that everyone is treated and feels like a full member of the wider community, with the ability to thrive and contribute fully.

III. VISION AND OBJECTIVES

TWI's vision is to create a diverse, equitable, and inclusive workplace where all individuals, regardless of their background, gender, race, identity, or experiences, are valued, respected, and empowered to contribute to the success of the organisation and serve to our members. We are committed to building a culture that promotes equality, fairness, and opportunity for all employees and ensures that every individual feels included and supported.

IV. ENHANCING ORGANISATIONAL EXCELLENCE

1. Living Our Values

The guiding principles and actions for each of our organisational values are as follows:



Inclusion is at the heart of our EDI efforts. We actively cultivate a culture where diverse perspectives are welcomed, and every individual feels a true sense of belonging.



Teamwork drives our commitment to collaboration, ensuring that different voices are heard and valued in decision-making and problem-solving.

1.Living Our Values (continues)



Adaptability allows us to continuously evolve and refine our EDI strategies, staying responsive to the needs of our employees, customers, and communities.



Taking responsibility means we hold ourselves accountable for fostering equitable opportunities, addressing biases, and advocating for positive change.

We embed Diversity, Equity, and Inclusion (EDI) into the core of our organisational values at TWI, ensuring that they are not just initiatives but fundamental aspects of our culture. These values shape the way we create an environment where everyone feels valued, respected, and empowered to succeed.

1.Living Our Values (continues)



Innovation and Expertise shapes our approach to EDI, encouraging fresh ideas and diverse perspectives that lead to creative solutions and industry leadership.



Customer Focus ensures that our EDI efforts extend beyond our organisation, helping us better understand and serve the diverse communities and markets we engage with.

We believe that diversity strengthens innovation, equity promotes fairness and opportunity, and inclusion creates a sense of belonging for all. By aligning our EDI efforts with our values, we commit to create a workplace where diversity is celebrated, equity is upheld, and inclusion is a shared responsibility.

Through intentional policies, ongoing education, and meaningful engagement, we cultivate a workplace where differences are embraced, and everyone has the opportunity to thrive. Our commitment to EDI is about creating a lasting impact within our organisation and the broader community.

2. Job Evaluation and Pay Structure

At TWI, we are committed to fostering a fair and inclusive workplace where compensation is based on the value of work performed rather than factors such as gender, background, or personal characteristics. To achieve this, we are undertaking a comprehensive project focused on pay equity, which includes clear and unbiased job descriptions, structured pay banding, and Mercer benchmarking to ensure fairness, transparency and competitiveness in our compensation practices.

2.1 Clear Job Descriptions

One of the key steps in ensuring pay equity is the development of accurate and neutral job descriptions that clearly define job profiles, responsibilities, and qualifications. By carefully designing job requirements with inclusive and unbiased language, we aim to:

- **Eliminate barriers that may discourage individuals of specific genders from pursuing or advancing in their careers.**
- **Attract a broader, more diverse talent pool by ensuring all candidates feel represented and encouraged to apply.**
- **Provide clarity for employees, ensuring they understand expectations and career pathways, fostering a culture of equal opportunity and inclusiveness.**

As part of our ongoing efforts to close the gender pay gap, we are conducting a thorough review of job descriptions and profiles to identify and address any biases. This ensures that all employees, regardless of gender, background, or identity, have equal access to opportunities and are fairly evaluated based on their skills and experience.

2.2 Pay Banding for Transparent and Equitable Compensation

This project comprises two key segments, with Mercer Benchmarking playing a critical role in the second phase. We are conducting a Global Mercer Benchmarking exercise to align all our job roles with external market data, ensuring competitive and fair pay structures. By mapping job profiles to relevant industry benchmarks, TWI Ltd will:

- **Gain insights into market rates for specific roles, allowing for more strategic and data-driven compensation decisions.**
- **Ensure alignment with industry standards to maintain competitive salaries that attract and retain top-tier talent.**
- **Reduce pay disparities and promote internal equity, especially in cases of internal promotions.**
- **Strengthen our talent management initiatives by identifying areas where salary adjustments may be needed to retain key employees.**

By integrating Mercer Benchmarking with pay banding and job profiles, we ensure that our compensation strategies remain fair, market aligned, and sustainable. This proactive approach not only helps us stay competitive in the job market but also reinforces our commitment to equity, inclusion, and transparency within our organisation.

3. Unconscious Bias Training

We recognise that fostering a truly inclusive workplace begins with understanding and addressing unconscious biases; often unintentional preferences and assumptions that can impact decision making. By increasing awareness of these biases, we can create an environment where diverse perspectives are valued, encouraged, and actively integrated into our workplace culture.

Raising awareness of unconscious biases is a crucial step in promoting equity, diversity, and inclusion (EDI) across all levels of our organisation. Through targeted training, employees will be empowered to:

- Recognise their own biases and understand how these may affect interactions, decisions, and workplace culture.
- Make more objective and rational decisions in areas such as recruitment, promotions, performance reviews, and team collaboration, reducing the risk of bias driven outcomes.
- Foster open-mindedness and inclusivity, ensuring all voices are heard and respected in meetings, projects, and leadership decisions.

By embedding this awareness into our daily global operations, we not only build a fairer work environment but also strengthen our ability to innovate, collaborate, and serve diverse customer and community needs.

To support our ongoing commitment to EDI, we aim to utilise Workday Learning as a key platform for further training and development. This will enable employees to access:

- Interactive and engaging training modules focused on recognizing and mitigating unconscious bias.
- Tailored EDI learning paths that support employees at different stages of their professional journey, from new hires to leadership.
- On-demand learning resources, ensuring employees have flexible and continuous opportunities to deepen their understanding of diversity, equity, and inclusion.

As part of our structured approach to learning and development, we are also planning to develop a comprehensive **training matrix** for all job families and job profiles. This matrix will define the essential EDI training requirements for each role, ensuring employees receive relevant education aligned with their responsibilities. It will also provide a clear roadmap for professional development, outlining the necessary training at various career levels. The matrix will ensure consistency in EDI learning across the organisation, reinforcing our commitment to diversity and inclusion at every stage of an employee's journey.

By integrating **Workday Learning** into our day to day business, we aim to achieve that awareness of unconscious biases is not just a one-time initiative but an ongoing journey of learning and improvement. This proactive approach will strengthen our inclusive culture, enhance decision-making processes, and ultimately create a workplace where all employees feel valued, respected, and empowered to succeed.

4. Data Collection and Analysis

We believe that data driven decision making is essential to achieving pay equity and closing the gender pay gap. Data collection and analysis provide an evidence based understanding of pay disparities, ensuring that our efforts to promote fairness and equality are grounded in facts rather than assumptions.

By systematically gathering and analysing pay data across all job levels, departments, and roles, we aim to pinpoint specific areas of inequality, such as gender based discrepancies in salary, bonuses, and promotion rates. Additionally, this analysis helps identify patterns and trends that may indicate unconscious biases or structural barriers affecting compensation. By providing leadership with clear insights into pay distribution, we enable informed decision making and assess the effectiveness of implemented strategies in reducing disparities.

This analytical approach will allow us to develop targeted, strategic interventions that could address the root causes of gender pay disparities at their true source.



5. Employee Resource Groups

Employee Resource Groups (ERGs) are essential for cultivating a sense of belonging, connection, and support within the workplace. The Tipper Group at TWI serves as a highly successful example of how ERGs can help employees build community, share experiences, and advocate for the needs of underrepresented groups.

While we have previously had this group in place, due to recent staff changes, we recognise the need to reestablish the group's roles and responsibilities this year to ensure its continued success. We will also launch a Wellbeing Committee this year to further support our employees' mental, physical, and emotional health. This committee will play a key role in developing and implementing programs and initiatives aimed at fostering a healthy work-life balance, reducing stress, and promoting overall well-being within the organisation.

In addition to the Wellbeing Committee, we will also be launching an EDI Committee, which will include members from both staff and the council. This committee will play a critical role in driving and overseeing our EDI initiatives, ensuring that our strategies are inclusive and effective at every level of the organisation. By bringing together diverse perspectives from both staff and leadership, the committee will foster collaboration and help guide decisions related to EDI policies, initiatives, and programs.

Our Head of Global People and Culture (PAC) and EDI Lead are dedicated to championing The Tipper Group, Wellbeing Committee and EDI Committee ensuring the continuous development and success of our ERGs. By doing so, we ensure that these groups have the support and resources they need to foster an inclusive culture, create meaningful change, and promote the diverse perspectives that make TWI a stronger and more innovative organisation. We must also acknowledge the importance and contributions of the Staff Consultative Committee (SCC) and Unite, as they provide another perspective by representing the interests of their members. The EDI Lead will collaborate closely with ERG leaders to ensure that these groups align with our EDI goals, are fully supported, and are empowered to make a significant and meaningful impact on our workplace culture.

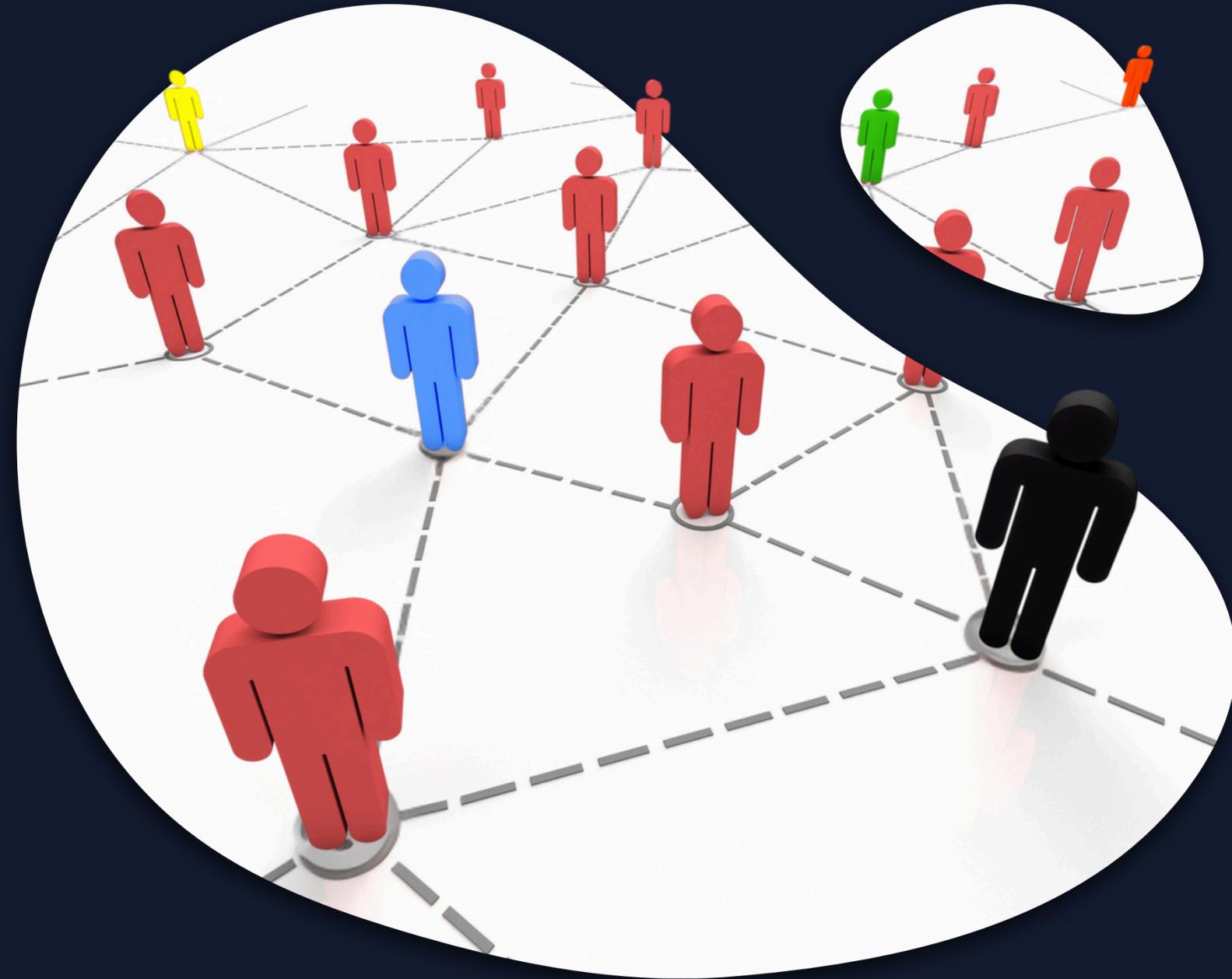


6. Communication and Engagement

Effective communication and engagement are critical to ensuring the success of our EDI efforts. At TWI, we are committed to transparent communication about our goals, progress, and initiatives in promoting diversity, equity, and inclusion. We aim to create a feedback-driven culture where employees feel informed, engaged, and actively involved in our EDI efforts.

Key actions we are planning this year include:

- **Leadership Involvement:** Senior leadership will play an active role in communicating the importance of EDI within the organisation, ensuring that it is a core part of our values and strategy.
- **Employee Feedback with Peakon:** To ensure that all employees have a voice and are engaged in our EDI journey, we are planning to implement **Peakon**, an employee engagement platform within Workday. Peakon will allow us to gather real time feedback on how our EDI initiatives are impacting our workforce, enabling us to address concerns quickly, measure engagement, launch global action plan and continually improve our strategies.
- **Inclusive Communication Channels:** We are planning to relaunch the employee newsletter, **Fusion**, to ensure that our communication practices are inclusive and accessible, with language that reflects our commitment to diversity and inclusion.
- **Engagement through Learning and Development:** Through platforms like **Workday Learning**, we will provide interactive training and resources on EDI topics, encouraging continuous education and engagement at all levels of the organisation.



V. RECRUITMENT AND HIRING

We utilise gender decoding tools to review all job adverts to ensure our job postings are welcoming, inclusive, and free from gender bias. These tools help us remove unintended stereotypes, ensuring that job descriptions appeal to a broad and diverse range of candidates.

We ensure that all first round interview panels include a mix of genders. This approach helps:

- **Create a more inclusive and welcoming experience for candidates, regardless of their gender.**
- **Reduce the risk of unconscious bias in early stage hiring decisions.**
- **Demonstrate our commitment to diversity from the very first interaction with potential employees.**

We actively seek to increase female applications in underrepresented fields, such as engineering. One key initiative includes targeted job advertisement campaigns through the Women in Engineering Society's job board, ensuring that our vacancies are visible to a broader pool of female talent and encouraging more women to apply for roles within TWI.

Our "**Welcome to TWI**" video, featuring a diverse range of employees from across the organisation, reinforces our commitment to diversity and inclusion. By doing so, we aimed to provide potential candidates with a firsthand look at our inclusive culture and highlight the variety of backgrounds, experiences, and perspectives that make up our workforce.

While we acknowledge that there is still work to be done in achieving gender parity, we expect our efforts to make a significant progress in promoting gender balance and encouraging more women to join our organisation.

TWI remains committed to building a diverse, equitable, and inclusive workplace through these initiatives, ensuring that all candidates and employees feel welcomed, valued, and empowered to succeed.

VI. CONCLUSION

TWI is continuously working to improve a 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, unbiased job descriptions, inclusive hiring practices, unconscious bias training, and targeted recruitment efforts, 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.





Technical Excellence.

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