

The Welding Institute Governance Review – Executive Summary

Overview

This executive summary sets out the key findings from an independent governance review of The Welding Institute and TWI Ltd (together, 'TWI'), conducted by Mills & Reeve LLP between January and July 2025.

Participants

The review involved structured focus groups with Council, the Executive Team, Professional and Industrial Members, and employees, alongside an anonymous survey that received 31 responses. A desktop review of constitutional documents was also undertaken, benchmarked against UK governance codes.

Outputs and exclusions

The resulting findings and recommendations were compiled into a formal report and presented to the Council. The review did not cover TWI's subsidiaries, tax status, or certification-related operations.

Key themes and recommendations

Key strengths

- Strong technical expertise and goodwill across Council and committees.
- A committed and experienced volunteer base.
- Recent leadership changes present an opportunity for a cultural reset, rebuilding trust and integrity

Key themes	Recommendations
<p>Governance Reform & Strategic Direction</p> <p>A significant proportion of stakeholders lack confidence in TWI's strategic direction, with 52% being unclear on their understanding of TWI's strategy. There is strong support for a governance reset to improve alignment, transparency, and effectiveness.</p>	<ul style="list-style-type: none">• Ensure that organisational aims and governance structures are aligned around a clearly defined and shared strategic direction• Update TWI's constitutional and governance documents• Introduce a formal induction programme for Council and Executive members• Joint training session for Council and Executive• Explore the creation of a global operations sub-committee• Conduct regular governance reviews• Adapt governance structures and processes to support TWI's evolving focus on commercial research and development