



GENDER PAY GAP REPORT

REPORTING YEAR (2022-2023) |



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ABOUT OUR COMMITMENT

At TWI, our employees form the foundation of our organisation. Their contributions are pivotal in influencing the environment, engaging with our members and customers to address the significant engineering obstacles our world encounters to create a sustainable environment. In a globally diverse and interconnected society, it's imperative that our workforce mirrors the communities we aim to support. To address the growing demand for engineers in the future, it's essential to foster diversity within the workforce. Encouraging greater participation of women in engineering would be instrumental in achieving this goal. This is why narrowing the Gender Pay Gap has emerged as a central focus in our five-year corporate strategy (2022–2026) on diversity and inclusion. We are committed to reducing our Gender Pay Gap from 20.5% (GPG figure for 2022–2023) to 10% or less by 2026 as well as having a third of leadership roles occupied by women.

The representation of women in engineering remains low, with recent statistics from EngineeringUK indicating that only 16.5% of engineering professionals are women. While there has been some improvement, a significant portion of female professionals in the field occupy peripheral rather than central engineering positions.

We acknowledge that our progress in addressing the Gender Pay Gap has been slow. It is imperative to enhance the participation of women in engineering positions at TWI, and our recruitment team is actively pursuing new methods to attract female candidates. Moreover, we are committed to implementing initiatives aimed at reducing the pay gap by providing increased opportunities for women to flourish within TWI.

PROMOTING DIVERSITY

This gender pay gap report is prepared in accordance with legislation that came into force in April 2017, where UK employers with more than 250 employees are required to publish their gender pay gap using a snapshot date of 5 April each year.

We report data for our UK entities on a headcount of 569 employees as of the reporting date. We consider this part of our ongoing commitment to transparency on diversity, equity and inclusion and a key part of our UK DE&I framework, which guides how we will improve Diversity, Equality and Inclusion at TWI in two key areas:

- creating a culture to support TWI success-through a safe, innovative, inclusive and customer-focused culture.
- developing the core competencies and value proposition for our people by organisational design - through job design, recognition and reward, a clear career framework, succession and progression planning, training and mentoring to create a robust and diverse talent pipeline.

Gender Gap Statistics for 2022-23

Table 1: GPG Reporting Statistics 2022-2023

Employees		Women (%)		Reportable Pay Gap (%)				Reportable Bonus Gap (%)				% Receiving Bonus			
				Mean		Median		Mean		Median		Men		Women	
2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
579	569	32%	33%	20.6	20.5%	17.5%	19.9%	17%	0%	22%	0%	92.1%	0%	97.8%	0%

Although the mean Gender Pay Gap has remained static, closing by 0.1%, we have made a significant improvement since 2017 (Please see Figure 1). TWI is implementing a number of initiatives that will support closing the gap in the longer term. During this reporting year no bonus payment were made.

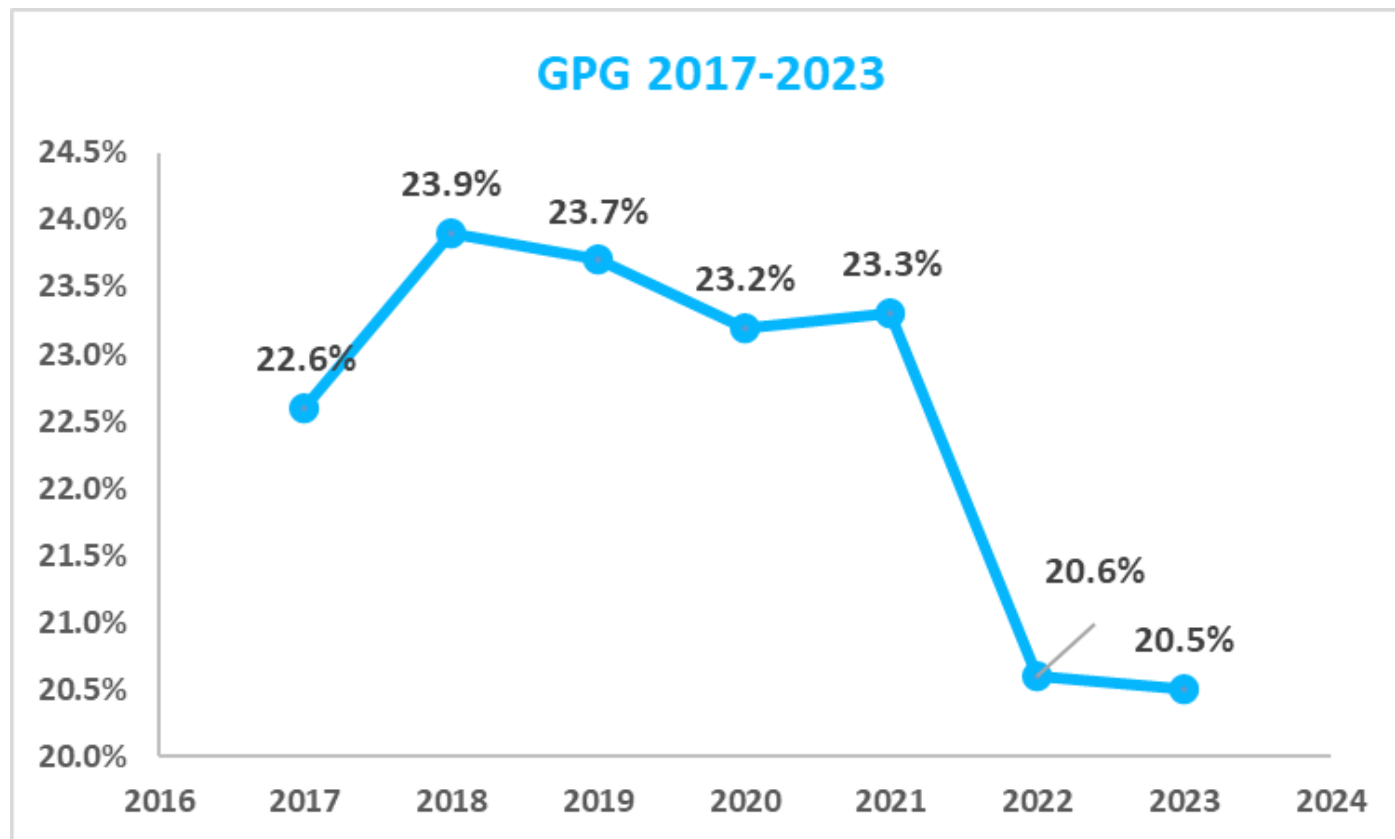


Figure 1: TWI GPG Mean Figures 2017-2023

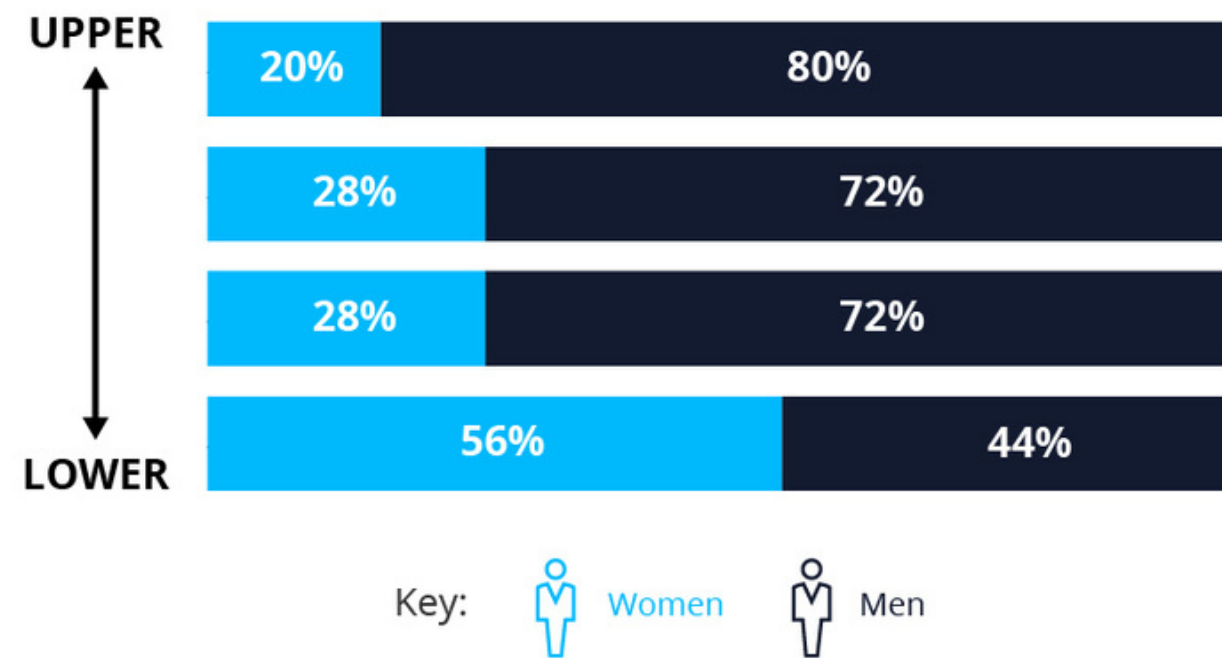


Figure 2: TWI Proportion of male and female employees in quartile pay bands

The pay gap within our organization can be attributed to several factors, primarily stemming from gender distribution across quartiles. Over the years, there has been a consistent underrepresentation of women in our highest-ranking positions. As these positions typically offer higher compensation, the disparity in gender representation leads to discrepancies in average and median pay between men and women across our various entities. However, we remain committed to promoting inclusivity in our hiring practices, as outlined on page 7, and anticipate a growth in the pool of female candidates for senior roles.

Declaration

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

Aamir Khalid
Aamir Khalid
TWI Chief Executive

Workforce Representation 2022-2023



Analysis of all Roles by Gender (Data 2022-23)

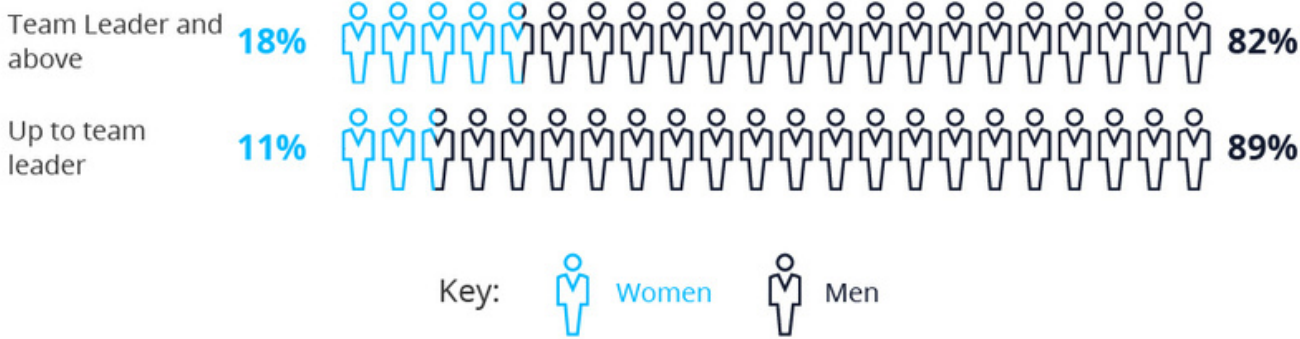


Figure 3: Analysis of technology job roles by Gender



Workforce Representation

- **Women:** 33% of the UK workforce and hold 19.6% of management positions.
- **Men:** 67% of the UK workforce and hold 80.4% of senior management positions.

Figure 4: Women in leadership representation

The action we took to improve representation in 2022

In 2021, our 'Living our Values' campaign explored behaviors aligned with our corporate values, with a focus on 'Inclusion.' Throughout 2022, we've acted on feedback from the campaign, notably implementing flexible work arrangements. This change promotes work-life balance, particularly benefiting women, enabling them to thrive.

Living Our Values

The imbalance of women in engineering roles requires investment at an early stage and TWI is actively seeking opportunities to support development and recruitment of women engineers. Following the roll-out of our programme 'Inspiring women leaders' in 2019, aimed at encouraging our women to progress through the Company, we have been working hard to create a more transparent pay structure and career framework that allows our women to see how they can progress at TWI. We are particularly proud of our new Mentor programme that will provide support for our women throughout their careers.

We are working on establishing programs that connect women with experienced mentors and sponsors who can offer guidance, support, and be an advocate for their career development.

We implemented training programs that raise awareness of unconscious bias and how it can negatively impact decisions, particularly in areas like hiring, promotion, and evaluations. We have started work on developing a comprehensive training matrix, where Diversity and Inclusion learning is embedded throughout.

Mentorship and Sponsorship Programs

Unconscious Bias Trainings

We believe outreach is the bedrock of creating a sustainable future pipeline of talent. At TWI, we support a number of initiatives through our outreach working group, such as The Welding Institute's The Younger Members' Committee (YMC) and STEM Ambassadors.

Education Outreach Programmes

foster a culture that values diversity and actively works towards inclusion by creating inclusive hiring practices, diverse leadership teams, and equal access to opportunities.