

## TLI Group Gender Pay Gap Report

TLI Group is a multi-disciplinary engineering and contracting service provider at the forefront of critical utility infrastructural development. The company's purpose is to deliver critical infrastructure to facilitate today's living and communication needs, and our ambition is to be the safest, best in class and successful service provider adding sustainable value to the customers and communities that we serve.

The group operates within the following divisions namely power, telecommunications, home retrofitting, civil engineering and renewables.

TLI Group has operated extensively with key clients in the design, build, upgrading and renewal of infrastructure networks across Ireland and the UK. TLI Group provide a nationwide service of unrivalled safety, quality, and professionalism and thus providing safe, reliable, and sustainable networks for future generations.

### Gender Pay Gap

This Gender Pay Gap report is based on data as of the 24<sup>th</sup> of June 2022.

In line with legislation, TLI Group welcome the requirements as set out in the gender pay gap criteria to ensure that companies with more than 250 employees are transparent in relation to any potential gender pay gaps and to provide this via a reporting mechanism. This is not the same as equal pay for equal work or work of equal value, this report is to provide factual data on gender representation. Our aim as a company is to address our pay gap and put plans in place to lessen the gap into the future.

The gender pay gap shows the difference in average pay between male and female employees within TLI Group. We are an equal opportunities employer. Individuals are selected on the basis of their abilities and merits to perform the tasks required. Our policy is to be fair and consistent in all aspects of our business. We recognise, respect and value differences and diversity. We embrace equality as part of our normal way of doing things, this in turn benefits our people, our customers and contributes to our success. We embrace diversity within TLI Group as this can lead to greater engagement, collaboration and innovation which are vital elements required to continue driving our business forward.

We wholeheartedly recognise the importance of paying our employees equal pay for equal work and have a salary banding model in place at divisional levels to ensure compliance and fairness regarding compensation. Due to the nature of our work under various sectoral agreements (Construction, Electrical & Overhead Power Line Registered Agreement) all employees operating under these agreements are paid in line with the pre-determined requirements set out in each statutory instrument. Each of our projects are regularly audited on our compliance with the contractor employment standards. Of those individuals included in the sample who would hold office-based roles, females represent 25% of this population, with males representing the other 75%. For our non-office-based roles, we encounter the historic and industry wide issue where the representation of females reduces to 1.5% of the work force.

TLI Group are acutely aware of the gender gap already in existence and we are keen to address this. That said, due to the nature of the work within our industry, we are predominantly a male dominated company, with many of our senior roles held by males. We will be working on instigating measures to improve the gender balance within board of Directors by 2025.

### Our data

Category	Percentage
Mean gender pay gap	29%
Median gender pay gap	35%
Mean bonus gender pay gap	73%
Median bonus gender pay gap	82%
The proportion of males receiving a bonus	24%
The proportion of females receiving a bonus	11%

### Pay Quartiles by Gender

Quartile	Males	Females
Lower remuneration	62%	38%
Lower Middle remuneration	93%	7%
Upper Middle remuneration	97%	3%
Upper remuneration	97%	3%

### Benefit in Kind

BIK	Males	Females
	0.45%	0.00%

### How we will address the gap

There is a relatively low number of female employees within TLI Group. We have been addressing this over the past number of years. We recruit females into the support functions to our various divisions within the Group, we do struggle to attract females to the operational, technical, craft and senior leadership roles. It's important to acknowledge that the utilities industry attracts few females, and this is a challenge that we see across the board in our sector, with the relatively low uptake in STEM disciplines by women.

Work is underway to develop site wide salary banding as part of our compensation planning, we expect to go live with this by the end of Q1 2023. We will put KPI's in place to measure our progress in bridging this gap.

### **Recruitment & Retention Strategy**

We continue to add to our female workforce, this has significantly grown year on year and will continue to do so. We know that this will take time, especially attracting women into engineering and craft roles. We will review our recruitment strategy to increase our focus on hiring more females as well as bringing a broader range of diverse talent to the Group. We will also upskill our recruitment team on their interview and selection skills. We will ensure that all of our recruitment campaigns reference that we are an equal opportunities employer. In 2022, we successfully hired our first female overhead lines worker, this was a great win for us and we hope to work on improving this representation in what has been a male dominated role regardless of the barriers to entry due to the physical nature of the role. We expect to hire a further 20 females into the Company during 2023, this figure is based on the growth to date for female participation. Of these roles, we estimate that at least 10 of them will be senior roles within our H&S, Engineering and Finance divisions.

### **Talent Management**

We are a learning organisation and will continue to invest in the learning and development of our teams. We provide inhouse training as well as funding external courses for our employees, including Leadership Development Programmes. We will continue the upskilling of our employees and ensure more female participation on these.

We have a performance management platform, which provides easy access for all employees to set objectives, complete competency assessments and to have formal performance reviews. This tool will encourage continuous performance management talks within our teams. We will continue to put great emphasis on retaining, upskilling and promoting our female workforce. Our ethos is to grow our talent from within and we recently appointed 3 females to the senior leadership team.

This year we engaged with IMI for our Graduate programme and it's promising to see female participation within this cohort.

### **Employee Engagement**

Our employees are our most valuable asset. We will conduct employee surveys to get feedback on our engagement initiatives and to understand our employees' thoughts on their working life with TLI Group. We recently achieved the IBEC KeepWell accreditation thereby solidifying our commitment to our employee's mental health and wellbeing. We have an employee assistance programme in place which is open to our employees and their families. As part of our wellbeing programme, we also launched company policies on Menopause and Fertility to ensure that our employees are aware of the supports that are available to them.

### **Engagement within our Community**

In 2023, we have plans in place to engage with secondary schools to speak with the transition year students about our Company. We want to empower the workforce of the future with knowledge regarding the opportunities that our company can present across all disciplines. We hope that this will encourage them to think of the vast opportunities and diversity which STEM disciplines can offer and to start dialogue with female students regarding this.

We plan on launching our scholarship program in Q1 of 2023 which presents a unique opportunity for 3<sup>rd</sup> and 4<sup>th</sup> year third level students in a STEM discipline to be awarded with a bursary from TLI Group and to be assured of a role with us upon course completion. This will guarantee automatic entry into our Graduate program which is run in conjunction with the IMI. This allows us to further embed the long-standing relationships that we have with colleges and universities which will aid us in the attraction of female talent from STEM and other disciplines.

### **Diversity & Inclusion Strategy**

We embrace diversity at TLI Group. We are committed to having a work environment that is respectful of everyone. In order to achieve a positive and productive workplace, we will continue to work together in the knowledge that each individual has something unique to contribute to the overall success of our business. We encourage inclusion and dialogue and recognise that one of our most valuable strengths is the unique contributions made by employees with differing backgrounds, experiences and viewpoints. We will develop a diversity and inclusion strategy which will ensure representation of diverse talent, we will strengthen our inclusive leadership responsibilities. We will ensure that all of our roles are advertised on as many platforms as possible to grow diverse talent in our business.