

TLI Group Gender Pay Gap Report 2023

TLI Group is a multi-disciplinary engineering and contracting service provider. 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, smart energy services, renewables and engineering.

Gender Pay Gap

This Gender Pay Gap report is based on data as of the 24th of June 2023. Our aim as a company is to address our pay gap and put plans in place to lessen the gap going 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 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 all of which are vital elements required to continue driving our business forward. We have 32 nationalities working at TLI Group and we will continue to develop the diversity of the business.

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 35% of this population, with males representing the other 65%, this has increased since the 25:75 ratio in 2022. For our non-office-based, trade-oriented roles, we encounter the historic and industry wide challenge where the representation of females reduces to 1.6% of the work force, a slight increase on 1.5% from last year.

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 continue working on instigating measures to improve the gender balance within the board of Directors by 2025.

Our data 2023

| Category | Percentage |
|---|------------|
| Mean gender pay gap | 29% |
| Median gender pay gap | 35% |
| Mean bonus gender pay gap | 46% |
| Median bonus gender pay gap | 73% |
| The proportion of males receiving a bonus | 25% |
| The proportion of females receiving a bonus | 20% |

Pay Quartiles by Gender 2023

| Quartile | Males | Females |
|---------------------------|-------|---------|
| Lower remuneration | 62% | 38% |
| Lower Middle remuneration | 87% | 13% |
| Upper Middle remuneration | 98% | 2% |
| Upper remuneration | 96% | 4% |

Benefit in Kind 2023

| BIK | Males | Females |
|-----|-------|---------|
| | 0.75% | 0.00% |

How we will address the gap

Our gender pay gap has improved since last year and we will continue to accelerate our plan to address this further. These gaps were identified in December 2022, and we only had until June 2023 to address them.

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 exists across the board in our sector, with the relatively low uptake in STEM disciplines by women.

We wholeheartedly recognise the importance of paying our employees equal pay for equal work. We have developed a site wide salary banding mechanism as part of our compensation planning, which was launched in early 2023. This ensures compliance and fairness regarding compensation. These bands have provided us with a structure surrounding salary decisions and ensures pay equity while also assisting us in continuing to attract top talent across the genders.

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. In 2024, we will become members of STEM Southwest and we welcome the opportunity to work within that focus group to look at ways to further broaden female participation. We are continuously reviewing 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 continue to review our process to ensure no gender bias for roles. We have upskilled our recruitment team on their interview and selection skills. All of our recruitment campaigns reference that we are an equal opportunities employer. We advertise all vacancies internally to ensure a greater pool of talent and diversity for roles. Where a candidate isn't successful for a role, we advise them of the various courses that they can undertake to upskill in the relevant discipline. We have recently hired our first female electrician who will start with the Company in early 2024, this has been a great win for us and we hope to work on improving this representation in what has been a male dominated role. Based on our projections we expected to hire 20 females into the business in 2023, we hired 49. Of these roles 5 of them are senior roles within our H&S, Engineering and Finance divisions.

In 2024, we will ensure that all job advertisements contain images of both male and females across all roles to be more inclusive of gender and diversity.

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 this year we promoted 10 females to more senior roles. We are continuing with female representation within the IMI for our Graduate programme. We have 3 females on Leadership & Management courses and 4 receiving Supervisor / Manager training. We anticipate that upon completion of these courses they will take up more senior roles within the company.

Employee Engagement

Our employees are our most valuable asset. We conduct employee surveys to get feedback on our engagement initiatives and to understand our employees' thoughts on their working life with TLI Group. We achieved the IBEC KeepWell accreditation in 2022 thereby solidifying our commitment to our employee's mental health and wellbeing. We continue to further embed our commitment to the pillars within this mark. For the second year running, we have been recognised as one of the top 100 companies leading in 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 have policies on Menopause and Fertility to support our female cohort during difficult times that they may encounter in their lives. In line with legislation, we have also introduced the Domestic Violence Leave Policy and have trained 10 of our team members to be designated contacts for anyone that this policy applies to. This contact team has a 50:50 split between the genders.

We have formed a wellbeing committee so that we can promote and sustain employee health, identify any health-related risks within our teams and correct any health-related problems. We want our employees to have a better understanding of wellbeing and enable them to make better lifestyle choices which in turn establishes positive relationships and reinforces coping mechanisms.

Engagement within our Community

During 2023, we engaged with secondary schools to speak with the transition, 5th and 6th 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 aim to continue engaging with career guidance teachers in this regard.

We have also engaged with the World of Work Programme and have partnered with Colaiste Gleann Li Tralee. This programme is facilitated by Business in the Community Ireland and is part of their School's Business Partnership initiative which assists, encourages, and inspires 2nd and 5th year students by providing valuable first-hand insight into the working world. Funded by the Department of Education and participating businesses, The Schools' Business Partnership (SBP) has 256 post-primary and primary schools in Ireland partnered with local companies.

TLI Group are proud to be able to provide these students with a glimpse of a day in the life of each department within TLI Group. By broadening their understanding of the work we do here at TLI Group, we are confident that we can inspire some of the students to consider a career in the utilities sector. With many different avenues to employment for them in our Company through further education, apprenticeships and third level we are confident that we have inspired both genders to the opportunities available to them.

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 have a diversity and inclusion strategy which ensures 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.

We have hired 3 females from abroad into critical roles within the business. They have been provided with relocation assistance to make this transition as smooth as possible.

We engage with our 32 nationalities by means of one-on-one check ins and employee surveys to ensure they are settling in well to their new country, to their roles at our company, and are being supported by their manager and teams. We also welcome their feedback via these surveys to improve any of the aspects of their relocation and induction into the Company.

We will also be undertaking a formal course in Diversity, Equity, Belonging and Inclusion in 2024. This will equip our teams to further engage with diversity and ensure inclusivity in line with best practice.