Beenreigh, Abbeydorney, Tralee, Co. Kerry, V92 YE97, Ireland

TLI Group Gender Pay Gap Report 2024

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 22nd of June 2024. 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 pride ourselves on being an equal opportunities employer, equality is an integral part of our operations. All of our team members are selected based on their abilities and merits to perform the necessary tasks as outlined. Our ethos is to be fair and consistent in all aspects of our business. TLI Group has equal pay for males and females in the same roles, however a gap does exist as there isn't equal representation of females across the various levels and departments of our business.

TLI Group employs over 870 employees, in recent years we have experienced rapid growth as we respond to the demands of our clients and the communities in which we work. We would be nothing without our people and so as part of our roadmap planning our goals and objectives for the next few years our people and investment in further development of our teams' capabilities feature heavily. It's important that we complement our culture and add further expertise, skills, backgrounds and knowledge to our talent pool.

As we navigate increasingly difficult waters with a war on talent, a skills shortage in most areas, enduring a housing crisis when we are trying to attract international talent and with the cost of living on the rise, it's important that we steady ourselves putting increased focus on diversity, equity, inclusion and belonging strategies. It's key for us to have a working environment that fosters a culture that is respectful of each other, a workplace that values the individual contribution and the uniqueness that each person can bring to their roles. Real merit is placed on a culture where each person feels valued and can bring their true selves to work every day.

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 28% of this population, with males representing the other 72%. For our non-office-based, trade-oriented roles, we encounter the historic and industry wide challenge where the representation of females reduces to 1.3% 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, however each year we continue to add more females to the senior leadership team.

Our data 2024

Category	Percentage
Mean gender pay gap	18%
Median gender pay gap	32%
Mean bonus gender pay gap	58%
Median bonus gender pay gap	72%
The proportion of males receiving a bonus	24%
The proportion of females receiving a bonus	12%

Pay Quartiles by Gender 2024

Quartile	Males	Females
Lower renumeration	61%	39%
Lower Middle renumeration	82%	18%
Upper Middle renumeration	96%	4%
Upper renumeration	96%	4%

Benefit in Kind 2024

BIK	Males	Females
	2%	0.00%

How we will address the gap

Our gender pay gap has improved year on year, we are moving in the right direction, and we will continue to accelerate our plan to address this further.

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 business units within the Group. We 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.

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Recruitment & Retention Strategy
We have 14% females currently in our workforce and we have set a target to increase this percentage to 17% by 2026. This target is supported by each business unit focusing particularly on the engineering and craft roles partnering with our Talent Acquisition and HR teams.

We will continuously review our recruitment process to ensure there are no gender bias for roles. We have upskilled our recruitment team on their interview and selection skills and complete refresher training annually across the team. All interview questions are competency based incorporating the diversity, equity, belonging and inclusion principles and are used for recruitment across the business both internally and externally for various levels.

All of our recruitment campaigns reference that we are an equal opportunities employer, and all job advertisements contain images of both male and females across all roles to be more inclusive of gender and diversity.

Based on our projections we expected to hire 24 females into the business in 2024, we hired 36, this was following on from 99 interviews conducted with female candidates. These 36 new hires were across 8 nationalities. Of these roles, 7 of them are senior roles within our Power, Transmission & Distribution and Renewables & Engineering business units.
Of the 498 interviews conducted with male candidates, we hired 209 of them with the majority of these roles being across operations and craft positions.

Talent Management
We are a learning organisation and are passionate about giving our teams the opportunity to develop themselves further. We recognise that by fostering and developing our talent it will contribute towards our attraction and retention strategies. We provide inhouse training as well as funding external courses for our employees. We have 8 female employees currently upskilling in areas such as project management, leadership & management as well as occupational safety and management. 36 female employees also participated in our inhouse training delivered by an external provider in Q4 2024.

For the first time ever, we have 4 different generations working together in TLI Group. This will present challenges for managers, as a new management style will be required for the various generations. We have tasked our TLI Group Graduates as part of their graduate program project facilitated by the IMI to design a strategy for managers that will assist them with the challenges faced working with all 4 generations. This is an organisational opportunity for innovation within TLI Group. It sets our graduates a challenging task to apply their learnings and harness their fresh thinking by delivering a strategy that can be implemented by the business. This allows them to contribute to our organisational effectiveness. We had 1 female on the graduate programme last year and again one female on the programme this year. We aim to increase this participation rate to 2 for next year's programme.

Our ethos is to grow our talent from within and this year we promoted 7 females into senior roles. We aim to roll out mandatory unconscious bias & menopause awareness training for all teams during 2025.

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Employee Engagement

The success of our business is attributed to our employees who are our most valuable asset. We conduct annual employee surveys to get feedback on our engagement initiatives, wellbeing as well as diversity and inclusion. This gives us better insight and understanding into our teams and what challenges they are facing.

We were re-accredited with the IBEC KeepWell mark in 2024, following on from another audit from our first initial accreditation in 2022. Having the IBEC KeepWell mark underlines our commitment to our teams through the pillars of leadership, mental health, diversity & inclusion, talent support & development, occupational health & safety, nutrition & physical activity, absence management, and intoxicants. We will continue to further embed our commitment to these pillars. TLI Group received excellence, the highest level attainable in the leadership and health and safety pillars. For the third year running, we have been recognised as one of the top 100 companies leading in wellbeing by IBEC.

We have an employee assistance programme in place which is a free and confidential service available to our employees and their families. We also provide access to the Total Mental Health app provided by Spectrum Life, which is an instantly accessible platform that our employees and their families can use to further improve their wellbeing and thrive. It has courses, exercises classes and articles all relating to wellbeing which is free for them to use.

We continue to offer the menopause and fertility to support our employees in line with our policies in place. In 2024 we updated our Maternity Leave policy and introduced maternity pay where we top up the maternity benefit to full salary. We also introduced a Flexible Working Policy to provide increased support to our female employees who are growing their families while encouraging them to remain in the workplace, but to also provide more flexible working options where possible for employees when it comes to family life.

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 2024, we partnered again with Breakthrough Cancer Research for the Ring of Kerry Charity cycle, for the third year in a row. This saw over 50 employees across the genders, areas and levels of the business come together in camaraderie, training and fun for a very worthwhile cause. Our total employee and client fundraising for these events has come to just under €65k.

We have continued our engagement within our communities through the 4th, 5th and 6th year school students, by educating them about our Company and the various opportunities open to them from apprenticeships upwards. 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 also facilitate work experience for 4th year students.

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Diversity & Inclusion Strategy

We embrace diversity, equity, belonging and inclusion and recognise that respecting these attributes, has the power to transform the impact and organisational effectiveness of our company as we entwine it within our strategic goals. Diversity can lead to greater engagement, collaboration and innovation all of which are vital elements required to continue driving our business forward. We have 36 nationalities working at TLI Group and we will continue to develop the diversity of the business.

We have hired 4 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 36 nationalities by means of one-on-one check ins 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 to improve any of the aspects of their relocation and induction into the Company.

The HR team has undertaken a formal course in Diversity, Equity, Belonging and Inclusion in 2024. This will further equip our teams to continue our engagement with diversity and ensure inclusivity in line with best practice.