TLI Group Gender Pay Gap Report 2025

TLI Group is a critical utility infrastructure service provider, operating extensively within the utilities sector in Ireland and Northern Ireland. We actively deliver high profile multi-disciplinary projects across four business units, namely: Power Transmission & Distribution, Renewables & Engineering, Smart Energy Services and Telecoms.

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. We are an equal opportunities employer, ensuring fairness and consistency across all business areas.

Snapshot & Publication Date
Snapshot Date: 27th June 2025

Publication Date: 27th November 2025

Workforce Profile
Total Employees: 959
Female: 14%
Male: 86%
Office based roles: Female 31%, Male 69%
Non-office based roles: Female 1.2%, Male 98.8%

Gender Pay Gap Metrics

Category	Percentage
Mean gender pay gap	24%
Median gender pay gap	29%
Mean bonus gender pay gap	69%
Median bonus gender pay gap	62%
The proportion of males receiving a bonus	27%
The proportion of females receiving a bonus	18%

Pay Quartiles by Gender 2025

Quartile	Males	Females
Lower renumeration	68%	31%
Lower Middle renumeration	88%	11%
Upper Middle renumeration	94%	5%
Upper renumeration	93%	7%

Benefit in Kind 2025

BIK	Males	Females
	2%	0.00%

Key Insights & Challenges

As an organisation, we are committed to addressing our gender pay gap and are actively implementing strategies to improve year on year. The gender pay gap reflects the difference in average remuneration between male and female employees. While equal pay for equal roles is maintained, the gap persists due to under representation of females in technical, operational, and senior leadership roles. Industry-wide challenges in attracting females to STEM and construction roles contribute significantly.

We are committed to being an equal opportunities employer, and equality remains a fundamental aspect of our operations. All team members are selected according to their skills and qualifications relevant to their positions. Our organisational ethos prioritises fairness and consistency across all business areas.

With a workforce of 959 employees, TLI Group has experienced significant growth in recent years as we respond to client demands. Our people strategy places high importance on investing in the ongoing development of our teams, providing career progression routes, enhancing expertise, and diversifying skills, backgrounds, and knowledge within our talent pool.

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.

Although hourly remuneration increased for both male and female employees between 2024 and 2025, the rate of increase was higher for males, contributing to an upward shift in the overall gender pay gap. Recruitment efforts in 2025 focused on specialized, highly skilled positions, all of which were filled by male candidates due to the absence of female applicants. These roles fall within elevated salary bands, further influencing the pay gap. The combined effect of higher male salary growth and male-dominated specialized hires has resulted in a slight skew in remuneration figures.

Our Commitment to Closing the Gender Pay Gap

As an organisation, we are committed to addressing our gender pay gap and actively implementing strategies to improve this year on year. This commitment includes:

- ✓ **Pay Equity Audits**: Perform annual pay equity audits to identify disparities across roles.
- ✓ **Targeted Recruitment**: Increase female representation in technical, operational, and leadership roles.
- ✓ **Review Recruitment Practices:** Commitment to eliminating potential gender bias in recruitment through adopting improved practices.
- ✓ **Investment in Development**: Create clear pathways for progression, provide leadership programs, mentorship, and training to support career progression.
- ✓ **Inclusive Policies**: Enhancing and promoting flexible working arrangements and family-friendly benefits to attract and retain diverse talent.
- ✓ **Transparent Reporting & Accountability**: Publishing annual gender pay gap data and progress updates, as well as undertaking regular reviews by senior leadership to ensure measurable progress and continuous improvement.

2025 Recruitment & Development Highlights

We continue to address gender representation challenges, particularly in operational, technical, craft, and senior leadership roles. While females are successfully recruited into support positions, attracting female candidates for specialised and operational leadership roles remains difficult—a trend consistent across the utilities industry due to low participation of females in STEM fields.

- **Recruitment Practices**:
  - Bias-free processes improved with the introduction of competency-based interviews.
  - Mandatory annual refresher training completed for recruitment team on best practices.
  - Inclusive campaigns delivered featuring gender-diverse imagery.
  - Internal promotional routes identified for high performing females.

- **Graduate Outreach**: Participated in a STEM graduate fair in early 2025; although potential female candidates were identified, their offers were declined because the operational locations were not suitable.

- **Open Roles & Applications**:
  - 65 open roles
  - 40 female applications vs 118 male applications

- **Female Representation Goal**: Although the objective was to achieve an increase beyond 14%, the proportion remained static, primarily because male candidates filled most positions.

- **2025 Hiring Outcomes**:
  - 29 female hires (8 nationalities), including 6 senior roles.
  - 198 male hires (majority in operations/craft roles).
  - 101 female interviews conducted vs 460 male interviews conducted.

Talent Management

We strive to be a learning organisation and prioritise opportunities for both personal and professional development within our teams. By cultivating talent internally, we have strengthened our recruitment and retention strategies through:

- **Development Opportunities**
  - Offered internal training programmes and fully funded external courses across the business in 2025.
  - Developed our internal Learning Management System with over fifty online courses to promote self-learning.
  - Fifty-four females undertook external courses covering data analytics, IT skills, and leadership training.

- **Generational Diversity**
  For the first time, TLI Group comprises of four generations working side by side. To address leadership challenges across age groups, our graduates via the IMI-led program developed a practical strategy to help managers navigate generational differences, fostering innovation and actionable solutions for improved effectiveness.

- **Promotions**
  - Eight female employees were promoted in 2025.
    - One to Director level overseeing Shared Services and three to senior-level roles.

- **Awareness & Training**
  - Mandatory unconscious bias training delivered for HR, Recruitment, and Training staff.
  - Menopause awareness training launched and progressively delivered across teams.

- **Future Focus 2026**
  - Explore development pathways for female employees to prepare them for leadership roles, focusing on strengths, opportunities, and identifying barriers to progression.
  - Continue to invest in training programs and accreditation that develop our females in key areas of the business.

Employee Engagement: Supporting Inclusion & Retention

TLI Group is committed to creating an inclusive workplace that supports gender equity and employee wellbeing. Key initiatives include:

- **Flexible Policies**: Enhanced family leave, full-salary maternity pay, and a flexible working policy to support work-life balance.

- **Wellbeing & Support**: Free Employee Assistance Programme and access to the Total Mental Health app for all employees, a platform with courses, online classes and wellbeing advice. Annual health screenings for all employees.

- **Awareness & Training**: Menopause and fertility support policies, alongside mandatory unconscious bias training for HR and recruitment teams.

- **Recognition & Engagement**:
  - Maintained IBEC KeepWell mark and ranked among IBEC's Top 100 companies for wellbeing for the fourth consecutive year.
  - 65% workforce engagement in the latest survey, with employees reporting feeling secure, valued, and supported in their development.

- **Community Engagement**: We proudly partnered again with Breakthrough Cancer Research for the Ring of Kerry Charity Cycle, marking our fourth consecutive year of participation. This initiative brought together over 40 employees from across genders and all levels of the business, fostering camaraderie, teamwork, and a shared sense of purpose. Through these efforts, our combined employee and client fundraising has surpassed €80,000, supporting a truly worthwhile cause.

These initiatives complement our recruitment and talent development strategies, reinforcing our commitment to diversity, equity, and belonging.

Diversity & Inclusion Commitment

We are committed to fostering diversity, equity, belonging, and inclusion, recognising that respecting these values have the potential to enhance our organisation's impact and effectiveness as we integrate them into our strategic objectives. Embracing diversity fosters increased engagement, collaboration, and innovation—critical factors in propelling our business forward. We employ individuals from 36 nationalities and conduct regular dignity and respect training in the workplace.

Our HR team undertakes formal DEBI (Diversity, Equity, Belonging and Inclusion) training and refresher courses to ensure inclusivity in line with best practices.

Accessibility Statement

This report will be published on the TLI Group website and remain accessible for a minimum of three years, in compliance with Irish Gender Pay Gap reporting requirements.

Governance

Responsibility for monitoring progress and implementing gender pay gap reduction strategies lies with the HR Manager and Shared Services Director. Annual reviews will be conducted, and updates will be shared with senior leadership and published as required.