



Our people

We are committed to being a responsible, inclusive and values-driven business, and an employer of choice in our sector. Our ability to recruit, retain and develop the best people is critical to our success, particularly given the skills shortage in the UK construction industry.



Performance in 2025

11.9%
voluntary employee turnover (2024: 12.1%)

92%
overall engagement score in our employee survey (2024: 93%)

27%
women on our GMT and direct reports (2024: 26%)

5.6%
ethnic representation on our GMT and direct reports (2024: 6.9%)

95%
employees know how to access mental health support at work (2024: 93%)

During 2025, we directly employed, on average, 4,393 people across the UK (2024: 4,354) and provided opportunities for, on average, around 9,600 operatives on our sites (2024: 9,400).

We are implementing a digital human resources system that is helping to improve the efficiency of our HR programmes and better monitor aspects such as completion of training, diversity in recruitment, performance reviews and succession planning.

Attraction, engagement and retention

We are proud of our strong, positive work culture, guided by our purpose and values and reinforced through regular communication and engagement.

'Make a Home at Taylor Wimpey', our employee value proposition (EVP), plays a key role in strengthening our culture, enhancing the employee experience and supporting our commitment to sustainability. It is designed to help us attract, engage and retain the best people, to communicate the benefits of working at Taylor Wimpey and to ensure existing employees feel valued and engaged. It articulates what makes life at Taylor Wimpey unique – our collective impact, our welcoming culture, and the opportunities we create for every employee to unlock their potential.

In 2025, we ran focus groups with over 200 employees to assess how well our EVP is embedded in our operations and to explore



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factors that increase retention. Local action plans have been produced in each regional business to enhance employee experience. We also recruited and trained over 100 employee advocates, as part of our ‘brand builder’ programme, aimed at helping employees to understand and champion the Taylor Wimpey brand, including all of our early entry talent.

We track voluntary employee turnover (11.9% in 2025) and aim to keep this below 15%. Our onboard success rate (employee retention in first year of employment) was 87%. We have an exit interview process to provide insights into why people leave the business.

Employee survey results

We use annual surveys to understand employee views and assess the impact of our policies, strategies and communication. In 2025, 72% of employees participated (2024: 73%) and we achieved a 92% engagement score (2024: 93%). Stronger scoring areas included: health and safety; equality, diversity and inclusion; engagement; sustainability; and line management. Lower scoring areas included remuneration, post-survey action, simplification

and standardisation. Each regional business develops an action plan to address key findings.

Employee forums

Our employee forums provide a structured way for us to ensure that employee views on matters affecting the business are heard and represented. We have a National Employee Forum (NEF) with members representing all parts of the business and which is chaired by a regional Managing Director. The NEF met four times in 2025 and discussed a range of issues, including the introduction of our new Learning Management System (LMS), our recognition awards, which have been widened further to include new categories, and our EVP.

Each regional business and our strategic land division, head office and logistics business has its own Local Employee Forum (LEF) with elected employees from key functions. LEFs meet at least

twice a year. Feedback from the sessions is reviewed by regional and Group management and informs the agenda for our NEF meetings.

In 2025, we refreshed the format of our Young Persons Forum (YPF), which meets twice a year to help us engage our young talent and potential future leaders. All members are aged under 27. Topics covered included our Benefits and Reward strategy, the LMS and future strategy. Two representatives also join our NEF meetings to ensure young people are represented.

Our Board has an appointed Employee Champion to strengthen engagement with employees and champion the ‘employee voice’ in the boardroom. In 2025, this was Mark Castle, a Non Executive Director.

Development and training

Our focus on progression and skills development, aims to empower employees to unlock their future through tools, resources, and opportunities that support long term capability building and make sure we have the skills we need to meet our business objectives. We also work closely with



Attraction, engagement and retention Performance in 2025

6%

entry level roles in our workforce, including graduates, trainees and apprentices (2024: 5.5%)

87%

employees report that they have the training and development available to enable them to do their job well

95%

employees are proud to work for Taylor Wimpey (2024: 96%)

85%

employees feel fully supported to do their job well (2024: 90%)

58%

employees hold shares in the Company, or participate in a share plan (2024: 60%)



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subcontractors, suppliers, schools, universities and others on skills development and the future workforce for the wider industry, see page 25.

Entry level roles

Encouraging young people and career changers into our sector is important to tackle current and future skills gaps. We work with specialist recruitment partners to help us to reach a diverse range of candidates. Entry level roles made up around 6% of our workforce in 2025 (2024: 5.5%) and included:

- **Trade apprenticeships** – Three to four-year placements for bricklayers, carpenters and joiners. Apprentices are supported by a dedicated Apprentice Manager. Apprentices work with our direct trade colleagues or our subcontractors on our sites for four days a week and spend one day a week in college. After completion, some of our apprentices will be hired by our regional businesses to join our directly employed workforce, while we support others to secure jobs with our trusted subcontractors.
- **Management trainees** – A three-year development programme with professional qualifications including Trainee Assistant Site Manager, Commercial Trainee, and Technical Trainee roles.

- **Graduates** – Placements, formal training, special projects and coaching over two to three years to develop our future leaders.

Our Early Entry Talent Board works to ensure our programmes deliver the right results for our entry level people and the business. We provide a skills matrix, performance review framework and transparency on pay and progression for entry level roles. Training and support for entry level employees includes:

- **Early in Career** – Helping participants to develop presence and impact, negotiation skills, giving and receiving feedback and working with others.
- **Future Leaders programme** – Supports graduates to develop skills in collaboration, innovation, project management, stakeholder management, emotional intelligence, time management, networking, problem solving and communication.
- **Brightsparks** – Training to help line managers create a supportive working environment for young people in the early stages of their career.

We also encourage career converters to join the business, with a focus on supporting ex-service personnel to join our Fast Track Trainee Assistant Site Manager programme.



To promote careers in our sector, each of our regional businesses has a schools engagement plan, see page 34.

Training our teams

Our training focuses on: management and leadership, personal development skills, and technical knowledge and capabilities. We are rolling out a new LMS that will make it easier for employees to access online learning and for line managers to assign and monitor training completion rates.

We use a range of measures to assess the impact of our training, including customer and employee feedback, productivity, quality and customer service scores, sales figures and employee turnover rates. In 2025, our employee survey showed that 87% of colleagues agree that the training opportunities available to them enable them to do their job well (2024: 88%).

Our leadership training and coaching, including our director development and aspiring managing director programmes, help equip senior colleagues to take on leadership roles. In 2025, we piloted our first female Aspire programme helping future female leaders develop the confidence and self-belief to thrive in future roles.

We support line managers with a range of virtual and face-to-face training covering topics such as coaching, onboarding, performance management, development planning and managing underperformance.

Performance reviews

Regular and open dialogue about performance is key to setting the cultural tone and performance level we want our employees to aspire to.

Our quarterly conversation review process provides a structured approach, with performance objectives set and reviewed four times a year. Our performance reviews assess behaviours as well as performance and are aligned with our Company values: Take responsibility; Be proud; Better tomorrow; Respectful and fair.

Line managers are trained on our performance management principles and how to have honest and constructive conversations about performance. All new Directors and Managing Directors are invited to complete a 360 feedback session.





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Case study

Our functional academies

Our functional academies cover production, technical, sales and customer service, providing structured career and skills development, supporting employee retention.

Our Academy Board meets quarterly to review our academies, and how they are impacting business performance. We plan to launch academies for our land and commercial functions in 2026.

- **Technical Academy** – Provides structured knowledge, skills and competency development for each career path in our technical function. This enables colleagues to identify development opportunities for their current and potential future roles

- **Academy of Customer Excellence** – Covers our product range, Customer Journey, consumer protection legislation, technical standards, and health, safety and the environment for customer service teams.
- **Academy of Sales Excellence** – Builds the skills, knowledge and expertise of our sales teams to deliver excellent customer service and consistent sales in all market conditions
- **Academy of Production Excellence** – Enables Assistant Site Managers, Site Managers and Production Managers to complete an NVQ at the relevant level, as well as technical courses developed by the NHBC and our own development programmes that support progression to more senior roles and enhance our succession pipeline

Succession planning

We develop defined career paths and development programmes to enable all employees to advance their career with us, as well as clear succession pathways for individuals with potential to become future leaders.

We have succession plans in place for our senior leadership roles, including the Board, the GMT and Heads of Functions, as well as Managing Directors and regional business management teams.

We identify employees who have potential to succeed into these roles in the short, medium and long term. This helps us to put the right development programmes in place, plan for and anticipate changes in senior leadership roles and act quickly to ensure smooth succession.

We integrate diversity into our succession planning and in 2025, we piloted *Aspire*, a female development programme for potential successors to director roles.

Our divisional talent meetings regularly review succession plans and related development requirements across roles in the Company, with a formal review at least once a year. Our Nomination and Governance Committee has oversight of our succession planning and development programmes across the business.

Reward and remuneration

Competitive pay and a range of benefits, as part of our EVP, help us to attract and retain talented employees. Our approach to reward includes:

- Competitive pay and bonuses linked to clear targets, enabling employees to benefit from our business success
- Core benefits including pension, private healthcare (read more on page 30) and life assurance
- Optional benefits such as buying extra holiday days, a cycle to work scheme, a salary sacrifice car scheme and discounts on gym membership and shopping. Our house purchase discount scheme enables employees to buy one of our homes at a 5% discount
- Encouraging employee share ownership through two all-employee share plans (Share Incentive Plan and Save As You Earn). Around 58% of eligible employees participate in one or both plans or are otherwise shareholders of the Company (2024: 60%)
- All employees, whether full or part time, paid weekly or monthly, have equivalent core benefits and choice, and we regularly benchmark our approach. Through our reward engagement strategy we are focusing on ensuring that all employees are aware of and use the benefits available. All employees are entitled to paid annual leave. We are an accredited Living Wage Employer, meaning that all our directly employed staff and all those working for us via a subcontractor or service company are paid at least the real living wage, as set by the Living Wage Foundation.





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Labour relations

The Construction Industry Joint Council (CIJC) Working Rule Agreement is an industry-wide collective agreement between employer and trade union representatives. It governs the pay rates of operatives on our sites as well as factors such as fare and travel allowances, holidays and sick pay. Pay rates are above the voluntary living wage. Around 35% of direct employees are also covered by the agreement.

Our Joining Taylor Wimpey Policy clarifies standard and maximum working hours and, in relation to overtime, approval procedures and limits.

Equality, diversity and inclusion (ED&I)

We strive to create a sense of community and belonging, ensuring there is room for everyone at Taylor Wimpey. Our approach aims to embed ED&I across our business to ensure that all colleagues feel valued and engaged, that we reflect the diversity of our customers and communities, and that we recruit from the widest possible talent pool. Historically, the housebuilding sector has attracted fewer women and fewer people from ethnic minorities.

This is changing, but more work is needed before our business and sector is fully reflective of the UK's diversity.

Our ED&I strategy aims to increase inclusivity and representation, focusing on three pillars:



Our ED&I Committee oversees implementation of our strategy and is chaired by a member of our GMT. Each regional business has an ED&I Champion and diversity targets. ED&I performance is reviewed twice-yearly by the Nomination and Governance Committee of the Board of Directors and by our GMT.

5.6%

ethnic representation on our GMT and direct reports (2024: 6.9%)

27%

women in our GMT and direct reports (2024: 26%)





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Each regional business also has an Ethnicity Action Plan, with actions and targets to increase diversity and community outreach, while taking into account local demographics.

At a Group level, our Menopause Action Plan is helping us to put the right policies, practices, training and communication in place to support colleagues going through perimenopause and the menopause. We are a Level 2 Disability Confident Employer and have a Disability Action Plan aimed at improving disability awareness and inclusion. We are fully committed to equality of opportunity in all our employment practices and have a zero tolerance approach to discrimination or harassment of any kind, including on the grounds

of age, disability, gender, gender reassignment, marital status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We publish our ED&I Policy online. This is supported by more detailed policies in areas such as maternity and other family friendly policies, and the menopause.

Learning interventions help us to embed our diversity commitments, and ED&I is embedded into our mandatory induction training. In 2025, we re-ran our Respectful Workplace training in all businesses (see page 29). We will launch training on supporting colleagues going through the menopause for line managers in 2026.

Inclusive recruitment and retention

We embed inclusion into our recruitment and retention practices. To help us reach diverse candidates, we work with specialist recruitment firms, job boards and organisations such as Sanctuary, experts in diversity recruitment for

early career roles. We offer internships for diverse candidates, and are participating in the HBF's Women into Homebuilding scheme by offering two-week placements for women to gain experience in site management. We provide diversity training for hiring managers and review job adverts, careers sites and candidate communication to ensure they are inclusive. We are committed to using diverse long lists in recruitment and we track candidate ethnicity, and gender.

The introduction of our new HR system is enabling us to better monitor the diversity of candidates coming through from our own recruitment channels and via our partners, as well as among leavers. This will help us to identify potential barriers to progression within the candidate journey, ensure that career advancement is not disproportionate to any group, and monitor retention rates in relation to diversity. Early data suggests we are performing well in relation to attracting ethnically diverse candidates but have more to do in relation to women and people with disabilities.

Agile and flexible working can support a diverse and inclusive workplace. We support many flexible working arrangements. Traditionally, it has been more challenging to offer flexible and part-time working options for some on-site roles. We are running a pilot project to explore how part-time working patterns could be adapted for Assistant Site Managers and other site-based roles.



Our Maternity and Adoption Leave Policy includes a guaranteed four-week phased return to work after maternity and adoption leave, paid at a full-time rate. Our employees are offered coaching before, during and after parental leave. This is one-to-one for directors and offered in groups for other colleagues. Our Maternity, Paternity, and Adoption Policy and our Carers Leave Policy both exceed statutory requirements.



24%

ethnic representation among graduates (2024: 29%)

24%

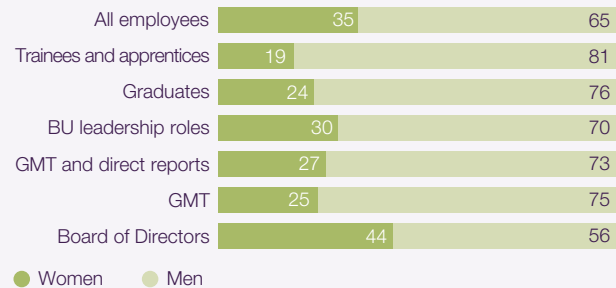
women in our graduate programme (2024: 33%)



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Equality, diversity and inclusion (ED&I) Performance in 2025

Gender balance in our workforce (%)



25%

women in our GMT
(2024: 33%)

30%

of regional business leadership
roles held by women
(2024: 28%)

27%

women in our GMT and
direct reports (2024: 26%)

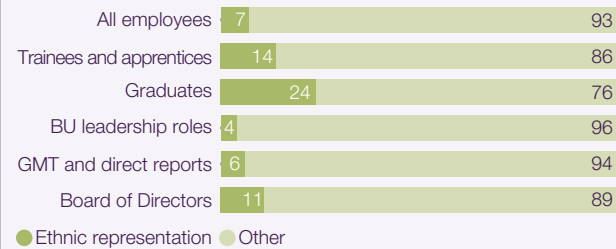
44%

women on our Board of
Directors (2024: 44%)

24%

women in our graduate
programme (2024: 33%)

Ethnic representation in our workforce (%)



5.6%

ethnic representation in our
GMT and direct reports
(2024: 6.9%)

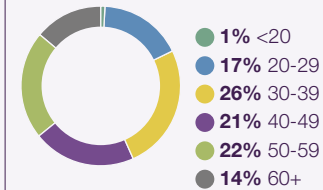
3.6%

ethnic representation in
regional business leadership
roles (2024: 2.5%)

24%

ethnic representation among
graduates (2024: 29%) and
14% in our other early entry
talent programmes
(2024: 11%)

Age diversity in our workforce



6.4%

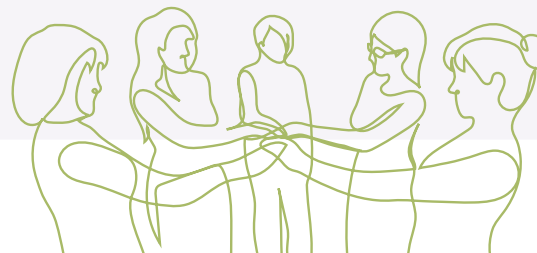
of employees report having
a disability, based on 40%
employees self-declaring

2%

of employees identified
as LGBTQ+ (2024: 1%),
based on 76% of employees
self-declaring (2024: 65%)

95%

participants in our employee
survey find our culture
welcoming and inclusive





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Engaging our people on inclusion

Throughout the year we engage employees and leaders on the importance of diversity. We support colleagues to form networks (employee resource groups) where they can share experiences, support each other, and help to create a fully inclusive workplace. We now have six networks: Embracing the Change Menopause network, EnAble, Proud2B network, Race and Cultural Equality network, Women in Production network and Working Families and Carers network. Each network is sponsored by a member of our GMT.

We hold an annual diversity conference, attended by over 300 colleagues in 2025. The event included an external expert speaker, panel sessions, and talks hosted by our employee networks. Topics covered included: inclusive recruitment, the role of diversity in addressing skills shortages and supporting business growth, authentic self and the link to employee performance, the role of male allyship, the importance of employee data for shaping wellbeing strategy, and the role of leadership in modelling inclusive practices.

We celebrate diversity events throughout the year. In 2025 this included Black History Month, Carers week, International Women's Day, LGBTQ+ Pride events, Menopause Awareness Day, National Inclusion Week, Neurodiversity Celebration Week, and Race Equality Week.

We partner with expert organisations to develop our approach to ED&I, including the WorkLife Central, Henpicked and the Tall Wall.

Gender equal pay

We are committed to equal pay for work of equal value. We routinely monitor pay to ensure equal remuneration for men and women.

We calculate our Gender Pay Gap using the methodology published by the UK Government (last updated in August 2025). Our reference date is 5th April 2025. Our latest data shows that our mean gender pay gap was 3% in favour of men (2024: 8% in favour of men) and our median pay gap 0% (2024: 6% in favour of men).

The shift in our pay gap this year reflects a number of factors, including: a more standardised approach to calculating pay increases across different pay levels, and an increase in sales commission (due to market conditions) which impacts more female employees (women make up 81% of sales employees).

Case study

Respectful workplaces

Our Respectful Workplace culture change programme supports our leaders to ensure that all sites are inclusive and welcoming, with zero tolerance for bullying, harassment, and inappropriate comments and behaviours. It includes management training, respectful workplace training for all employees, an updated site induction, and training to build employees' confidence to call out unacceptable behaviour.

Subcontractors receive guidance on respectful workplace practices during their site induction.

We are rolling out an updated site compound design which includes improved facilities for female employees, as well as faith spaces and other improvements.





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Wellbeing

Performance in 2025

142

trained Mental Health First Aiders to support employees and managers

95%

employees know how to access mental health support at work (2024: 93%)

82%

employees feel that Taylor Wimpey genuinely cares about their wellbeing

87%

employees would feel comfortable discussing mental health with their line manager (2024: 87%)

Wellbeing

We aim to create space for what matters so employees can thrive professionally and personally. Our Wellbeing Policy commits us to create a workplace where health and wellbeing concerns are addressed in an open and supportive way. Our ED&I Committee coordinates our efforts, supported by Health and Wellbeing Champions in our regional businesses.

Our Employee Assistance Programme (EAP) offers counselling, financial advice and a confidential support line. We run wellbeing campaigns throughout the year, with our 2025 campaigns focusing on building healthy habits, exercise and heart health.

Our latest employee survey showed that employees know how to access support and would feel comfortable talking to their line manager about mental health.

Mental health: We are a signatory to the Building Mental Health Charter, recognising that mental health is a significant concern in the construction industry. Our Mental Health First Aiders (MHFAs) support managers and employees when mental health issues arise. We aim to have an MHFA at every site, and had 142 in 2025. We have rolled out training on managing mental health in the workplace to our regional businesses, in partnership with Lighthouse Club (a charity providing wellbeing support to the construction community). This equips line managers to support colleagues experiencing mental health issues or returning to work from a mental health-related absence. We use the Thrive mental health app, approved by the NHS, which provides tools to manage and improve mental wellbeing. This is pre-loaded on work mobile devices.

Physical health: Our core benefits package includes healthcare for all employees, through private medical insurance or health cash plans. All office-based employees are entitled to regular health assessments after completing two years' service. All colleagues can use our virtual GP offer to get an appointment with a GP to discuss any health concerns, obtain advice, and get treatment such as medical prescriptions. Regular events and classes encourage employees to look after their physical health, such as drop-in yoga, pilates and HIIT sessions.

Financial health: We offer a range of benefits to support everyone's financial wellbeing, see Reward and remuneration on page 25. We also run regular employee sessions on pensions, benefits and managing money and budgeting, to help employees manage their finances well.

