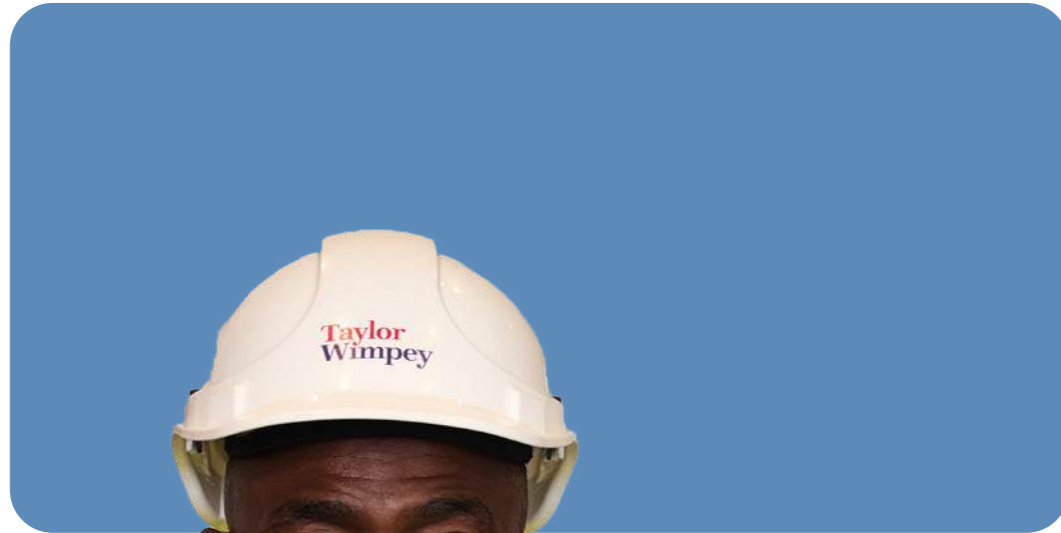


Building belonging at Taylor Wimpey

Taylor Wimpey Diversity and Inclusion Report 2025





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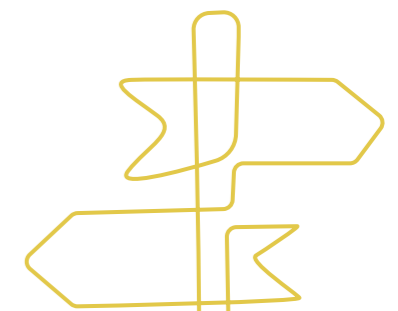
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Inviting you into our home.

We are proud to present our 2025 Diversity and Inclusion Report, showcasing the progress we've made in creating a workplace where everyone can feel they belong. Building on last year's commitment to being Home to a Welcoming Community, we have moved further towards fostering wider inclusion.

This year, we've achieved significant milestones with our plans to improve representation across our organisation, and every single business and function now has a plan in place to help us achieve our aims. We also amplified the voice of our employees both internally and externally; and better understood our roles and responsibilities; all underpinned by data driven outcomes. We are also preparing to lead the way, ahead of any statutory requirements, on reporting our activities.

Our leaders and employees continue to focus on improving disclosure, which is helping us become a more inclusive organisation.

Our greater reach continues to be demonstrated by the continued high number of attendees at our Equality, Diversity and Inclusion (ED&I) Conference, including our entire senior leadership team, exploring the role of ED&I in business growth. One of the many outcomes of the conference was that our employees recording their disability status increased by 200%, proving that we continue to focus on meaningful actions.

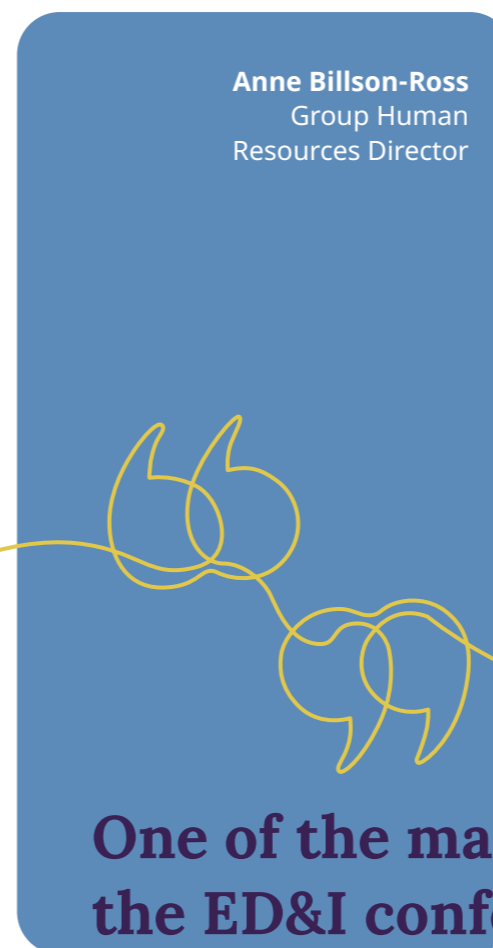
As we look ahead, our focus remains clear: to improve representation, strengthen belonging, and empower every colleague so they can thrive. With the continued support of our Board and Group Management Team (GMT), we will drive meaningful change and create an environment where diversity is celebrated, and everyone can contribute to their best ability.

Our employees voluntarily spend time and care throughout the year, and we would like to thank our employee networks for the tireless work they do to continually improve our culture. It's no coincidence that our employees recognise our networks as leading the way in our annual employee survey.

Come into our home and see why we are so proud!



Lee Bishop
Divisional Chair - North West and Yorkshire, Group Managing Director Strategic Land and Chair of our ED&I Committee



Anne Billson-Ross
Group Human Resources Director



One of the many outcomes of the ED&I conference was that our disability data on record increased significantly, moving from 1.5% to over 6%, proving that we continue to focus on meaningful actions.

Where performance finds its home.

Our approach to ED&I reflects our ambition to be a 'Home to a Welcoming Community'. Our strategy remains unchanged, and with the support of our ED&I Committee, it has been developed with tangible actions to drive progress.



Actions to move us forward:

Strategic pillars	Data driven outcomes	Representation plans with local actions	Clear roles and responsibilities	Internal and external amplification	Getting ahead of reporting
21st Century Leadership	Equipping leaders with insight and analytics	Led locally for greatest traction	Developing inclusive leadership capabilities	Not being afraid to shout about our achievements	Leading the way on disability and menopause action planning
Employer of choice	Acting on that data to improve retention	Show up authentically every day	Sharing openly what it is like to work here	Recognising contribution	Engaging key talent
Expanding our reach	Acting on that data to improve attraction	Developing external relationships	Taking opportunities to promote housebuilding sector	Showcasing opportunities to a wider audience	Breaking down barriers

Key statistics

97%

"I am aware of the Equality, Diversity and Inclusion Networks within TW"

96%

"I feel that TW values equality, diversity and inclusion"

95%

"I find the TW culture welcoming and inclusive"

19%

Female representation among Trainee Assistant Site Managers rose to 19%, against the industry benchmark of just 1% for site-based roles

24.4%

For 2025, 24.4% of our trainee cohort was ethnically diverse ahead of the sector average of 15.2%

8% → 3%

We've reduced our gender pay gap from 8% to 3%



Building on our progress.

Ahead of any requirement to do so, we are pleased to confirm that we now have both a menopause and disability action plan in place. Both plans focus on ensuring the appropriate training, culture, engagement, policies and practices are in place and that our employees are aware of these. Measures and actions are being reviewed annually in collaboration with our Embracing the Change and enAble employee networks to ensure they continue to evolve to meet the current and future needs of our employees.



Our plans include:

Our Menopause Action Plan

Objective 1: Create a culture where menopause is openly discussed

Objective 2: Ensure the right policies and practices are in place and accessible to all

Objective 3: Have a co-ordinated training plan in place and aligned with wellbeing and ED&I objectives

Objective 4: Have appropriate communications in place to understand what employees want and which reach all employees

Our Disability Action Plan

Objective 1: Improve disability awareness and inclusion at Taylor Wimpey

Objective 2: Provide training on a respectful workplace, disability awareness and unconscious bias training through the Learning Management System

Objective 3: Commit to accessible communications

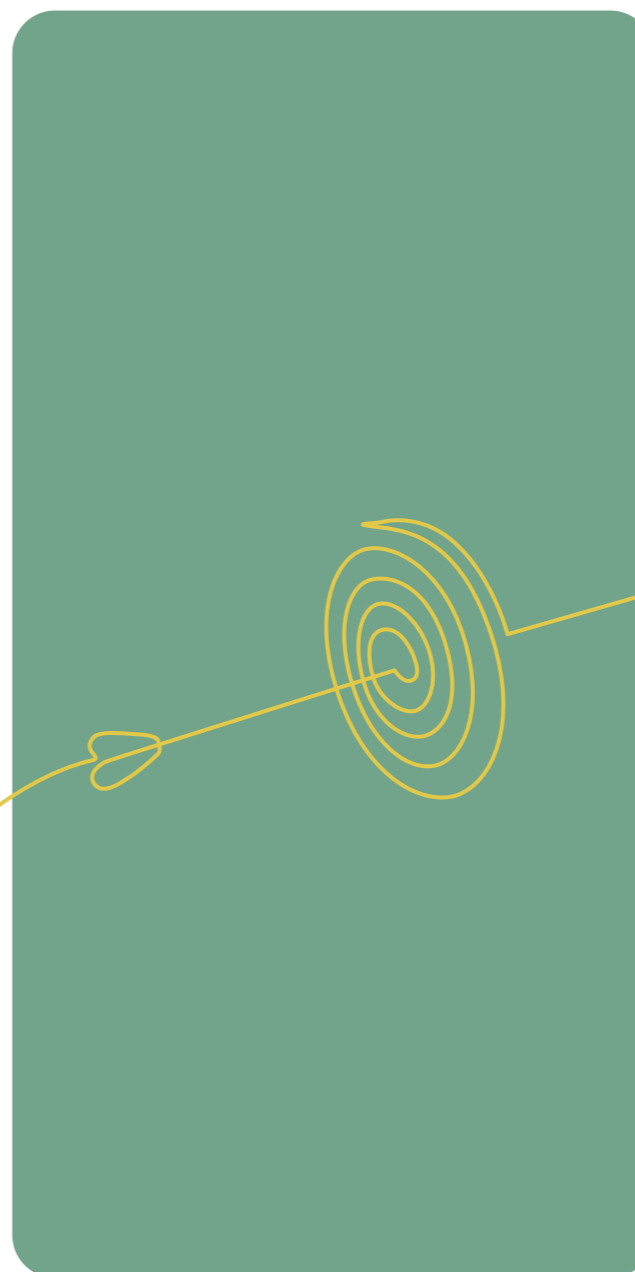
Objective 4: Ensure policies are fit for purpose

Objective 5: Introduce voluntary reporting on disability, mental health, and wellbeing



From foundations to forecasts.

This year, we have focused on developing our data analytics capability. We are pleased to have developed a recruitment and ED&I dashboard, utilising our new HR system. Early analysis has given us new insight to start considering. At present, we are continuing our focus on attraction and agency performance, and require them to deliver quality diverse long lists. We will use the dashboard to measure the same metrics for all our external recruitment agencies, holding them to account.



The early data from our analysis would suggest that we are performing well in attracting ethnic minorities, with more focus needed on women and those with disabilities. This has informed our plans for 2026, reminding hiring managers of the importance of using each stage of the recruitment system to enable us to track candidate journeys, to see where these groups fall out of the process. We will also be running a programme of training on inclusive recruitment as this was requested by several businesses during our people review process.

For current employees, we have a specific ED&I dashboard which details:

- The breakdown of our aspirational targets
- Gender and ethnicity data on leavers, along with the reasons they have left, to enable the reasons they have left to enable us to monitor trends.
- The progression and promotion of employees to establish that career advancement is not disproportionate for any particular group.

What's happening under our roof.



Updates from our Employee Networks

Race and Cultural Equality (RACE) Network

The network's vision is to promote racial equality within Taylor Wimpey by cultivating a safe and supportive environment for open dialogues about race. The network aims to achieve this through the celebration of diverse cultural events, robust employee advocacy and proactive influence on business practices to drive meaningful change.

Following a successful week of activities in Race Equality Week, one of our regional businesses won our competition to suggest a way to promote equality. They suggested "The Digital World"; creating a captivating video that features our employees in their everyday lives, transitioning to their work attire and showcasing the range of diverse career opportunities available at Taylor Wimpey. By highlighting real stories, the video will capture the attention and challenge the perception of housebuilding showing it can be a varied, rewarding and fulfilling career.

This year, each of our regional businesses created an ethnicity representation plan as part of our annual people process. Our RACE Network supported this by generating an Ethnicity Action Plan Toolkit that included several different ideas and suggestions about what action regional businesses could take to be more inclusive and boost their ethnicity representation. The ideas ranged from recruitment practices to culture, environment and facilities.

Finally, the RACE Network also celebrated Black History Month. In addition to the usual activities that they run (such as a speaker, a quiz and a Caribbean style exercise class), this year they designed a flag to be flown from each of our developments throughout the month of October that demonstrates our commitment and support for ethnicity representation and inclusion.



Our employee networks continue to make a vital contribution to our culture of inclusiveness and belonging. Each of our networks is supported by a member of our GMT and our HR team.



Embracing the Change Network

This network aims to increase awareness, to provide support and to promote change on menopause for all employees.

The network have designed a line management training package, to support our action plan and help us achieve accreditation as a menopause friendly employer. This training will be mandatory for anyone with people management responsibilities. The network has already produced video content highlighting the crucial role line managers play in supporting employees going through the menopause. The network is now working on rolling out the wider action plan.

This year, each of our employee networks hosted a session at our Equality, Diversity and Inclusion conference, updating the business and highlighting future plans.



enAble Network

The goal of this network is to raise awareness and understanding of disability issues, the barriers faced by people with disabilities, and to provide support and guidance to our colleagues and managers on how to create an accessible and inclusive environment for everyone.

The network has driven our disability action plan. They also hosted a session at our 2025 ED&I Conference to promote diversity data declaration, aiming to get a more accurate understanding of the support we can offer employees. This led to a dedicated project focused on neurodiversity, inspired by our week-long celebrations for Neurodiversity Celebration Week. During the week, the network shared daily posts highlighting several employees' personal journeys. They have worked collaboratively with our HR team on making our employee survey more accessible to those with neurodiverse conditions, particularly in the weekly paid population along with continuing to provide technology solutions in collaboration with our IT teams.

Proud2B Network (P2B)

Our Proud2B network has had a meaningful and engaging year, continuing their mission to foster an inclusive environment where LGBTQ+ colleagues can be their authentic selves.

The network started Pride Month with a strong presence at Birmingham Pride, where volunteers and a Taylor Wimpey sponsored van proudly represented the theme "Love has no limits". The celebrations continued with participation in Essex Pride and Deal Pride, regional events such as a Pride BBQ in our East Anglia business, and a fun Pride Lunch at Head Office. The headline event for Pride Month was an inspiring session with Lady Phyll, founder of UK Black Pride, whose powerful message resonated deeply across the business. These events, alongside regional businesses' initiatives and personal stories shared on Viva Engage, have improved awareness for this community and reaffirmed our commitment to visibility, allyship, and celebration





Women in Production Network

This network aims to empower women at Taylor Wimpey – breaking barriers, making a home for everyone and laying the foundations for a more inclusive future.

Our Women in Production network has initiated a campaign to increase their membership, leveraging our Managing Directors as key stakeholders and how they amplify their voice through internal and external social media. They also continue to support site facilities development.

Working Families and Carers Network

The network supports each other by building our community, encouraging open communication and being positive advocates for change.

The Working Families and Carers Network continues to actively engage and support members with interactive quarterly events, which have included a Lunchtime Exchange drop-in session and a 'Balanced Parent' event supported by Taylor Wimpey's parent coaching partner, The Tall Wall; as well as a very well-received 'Diary of a Carer' daily blog which was shared throughout Carers Week in June.

The Working Families and Carers Network continues to support the project to pilot part-time site management roles and hosted a session at our ED&I conference alongside our Women in Production Network, which focused on unlocking hidden talent to tackle the skills shortage. The network will continue to promote the project as it launches. Initially it is proposed that each regional business will pilot at least one part-time Supply Site Manager secondment.

Wellbeing

The Wellbeing Committee has continued to run interactive sessions focused on building healthy habits, tailored to a busy work environment, including exercise and heart health.

The Committee collaborated with the enAble Network at the ED&I conference to highlight the importance of diversity declarations. These declarations enable data-driven decision-making, ensuring our wellbeing strategy is informed by a clear understanding of our workforce and what they need to thrive in their roles. Following the conference, the number of colleagues declaring their disability increased from 1.9% to 3.8% and overall disclosure for disability status has increased from 19.4% to nearly 40%. We now have over 142 Mental Health First Aiders trained and operational.

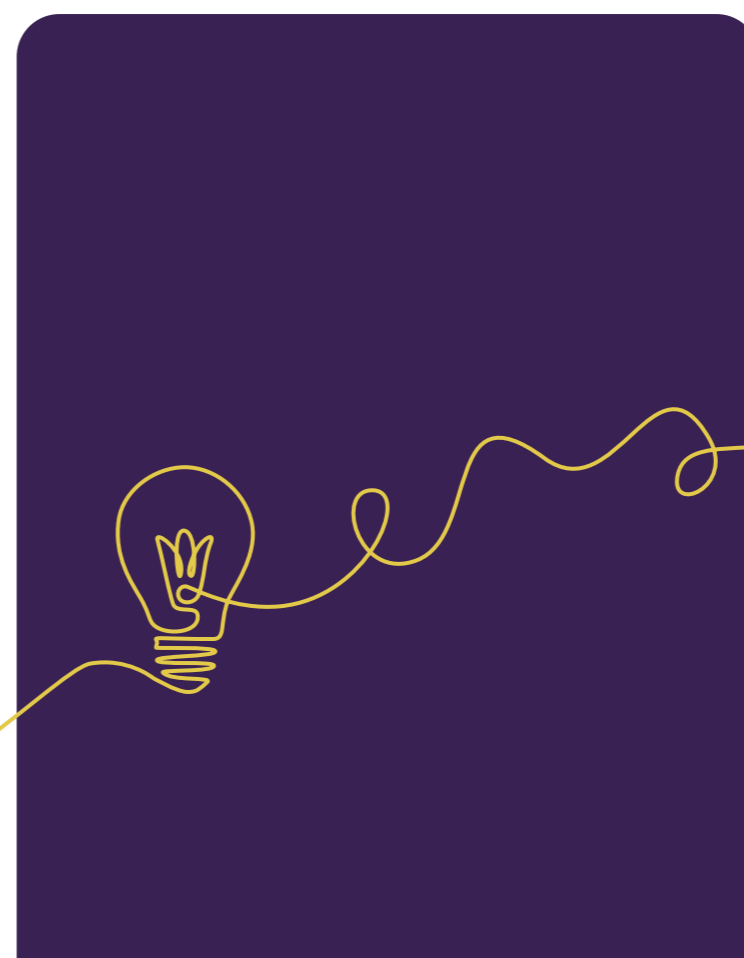


Home to your future: tracking our progress.

With our low attrition rate, recruitment has continued to be limited. We have made some marginal progress on overall ethnic representation (and also in site management roles), but we remain some way from our aspirational targets. We will continue to review these targets to ensure they are stretching and achievable. Our efforts for each regional business to have their own ethnicity plans are critical to shifting the dial on this measure.

Target group	Category	Current (31 December 2025)	Aspirational target 2030
GMT and direct reports (excluding administration roles)	Gender	26.76%	40%
	Ethnicity	5.63%	9.7%
Business Unit leadership roles	Gender	29.7%	50%
	Ethnicity	3.6%	12.5%
Early entry talent – graduates	Gender	24%	50%
	Ethnicity	24%	25%
Early entry talent – management trainees and apprentices	Gender	18.6%	50%
	Ethnicity	14.3%	25%

We are very pleased with the impact of a session at the ED&I conference where one of the key focuses was on improving the disclosure of disability data. The result of this call to action was a significant improvement in disclosure, which now stands at 6.35%.



Building fair foundations: our gender pay gap journey.

We calculate our gender pay gap (GPG) using the methodology published by the UK government (last updated in August 2025). Our reference date is 5th April 2025. As in previous years, our data is reflective of Taylor Wimpey UK Limited.

This year's gender pay gap (excluding Executive Directors and Group General Counsel and Company Secretary who are not employed by Taylor Wimpey UK Limited) is as follows:

Our mean gender pay gap has reduced from 8% to 3%, meaning that the gap between pay for men and women has reduced.

Gender	Average hourly rate 2025	Average hourly rate 2024
Male	£27.51	£27.06
Female	£26.73	£24.85

There are two primary factors that have contributed to this move in the gender pay gap:

- In 2025, we transitioned to a more consistent and inclusive approach to discretionary pay by adopting a flatter budget model across all employees. This shift moved away from a tiered structure and supported a more balanced distribution of increases. While lower-paid employees received a slightly smaller uplift than the previous year (around 3% compared to 6%), the new approach resulted in more standardised pay increases across our workforce. As many of our lower-paid roles are held by men, this change contributed to greater equality and consistency in our overall pay outcomes.
- We know that some of our functions tend to be heavily weighted towards one gender (our Sales team is 81% female, and our Production team is 94% male). In 2025, there was an increased earning opportunity for our Sales teams (which is reflected in the snapshot gender pay gap data) and, given that demography, this contributed to a narrowing of the GPG position compared with last year.



Our mean gender bonus gap has increased from 9% to 19%, meaning that the average gap between bonuses for men and women has increased.

	2025	2024
Mean bonus gap	19%	9%
Median bonus gap	37%	43%

The table below outlines the percentage of employees receiving a bonus in 2025, compared to 2024.

Gender	2025	2024
Male	85%	87%
Female	90%	92%

Proportion of Males and Females in each pay quartile.

Year	Lower		Lower middle		Upper middle		Upper	
	Male	Female	Male	Female	Male	Female	Male	Female
2025	60%	40%	72%	27%	65%	35%	67%	33%
2024	57%	43%	70%	30%	66%	34%	69%	31%
2023	61%	39%	72%	28%	66%	34%	69%	31%

Appendices.

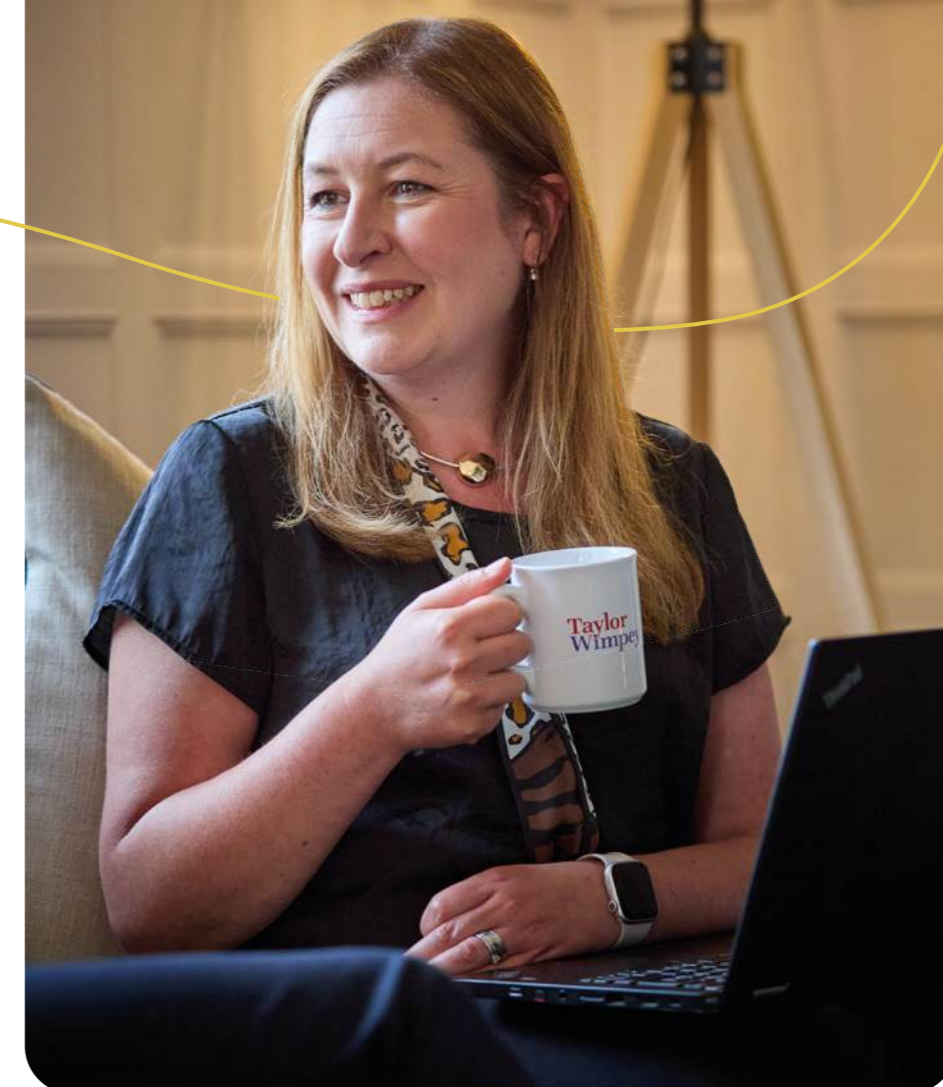
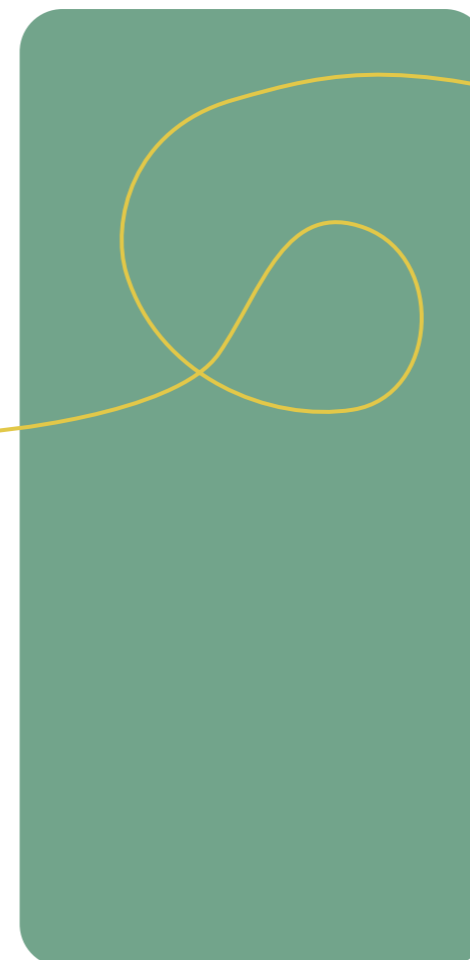


Our gender pay gap (Including Executive Directors and Group General Counsel and Company Secretary)

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mean pay gap	1%	6%	2%	-6%	-6%	-2%	4%	8%	2%
Median pay gap	-2%	0%	-4%	-18%	-5%	1%	2%	6%	0%
Mean bonus gap	12%	9%	5%	-14%	-47%	-6%	6%	4%	12%
Median bonus gap	23%	34%	32%	41%	65%	43%	46%	43%	37%

Our gender pay gap (Excluding Executive Directors and Group General Counsel and Company Secretary)

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mean pay gap	-1%	2%	0%	-6%	-7%	-2%	6%	8%	3%
Median pay gap	-2%	0%	-4%	-18%	-5%	1%	2%	6%	0%
Mean bonus gap	-11%	-7%	-10%	-22%	-53%	-9%	9%	9%	19%
Median bonus gap	23%	33%	32%	41%	65%	43%	46%	43%	37%



Connect with us.

Equality, diversity and inclusion is a matter regularly considered by our Nomination and Governance Committee. For more information on the work undertaken by the committee in 2025, please see our Annual Report and Accounts 2025.

There are several ways you can get in touch with us or follow our news:

 [linkedin.com/company/taylor-wimpey](https://www.linkedin.com/company/taylor-wimpey)

[taylorwimpey.co.uk/corporate](https://www.taylorwimpey.co.uk/corporate)

[taylorwimpey.co.uk/jobs](https://www.taylorwimpey.co.uk/jobs)



I confirm that the information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Please note that the data presented for Taylor Wimpey's Gender Pay Gap on the Government website is for Taylor Wimpey UK Ltd. In the interests of transparency, we have included the Taylor Wimpey Executive Directors and Company Secretary who were in office at 5 April 2025 in this report (even though they are not employed by Taylor Wimpey UK Ltd).

Anne Billson-Ross, Group HR Director

