



Taylor | plc
Wimpey

Gender Pay Gap Report **2019**



At Taylor Wimpey, our commitment to gender equality starts from our leadership. We are proud to have a plc Board consisting of 44% females, amongst the best balanced in the FTSE 100. As we continue our work towards becoming an employer of choice, we strive to offer a great employee experience in each part of our business and at every stage of our employees' careers.

It is essential that we continue to attract, retain and develop the broadest and most diverse range of talent, regardless of background or protected characteristic. We are particularly focused on building the skills our business needs, both now and in the future. We recognise that Taylor Wimpey has an important role to play in closing the gender pay gap across the housebuilding sector which has traditionally been seen as a male dominated industry.

Our genuine desire to become an inclusive employer means that we are consistently prioritising and actively promoting strong family friendly policies and agile working practices, ensuring these are applied consistently across our business for both women and men. Alongside this, we have developed a clear roadmap and action plan to support our gender equality goals.

In the long term we remain confident that by building a diverse and inclusive workforce we will further strengthen our business, drive innovation and support our customer-centric approach, so that we can continue to successfully deliver our strategy.

In this report, we have published both the numbers required by Government, which cover all staff employed by Taylor Wimpey UK Limited (the entity covered by the Gender Pay Gap Regulations), and also data for the three Executive Directors employed by Taylor Wimpey plc as at 5 April 2018. We believe that this level of transparency is in the spirit of the Regulations and what they are trying to achieve. However, more importantly than that, by publishing these figures, we can hold ourselves to account and track our progress as we seek to achieve our goals.

We encourage any of our employees or stakeholders upon reading this to provide any thoughts they may have on how we can continue to improve any aspect of our diversity and inclusivity, as we know there is more we can do.

Anne Billson-Ross
Group HR Director



What is the gender pay gap?

In April 2017 the Government introduced the legal requirement for annual gender pay gap reporting by all companies with more than 250 employees in the UK.

The Regulations are intended to encourage employers to take informed action to close their gender pay gap where one exists.

The Gender Pay Gap is different to Equal Pay.

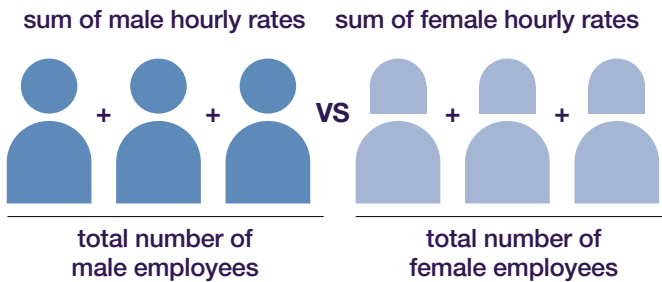
Equal Pay is about a man and woman receiving equal pay for the same job, while the Gender Pay Gap shows the difference between the average hourly pay and bonus for women and men across all roles within a business.

Our gender pay gap

In line with the Regulations, we have made the following calculations based on data at the 'snapshot date' of 5 April 2018 and bonuses paid over the preceding 12 months. As noted in the introduction, this report covers all staff employed by Taylor Wimpey UK Ltd and also the data for the three Executive Directors employed by Taylor Wimpey plc as at 5 April 2018. We believe it is only right to include them in our full report in the interest of transparency. There is therefore a difference between the reported data on the Government website (which does not include our Executive Directors) and the reported data within this report (which includes our Executive Directors). For ease we have also included our prior year figures.

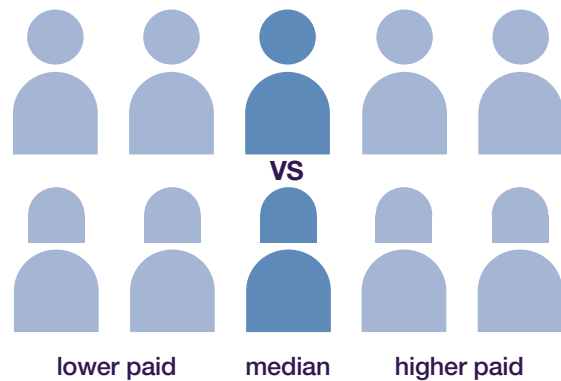
Mean Pay and Bonus Gap

The mean average is the difference in the average hourly pay and bonus between men and women.



Median Pay and Bonus Gap

The median pay gap represents the middle point of a population. If you line up all the women and men in a company in two gender-specific lines, the median pay and bonus gap is the difference between the hourly and bonus pay for a female in the middle of the female line and the male in the middle of the male line.



Taylor Wimpey has 5,021 employees, of which 31% are women

Our Pay Gap

Our 2018 mean gender pay gap of 6% and median gender pay gap of 0% continue to be significantly lower than the current UK average. Whilst females are represented at all pay levels across the business, males hold the majority of senior management roles. This means that the mean gender pay gap figure is in favour of men. We have a number of initiatives in place aimed at increasing female representation further across all levels, including senior roles.

We have seen a small increase in our mean and median pay gaps since last year. This is because a high proportion of our Sales Executives, who benefit from commission payments, are women. These payments are variable in nature and our data shows that we made slightly lower commission payments at the April snapshot date when compared to the previous year. However, commission payments paid over the whole year remain at similar levels to the prior year.

*These figures are inclusive of the Executive Directors.

Mean pay gap

6%

The mean pay for women is 6% lower than that of men (2017: 1%)

Median pay gap

0%

The median pay for women is equal to that of men (2017: -2%)

Our Bonus Pay Gap

The high number of men in senior roles, where bonus payments make up a large part of their remuneration, continues to influence our mean and median bonus pay gaps. The difference in the median bonus gap compared to the previous year can be explained by the number of females who received additional one-off project bonus payments in 2017.

We will continue to focus on our commitment to promote diversity by introducing new initiatives as shown in the roadmap (see page 7 of the report), to increase the proportion of female representation across all levels of our business.

Mean bonus pay gap

9%

The mean bonus pay for women is 9% lower than that of men (2017: 12%)

Median bonus pay gap

34%

The median bonus pay for women is 34% lower than that of men (2017: 23%)

For transparency, the below table shows the reported data on the government website (excludes our three Executive Directors).

Mean Pay Gap	2%
Median Pay Gap	0%
Mean Bonus Pay Gap	-7%
Median Bonus Pay Gap	33%

Developing a path to senior leadership

Successors to Regional Directors

At Taylor Wimpey we are committed to ensuring a strong path for progression to senior management roles and we continue to support female talent in all roles across the business. Our Inspiring Leadership programme is now in its third year, and we continue to progress both our high potential female and male successors to senior leadership and Managing Director positions. We are pleased to have now progressed 60 individuals with the skills and knowledge to become successful senior managers within the business. Of these, 10% were female attendees. In 2019, we will continue to support our leaders with a range of cultural and strategy programmes aimed at driving continuous improvement, customer centricity and innovation.

We currently have 80 employees in our female talent pool whom we have identified as having the potential to progress to a Regional Director role. This year we will roll out our enhanced Successor to Regional Director programme which will aim to accelerate this pool of high potential talent.

It will comprise the following:

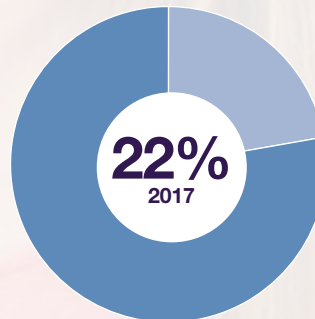
- Modules to **develop internal business breadth**
- **Insight sessions** such as programmes looking at 'future consumers' and the external environment
- **Enhanced technical development** through our internal 'journey to a Regional Director' programmes for all functions
- **Enhanced leadership development** encompassing people skills, networking, customer centricity, culture and inclusivity

We also maintained a **50/50 split** between males and females entering our 2018 Graduate programme.

The initiatives in place have helped us support and increase female representation at senior levels. We have made a further 2 female Managing Director appointments over the last year, which continues to feed our talent pipeline for our future business leaders and Group Management team which currently has a 33% female representation.

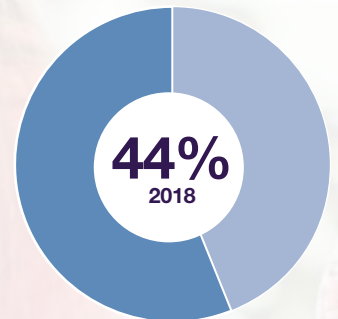
We were also pleased to have been ranked by the latest Hampton-Alexander Review in the **top ten performing FTSE100 companies** for our proportion of females at plc Board level. In 2018 we increased our plc Board female representation to 44% (2017: 22%).

For 2017 the proportion of women at plc Board level was:



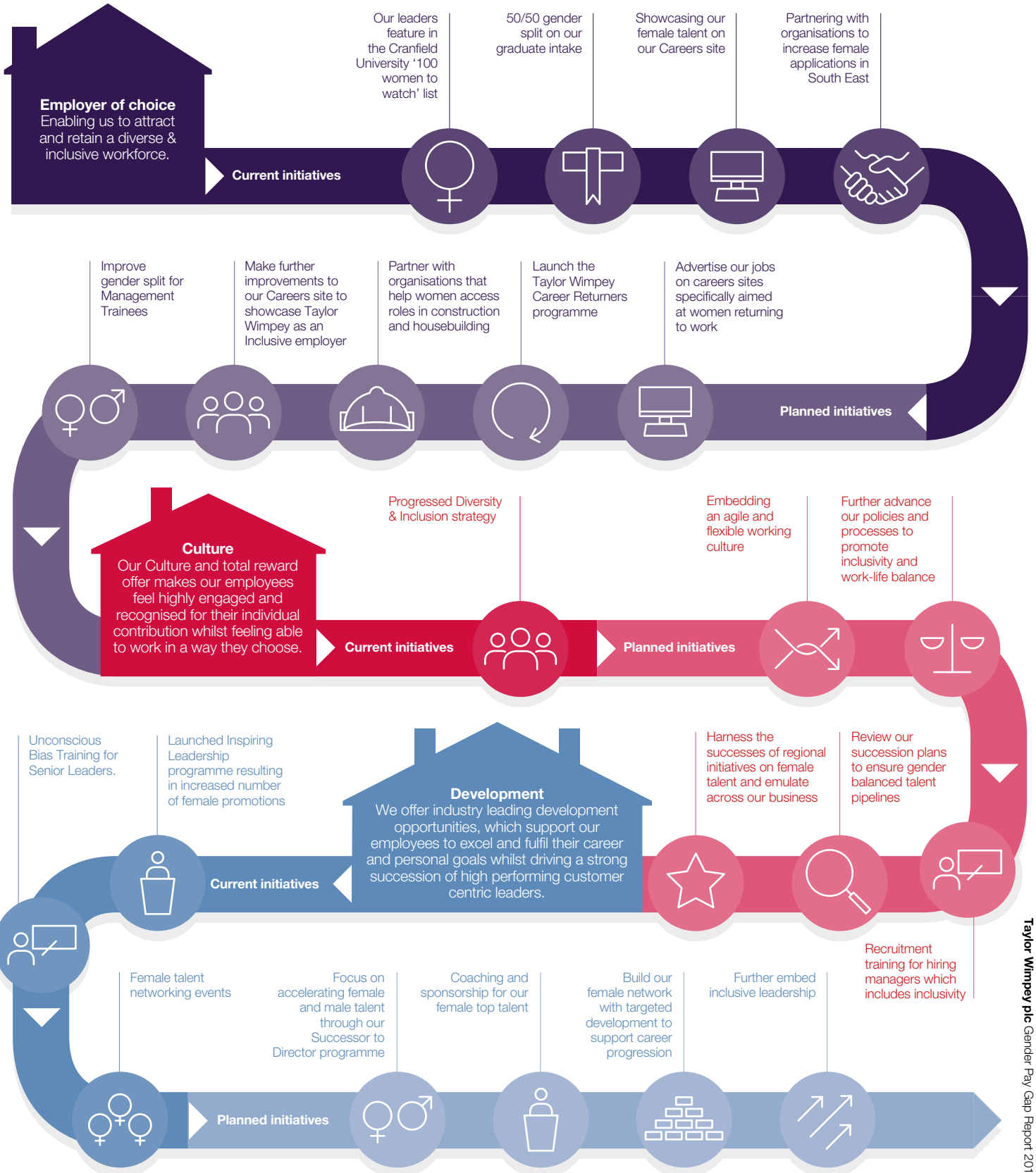
■ Males
■ Females

This increased in 2018 to:



■ Males
■ Females

Diversity focus areas – 2019-2020





Jennie Daly, Group Operations Director, was appointed to the Board of Taylor Wimpey plc in April 2018 and included in the Cranfield School of Management's 100 Women to Watch 2018.

Inspiring our female talent

"I love the work I do, the teams I work with and the results we deliver together, irrespective of gender, ethnicity or background.

Entering Taylor Wimpey at a senior level in 2014, I was impressed and reassured by the overwhelming support offered by colleagues and encouragement to access training and coaching. In turn I now mentor a number of our rising female talent and support initiatives such as Inspiring Leadership and female talent dinners.

Despite the many and varied opportunities available, I am aware, and do not underestimate, the importance placed by colleagues and those joining us of having tangible reassurance that our worth, especially as women, is valued equally to that of our male colleagues. Though foremost a personal and private matter, I am very pleased that this is positively reinforced externally by our gender pay gap report."

"Taylor Wimpey's company values and practices demonstrate that the contribution of each and every individual is valued on equal terms, no matter their gender, and reinforces our culture and sense of support by, and within the business."



Bridget Warlow, Site Manager at South Wales. We are very proud of Bridget in achieving the NHBC National Seal of Excellence Award which is a prestigious accolade that recognises the house building industry's best Site Managers.

Growing **diversity** in our production function

We know that historically the site environment has not proven appealing to many female employees. However, Taylor Wimpey continues to work to correct this balance and we have initiatives which we will continue to progress throughout 2019. We are supporting our talented females by encouraging them to develop successfully to be able to undertake our site-based senior roles through the Production Academy, and in addition will soon commence a review of our site environment to better

understand the current barriers to creating a more diverse work space.

“Completing the Production Academy has given me huge confidence in my role as a Site Manager, giving me better understanding of the business and the confidence to manage my teams. There has been support and opportunity for me to grow within the business as a female in a site-based role, despite it typically being recognised as a male-dominated environment.”

“I want other women to know that there are progression opportunities for them in a site-based role at Taylor Wimpey. I have proved it by being the first female Seal of Excellence winner.”



Caroline Carter, Senior Production Manager at East London, is our first female Production Manager.

Inspiring **role models**

We now have a number of females in senior roles at Taylor Wimpey, which continues to inspire our junior female talent. We introduced our flexible working policy in May 2016, to support both male and female employees. This will continue to be a focus over the next twelve months to ensure Taylor Wimpey takes account of the needs of our employees at various stages of their life.

“Women are reaching high positions in our business and are doing well in them. We have a lot of vibrant employees of both sexes within the company who have the ability to progress. Females like Ingrid Osborne, Divisional Chairman London & South East, and Sarah Pasco, Managing Director Southern Counties, were role models to me and have made a huge difference to the culture here, showing that there is no glass ceiling within the company for females. This is sometimes unusual in the construction industry.”

“There are perceptions from other females with families that they would not be able to do a site-based role but this is not the case at Taylor Wimpey. I have been given the flexibility and support to take into account both my home and work life.”

Taylor Wimpey – taking action

Our Diversity Goals

Our Diversity Action Plan sets out measures to challenge the traditionally male dominated culture of the construction and housebuilding industries to ensure that, regardless of gender, race, religion, age, sexuality or disability all employees are given the opportunity to reach their potential.

Our Action Plan includes:

- **As a priority, actively promoting our strong family friendly policies** and practices such as flexible and agile working, and ensuring these are applied consistently across our business for both women and men
- **Making every reasonable effort to have gender-balanced shortlists** for all internal and external roles
- **Maximising our attractiveness as an inclusive employer** by refreshing our careers site, recruitment policies and increasing our brand presence on recruitment channels to attract females and talent from diverse backgrounds
- **Introducing inclusive leadership training** to address conscious and unconscious biases and cultural barriers that may limit our employees reaching their full potential
- **Launching a Career Returners programme** to target candidates who have been out of work for an extended period of time
- **Building our female network** and supporting targeted career development and progression with access to senior leaders
- **Reviewing our succession plans** to ensure gender-balanced talent pipelines and accelerating career development for our top talent
- **Championing our Diversity & Inclusion Committee** which is sponsored by our Executive Team to support initiatives that strengthen our agenda on equal opportunities

Initiatives to attract, retain and develop women in housebuilding

We know that females may not always see housebuilding as an obvious career route and so alongside our diversity action plan, we are also promoting the use of a range of recruitment channels and specific initiatives, some of which are detailed below:

- **Continuing to work with universities** that have a more diverse student demographic for our graduate recruitment. We have already made strides in actively attracting females at entry level to support our talent pipeline, and we are pleased to report that we had a 50/50 gender split for our 2018 Graduate intake. We will also work towards this same goal with our Management Trainee population
- **Boosting our employer brand** to attract more females by ensuring our careers site, recruitment media and channels contain content that inspire and attract female and diverse talent to apply for roles that may traditionally have been occupied by males. For example, we will be trialling websites that are specifically aimed at women returning to work following career gaps or maternity leave, with the objective of attracting more applications from women returning to work
- **Working with groups such as Women in Construction**, which focus on helping professionals wanting to return to a career in construction after a career break. We believe this is a fantastic avenue to recruiting highly motivated and skilled women, helping us to further reduce our skills gaps and create a more gender-balanced workforce
- **We have some great examples of our regional businesses working with organisations and charities** to help working parents (mainly mothers) and parents who are returning from a period of parental leave back to work and we plan to do more of this across our divisions

Taylor Wimpey

I confirm that the information contained within this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Anne Billson-Ross
Group HR Director

Taylor Wimpey



Please note that the data presented for Taylor Wimpey's gender pay gap on the Government website is for Taylor Wimpey UK Limited only.

In the interest of transparency we have also included the Taylor Wimpey Executive Directors who were in office as at 5 April 2018 in this report (although they are not employed by Taylor Wimpey UK Limited).