

Our employees

We aim to be the employer of choice in the industry, making Taylor Wimpey a different place to work – a better place to work.

OUR FOCUS



Progress for 2019

- Glassdoor top 50 best places to work for third year running
- Almost doubled our key trade apprentice recruitment
- Maintained very high employee engagement rates
- Successfully launched new values
- Rolled out ‘Young Persons HSE Safety Passports’, which track the health and safety training and risk assessments that each apprentice and management trainee has received
- Defibrillators installed on every site and business unit and CPR training delivered to employees

Priorities for 2020

- Continue to develop our apprenticeship and direct labour programmes
- Launch a career returners programme to encourage applications from parents and others who have been out of the workforce on a career break
- Increase BAME representation in our workforce to align with the UK population by 2022
- Launch induction programme
- Roll out of health and safety training to management teams across the business to reinforce that health and safety is everyone’s responsibility

BM Read more on page 30

PR Read more on page 50

What we do

Our culture makes us stand out. We aspire to be the employer of choice in our sector, offering a unique and valued employee experience, and something different to the rest of the industry. We can only become a truly customer-focused business through the efforts of our talented employees who are aligned with our values. Our shared values mean that our employees go above and beyond for each other and our customers, as evidenced by our employee survey where over 98% of our employees would go the extra mile for their team and Taylor Wimpey, and 96% agree we are committed to delivering the best customer experience. We have been named in the top 50 places to work in the UK for 2020 by Glassdoor, as voted for by employees, for the third consecutive year.

During 2019, we directly employed, on average, 5,796 people across the UK (2018: 5,358) and provided opportunities for over 14.6k further operatives on our sites. Our voluntary employee turnover rate remained low at 12.9% (2018: 14.5%).

Why is it important for all our stakeholders?

We may be a national homebuilder, but for customers, it is their interactions with the local site and sales team and regional office that count. Embedding our approach to customers and getting buy in and commitment from our employees has been a key part of our strategy.

Against industry-wide skills shortages, we continue to invest in order to future-proof our workforce and deliver on our strategy. We believe that having a direct labour model is a key way to do this, increasing flexibility and offering a route to high-quality growth.

We are committed to providing a safe place in which our employees and subcontractors can work and our customers can live, and we will not compromise on ensuring that everyone leaves our sites safe and well. We not only create homes that our customers want to live in, we want to ensure that every step of the way, health and safety is at the forefront.

Early talent development

During 2019, we recruited 116 people into our early talent programmes which includes graduates, management trainees and site management trainees (2018: 175), with the reduction a result of the strong talent pipeline we have developed, showing our ability to retain those we have invested in as they successfully progress into years two and three of the schemes.

Our direct labour model aims to increase the number of tradespeople we hire directly (as well as through subcontractors). This is focused on five key trades: bricklayers, carpenters, scaffolders, painters and joiners. This includes both experienced tradespeople and new recruits to the industry, such as apprentices and people looking for a career change.

We currently directly employ 1,169 key trades including apprentices (2018: 748), a 56% increase on 2018. Our approach includes recruiting a greater diversity of candidates to join our apprenticeship schemes. This includes working with St Mungo’s, one of our national charities, to support their long term unemployed clients to transition from their Train and Trade scheme into paid employment.

Diversity and inclusivity

Diversity and inclusion is an important priority for our business. It enables us to better understand our customer base, widens our potential talent pool and makes for productive and effective teams. We are making progress on our diversity and inclusion strategy but have further to go before our workforce reflects the communities we work in. We were pleased to have been commended for our Gender Pay Gap report in 2019 by The Chartered Governance Institute (ICSA). We aim to be an inclusive employer and to attract, retain and promote employees from all backgrounds. We have developed a Diversity and Inclusion Strategy that focuses on the impact of leadership for creating and maintaining a diverse and inclusive culture; improving how diversity and inclusion are embedded into our policies and procedures. As at 31 December 2019, we employed 1,784 females and 4,338 males within Taylor Wimpey. As at 31 December 2019, we had five females and five males on our Board of Directors, including our recently joined Chair-designate, Irene Dörner, and four females and five males on our Group Management Team.

Recognition

In 2019, our Site Managers were once again recognised in the NF-HBC Pride in the Job Awards, achieving a total of 66 Quality Awards (2018: 67), 16 Seal of Excellence Awards (2018: 19) and two Regional Awards in 2019 (2018: three).

Health and safety

Health and safety is a shared responsibility and the number one priority in our business. Whilst cost and process simplification is a key priority for our business in 2020, health and safety is not an area that we are prepared to compromise on. This is the area of our business which must, and will always, come first, not just for Site Managers and employees on site but for the whole business. Building sites are, by their very nature, dangerous and so we do everything we possibly can to minimise those risks. We embed a safety culture through training, awareness and visible health and safety leadership. We are pleased that our Annual Injury Incidence Rate (AIIR) for reportable injuries per 100,000 employees and contractors has reduced further to 156 in 2019 (2018: 228) and remains well below both the HBF Home Builder Average and Health and Safety Executive Construction Industry Average, but we cannot afford to be complacent and we will continue to seek to improve this. Our AIIR for major injuries per 100,000 employees and contractors was 44 in 2019 (2018: 64).

Human rights

We support the United Nations’ Universal Declaration of Human Rights and have policies and processes in place to ensure that we act in accordance with our cultural values which encompass areas such as business conduct, equal opportunities, anti-corruption and whistleblowing. We do not consider this a material issue in our business.

We respect the human rights of our employees, workers in our supply chain, customers, people in the communities in which we operate and others affected by our business activities. We are guided in our approach by international standards such as the United Nations’ Universal Declaration of Human Rights and the European Convention on Human Rights.

We respect the rights of our employees and those working on our behalf, including the rights to freedom of assembly and association and non-discrimination. Our work on issues such as health, safety, diversity and the environment supports our commitment to uphold human rights.

We do not tolerate any form of slavery, forced labour, child labour or human trafficking in our business or supply chain. We have established our Modern Slavery Act multidisciplinary working party, to oversee our approach to due diligence and our work with suppliers to reduce modern slavery risks.



Material issue:
Our people **MI**

“I wanted to work at Taylor Wimpey because of the ethics and values of the business, and the emphasis on supporting employee development.”

Graduate scheme participant

SR Read more in our 2019 Sustainability Report

Supporting apprenticeships in West Scotland

Taylor Wimpey West Scotland has appointed 54 trade apprentices, as well as three site management trainees. Apprentices are recruited from schools, colleges and the armed forces. To help ensure the success of the apprenticeships, the business has appointed three Trade Development Managers and an Apprentice and Direct Trade Manager to work alongside the apprentices – supplementing their training and monitoring their progress. In 2018, four pre-apprentices were recruited via local charity, First Steps Future Training, who provide practical training for disadvantaged people. Three of these have gone on to join the business as apprentices.