

Our people

We aspire to be the employer of choice in our sector, offering a unique and valued employee experience, that helps us to attract and retain a talented and diverse workforce.

Future talent

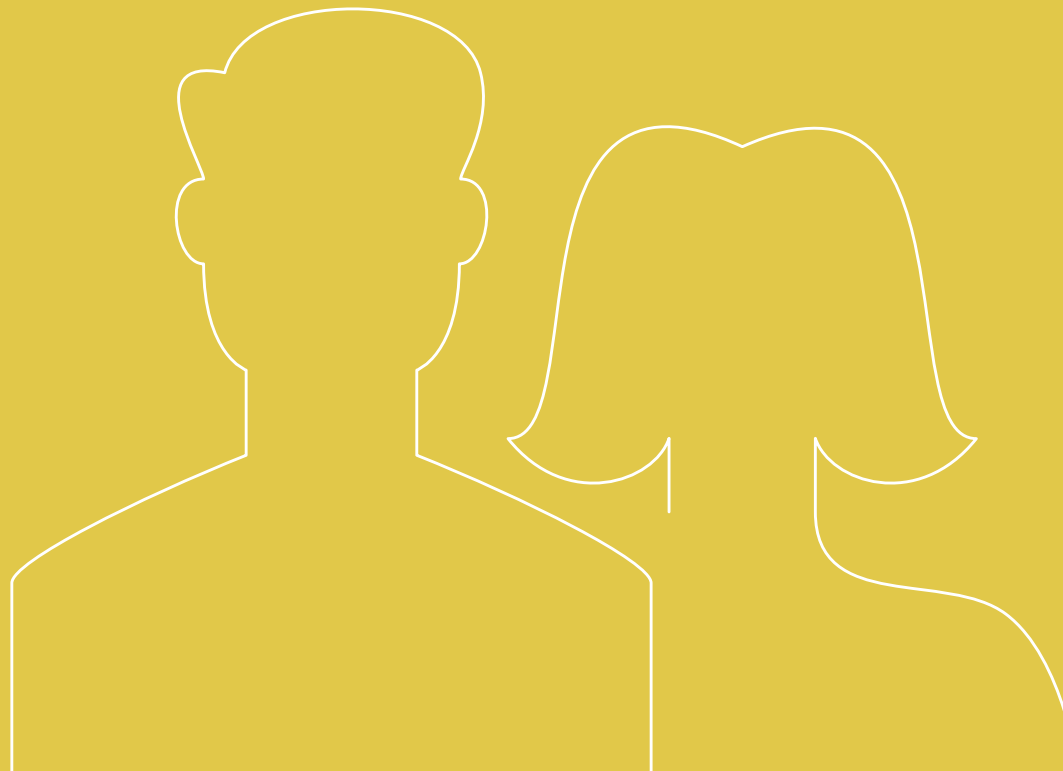
We're increasing apprenticeship, trainee and graduate roles which now make up 16% of our workforce

16%

Employee engagement

93% of colleagues would recommend Taylor Wimpey as a good place to work

93%



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Our people

We promote an inclusive culture that encourages employees to go the extra mile and offers them flexibility in how they work. We invest in building the skills our business needs and prioritise development opportunities and quality performance discussions to support employees to achieve their career goals.

HIGHLIGHTS

- Entry level roles made up 16% of our workforce, including 634 apprentices
- 44% women in our Group Management Team, as at 31 December 2019
- 93% of employees would recommend Taylor Wimpey to friends and family as a good place to work
- Named in the Glassdoor top 50 places to work in the UK for 2020 for the third year running, based on employee feedback
- Launched a reverse mentoring programme which will pair senior leaders with BAME (Black, Asian and Minority Ethnic) employees

Our workforce

During 2019 we directly employed, on average, 5,796 people across the UK (2018: 5,358) and provided opportunities for a further 14,674 operatives on our sites (2018: 13,526). Our voluntary employee turnover reduced to 12.9% (2018: 14.5%), we aim to keep this below 15%.

Our culture

Our culture is guided by our vision and values. We provide guidance to help employees apply our values to their work and day-to-day behaviours and we assess how well they have done this through our appraisal process.

During the year, we ran an internal campaign, asking our people what our new simplified values mean to them personally. This was very successful with numerous videos, posts and images posted on our internal communication channel. Some of these people are featured in our Annual Report 2019, setting out in their own words what makes Taylor Wimpey different.

Our updated Code of Conduct brings together our key policies and procedures, and makes it clear the high standards of integrity and conduct we expect. We are integrating the Code into our induction process and it will be distributed to new employees during 2020.

Our induction checklist helps new employees, including those on our sites, to quickly become familiar with how we work and our key policies and commitments. This includes our commitment to customers and how we operate as a listed company, as well as topics such as diversity and inclusion, modern slavery, and privacy and data security. We will refresh our induction process during 2020.

Awards and recognition

We were named in the Glassdoor top 50 places to work in the UK for 2020 for the third year running, based on employee feedback. Our CEO Pete Redfern was ranked 16th in the Glassdoor Top CEOs 2019 UK, based on employee reviews. We were also identified by the Financial Times as a Diversity Leader for 2020, placing 79th in a ranking of 700 companies across 10 countries.



Skills and recruitment

There is a skills shortage in our industry, with more people leaving the sector than joining. This means increased competition to recruit and retain key roles such as Site Managers and Production Directors, as well as challenges in subcontracting skilled tradespeople.

We are focusing on a range of strategies to ensure we have the people and skills we need to deliver quality homes on time to our customers. This includes increasing the number of experienced tradespeople and apprentices that we hire directly. Each of our regional businesses now has a plan to increase recruitment of five key trades: bricklayers, carpenters, painters, scaffolders and joiners. The number of directly employed key trades including apprentices increased from 748 in 2018 to 1,169 in 2019.

Increasing diversity to widen our recruitment pool is also a top priority, see page 45.

Partnering on skills

We work with others in our industry and with government, suppliers and colleges to promote careers in housebuilding, including through the Home Building Skills Partnership.

We are developing local links with colleges and universities to help us recruit for our entry level roles. This includes partnering on apprenticeships as well as attending careers fairs, providing talks and lectures and improving awareness among careers advisers of opportunities within housebuilding. For example, in Scotland we participated in the Skills Scotland Show promoting our career opportunities to nearly 5,000 high school students, teachers, tutors and parents.

We created a new toolkit in 2019 to help our business units develop successful partnerships with schools, colleges and universities.

Working with schools

Our regional businesses work with local schools to promote careers in the housebuilding industry. For example, in South Wales we work with Cowbridge Comprehensive, enabling students studying for a GCSE in Construction to visit one of our sites and put their learning into practice.

We also offer work experience placements and published guidance in 2019 to help our businesses to consistently deliver quality placements that are valuable for students and our business.

We visit schools to provide information on how homes are built, career opportunities, safety on live construction sites, building materials and eco-friendly homes. We also distribute a book designed to engage young children in the housebuilding process.

Succession planning

We have succession plans in place for all key roles to make sure we identify and develop our future leaders. We carry out a Talent Review every six months to provide our leaders with an update on succession strengths, gaps and risks and to identify future resourcing needs. Managers provide feedback on employees' performance in relation to both their current role and future roles they may aspire to move into.

Learning and development

We focus on training to build our skills base, deliver our commitments to customers and engage and develop our people. Our employees completed over 12,270 training days in 2019 (2018: 10,772).

Our Academy programmes provide structured career and skills development for employees working in production, design, customer service and sales. Some enable employees to gain a formal qualification (see page 26). Over 1,300 employees have enrolled on or completed Academy courses.

Three programmes are in place to help employees succeed as line managers – Transition to Management, Managing for Success and Realising Leadership Potential. Our Inspiring Leadership programme develops our Managing Directors and potential successors. It focuses on leadership skills with an emphasis on emotional intelligence, business breadth, strategic thinking and change management. Our Chief Executive attends each programme to share his experiences.

All employees can access online courses covering business skills such as negotiation, presentation, delegation and budgeting, as well as business and personal development topics.

We are updating how we evaluate the impact of our training on improving our people's confidence and capabilities.

Entry level roles

We offer a range of attractive entry-level roles to encourage people into our business. This work is overseen by our Future Talent Manager. Entry level positions make up around 16% of our total workforce (2018: 13%). These include:



634

Trade apprentices

3-5 year placements for bricklayers, carpenters, painters, scaffolders and joiners



245

Management trainees

3 year development programme to become a Site Manager, Quantity Surveyor, Buyer, Design and Planning Executive, or Engineer



50

Graduates

Placements and formal training to develop our future managers and leaders



Supporting successful apprenticeships in West Scotland

Taylor Wimpey West Scotland has appointed 54 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. The business also offers pre-apprenticeships to give young people an opportunity to come and work on site and experience the roles before applying for an apprenticeship. In 2018, four pre-apprentices were recruited via local charity, First Steps Future Training, which provides practical training for disadvantaged people. Three of these have gone on to join the business as apprentices.

Performance appraisals

Regular performance appraisals enable us to recognise employee achievements and agree future goals and priorities. We are working towards all employees having at least two formal appraisal meetings each year. We are rolling out training to help our line managers' to hold effective development meetings and set quality objectives with their team members.

Building a diverse workforce

Diversity and inclusion (D&I) 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 more to do before our workforce reflects the communities we work in.

Our D&I steering committee, is sponsored by our Board of Directors who oversee our strategy.

We combined our BAME (Black, Asian and Minority Ethnic) working group with our steering committee to ensure senior oversight and a coordinated approach.

Each regional business has a D&I action plan which our Managing Directors are accountable for delivering. We have Diversity Champions in each of our business units to help implement our strategy at the local level. In 2019, we held our first D&I conference, bringing together our committee members, champions and senior leaders to share ideas and best practices. We also launched a D&I newsletter.

Diversity training and reverse mentoring

Senior leaders are required to complete our 'Open Minds' one day course which explores the business case for diversity and helps leaders to address unconscious bias and create an inclusive culture. New employees complete diversity and inclusion e-learning as part of their induction. Line managers complete additional training.

We have launched a reverse mentoring programme which will pair senior leaders with BAME employees. This is a reciprocal programme and its goal is that employees gain valuable careers advice and development support, while senior leaders benefit from new insight into the experiences of BAME employees and ideas for how to further increase inclusion. We plan to expand the programme to include LGBTQ+ employees and employees with disabilities.

Mentoring in the community

We're partnered with the EY Foundation in 2019 to support young people from socially deprived or BAME backgrounds to gain valuable work experience. 22 young people took part in 2019 across seven of our regional businesses. They completed two weeks of work experience and were supported by a Taylor Wimpey mentor for up to six months while they worked towards a qualification from the Chartered Management Institute. Some of the participants have now been offered extended work experience or a permanent role with us.



Showing our support for diversity

Our D&I Committee promote and run awareness campaigns to highlight our commitment to diversity and create an environment where all employees feel included.

During 2019, this included: inclusion week with events and discussions held in many of our business units; talks, debates, and activities to mark International Women's Day and celebrate the achievements of women in our business; attending Birmingham Pride to demonstrate our support for LGBTQ+ employees; and raising awareness of men's health issues and celebrating male role models on International Men's Day.

Diversity in recruitment

We carefully select the recruitment channels and partners we work with to help us reach a diverse range of candidates and encourage more women to join our business.

During 2019, we began partnering with Sponsors for Educational Opportunity London which prepares talented students from ethnic minority or low socio-economic backgrounds for career success.

We are pleased that over half our graduate recruits were women in 2019 and around one third were from BAME backgrounds. However, progress is slower on our management trainee programme in part because female and BAME candidates are less likely to have the relevant qualifications. This underlines the importance of our work with schools and colleges to raise the profile of our sector among young people and families from all communities.

Flexible and agile working

Flexible and agile working can help us recruit and retain talented employees, including working parents, as well as benefiting employee engagement and wellbeing. We encourage these arrangements and some regional businesses now operate core hours which enable employees to

Diversity and inclusion strategy

Employer of choice: ensuring our policies, procedures and culture support diversity and inclusion

Expanding our reach: developing a broader range of recruitment and communication channels to reach a diverse audience

21st-century leadership: equipping our leaders to fulfil their role in developing a more diverse and inclusive culture

Wellbeing: supporting employees to maintain good mental, physical, social and financial health

Flexible and agile working: making flexible and agile working a real possibility for all employees

adjust their start and finish times to meet personal commitments. We are rolling out an agile working toolkit with best practice examples from around the business to promote flexible working practices.

Age, disability and accessibility

We want to make sure that we're providing the right opportunities and support to customers and employees with disabilities and we are reviewing how we can improve accessibility in our sales areas, show homes and offices.

We have worked with the Leonard Cheshire Change 100 programme for five years, providing work experience for talented undergraduates with some form of disability.

We also look at diversity from an age perspective to ensure our policies are inclusive and support individuals as they progress through different stages of their careers.

Our performance

Overall we have a gender mix of 71% male and 29% female across the Company, with 50% female on the Board and 44% female on our GMT as at 31 December 2019. The percentage of women in our overall workforce has gone down as we have increased the number of trade apprentices, tradespeople, and management trainees we employ.

We published our third Gender Pay Gap report in March 2020 based on data at the snapshot date of 5 April 2019. This showed that our mean pay gap is 2% and our median pay gap is -4% which continues to be significantly lower than the UK average. The mean bonus pay gap was 5% and the median bonus pay gap was 32%. The mean bonus pay gap reflects the higher number of men in senior roles, where bonus payments make up a large part of their remuneration which continues to influence our bonus pay gap.

We participated in the Hampton Alexander Review which aims to increase the number of women on UK boards and executive roles to 33% by 2020. We were ranked 21st in the FTSE 100 for women's representation on boards and executive committees.

We are improving our data on workforce ethnicity. We believe that BAME representation in our workforce is currently lower than in the UK population as a whole and we aim to address this.

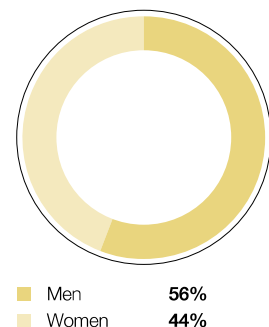
 Read more at www.taylorwimpey.co.uk/careers/our-achievements/diversity

Women in our workforce

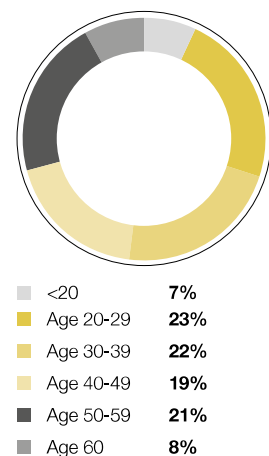
	2019	2018	2017	2016
All employees	29%	31%	32%	32%
Junior managers	45%	48%	48%	48%
All managers	28%	27%	26%	25%
Group Management Team	44%	33%	30%	30%
Board	50%	44%	30%	22%

Note to chart: The GMT and Board figures are correct as at 31 December 2019.

Gender balance in leadership (Group Management Team)



Age diversity in our workforce



UN SDG: Goal 5 – Gender Equality

Achieve gender equality and empower all women and girls

We support this goal by increasing female representation in our business, including at all levels of leadership.

 More information on page 66

Health and wellbeing

Our Health and Wellbeing Committee coordinates our efforts to support employee mental health, physical health, social health and financial health, supported by a Health and Wellbeing Champion in every regional business. We are pleased that 91% of employees feel that there is support available to help them manage their health and wellbeing at work.

Every year in the UK, 1 in 4 people will experience a mental health issue. Mental health is a significant concern in our industry with Government data showing that suicide rates are particularly high among men working in construction.

We partner with charity Mates in Mind to deliver mental health training for our managers and employees. This aims to tackle the stigma that can surround mental health so people feel comfortable discussing issues they may be facing and know how to get the right help if they need it. 83% of employees have now completed this face-to-face training and line managers have completed further training. We have 132 Mental Health First Aiders across our business who support managers and employees when mental health issues arise.

We have also launched the Thrive wellbeing app that has been approved by the NHS and provides tools and support for employees to manage and improve their mental wellbeing; signed the Building Mental Health Charter; and provided financial support to the Lighthouse Club, a construction charity that provides free financial and emotional support to construction workers and their families, and raised awareness of its helpline among our employees.

We launched our first physical health campaign in 2019, 'TW Get Moving'. This encouraged employees from around the business to get involved in a 'couch to 5k' or 10k steps challenge and raise money for charity. Over 560 employees took part and we'll repeat the challenge in 2020. Following the campaign, several regional businesses have now integrated regular wellbeing activities such as lunchtime walks and yoga and exercise classes.

Our core benefits package includes healthcare for all employees, through either private medical insurance or health cash plans. All office-based employees are entitled to regular health assessments after completing one year's service. Our Employee Assistance Programme (EAP) offers counselling and a support line.

Employee engagement

Our regular employee survey helps us to understand and respond to employee views.

3,788 (67%) employees participated in our 2019 survey, 76% of office based employees and 49% of those based on our sites. 93% of employees stated they would recommend Taylor Wimpey to friends and family as a good place to work. This is well above the benchmark score of 86%.

Employee feedback

What we do well:

- 97%** agree we are committed to be an ethical and responsible company
- 96%** agree we are committed to delivering the best customer service
- 95%** believe we are committed to being a more inclusive organisation

Where we can get better:

- 77%** agree they have a clear development plan
- 64%** agree the departments in Taylor Wimpey work well together
- 76%** agree they have the technology, tools and resources they need to do their job well

The survey highlighted a number of high scoring areas. For example, 97% agree we are committed to be an ethical and responsible company, 98% agree we take health and safety seriously, 96% agree we are committed to delivering the best customer service and 95% believe we are committed to being a more inclusive organisation.

The survey also highlighted a number of areas where our employees think we have room for improvement. These included how teams collaborate and work together, the quality of our employee development plans and giving employees the tools and technology to do their job effectively.

The results were communicated to all employees. Each business unit has developed an action plan to address the findings. We've also established three focus groups to identify actions we can take at group level to address the lower scoring areas.

Employee forums

Our National Employee Forum (NEF) enables our Board and senior management team to engage with employees and hear their feedback. The NEF has nine members (three from each of our regional divisions) including site and office employees and regional directors. It is chaired by one of our divisional managing directors. Its members are drawn from active Employee Consultation Committees in our regional businesses. Members of our Board of Directors also attend some meetings.

The Forum met four times in 2019 and discussed a range of topics including: employee survey results, agile working, diversity and inclusion, IT and technology, company values, benefits and bonuses. During 2020, we will be establishing Local Employee Forums (LEF) in our regional businesses as well as our head office and logistics business, to encourage further dialogue at the local level.

Raising concerns

We encourage employees to share any concerns, breaches of our policies or suspected cases of unethical conduct with their direct line manager, another manager or by reporting to our Group General Counsel and Company Secretary, Group HR Director or Head of Internal Audit. This includes any form of harassment or bullying or if any employee has reason to believe that modern slavery of any form may exist within our organisation or our supply chain, or may occur in the future. We also operate an independent confidential reporting hotline, Safecall, which is available to all employees and subcontractors.

Reward and remuneration

We offer attractive remuneration and a range of benefits to help us recruit and retain talented employees. All employees, whether full or part time, paid weekly or monthly, have equivalent core benefits and choice, and we regularly benchmark our approach. Benefits include healthcare, life assurance, travel and dental insurance as well as lifestyle benefits such as buying extra days holiday, cycle to work schemes and gym membership.

We operate two pension plans through which both the Company and employees contribute towards their retirement savings. During 2020 we took the opportunity to further enhance the pension offering for our weekly-paid employees with the Company continuing to contribute in excess of the legislative minimum set by the Government. We actively encourage employees to invest in their pension and conduct regular pension roadshows throughout the business to raise awareness and engagement.

We encourage employee share ownership and are pleased to successfully operate two all-employee share plans – around 57% of our eligible employees participate in one or both plans or are otherwise already shareholders of the Company.

Our house purchase discount scheme enables employees to buy one of our homes at a 5% or 20% discount and benefit from savings on white goods, options and supplier rates. 191 employees have used the scheme in the last two years.

All employees are paid at least the voluntary living wage, as calculated by the Living Wage Foundation, except for trainees and trade apprentices who are paid in accordance with the apprentice rates set out in the Construction Industry Joint Council Working Rule Agreement.

Targets and plans

- Increase BAME representation in our workforce
- Increase the percentage of women in leadership roles in our regional businesses and in our management trainee programme
- All employees to have completed our mental health training
- Launch our Agile Working Toolkit
- Set up Local Employee Forums (LEF) in our regional businesses
- Launch and roll out our new induction process, Laying the Foundations