

Our employees

We want to be known as the employer of choice in our sector and beyond, recruiting a diverse workforce and offering industry-leading development opportunities.

Material issues



Progress for 2020

- Named in the Glassdoor top 50 places to work for the fourth year running
- Many of our employees have stepped forward to volunteer for the NHS and support local communities and charities
- Launched our new Code of Conduct
- Once again recognised in the NHBC Pride in the Job Awards, achieving a total of 53 Quality Awards (2019: 66), 19 Seal of Excellence Awards (2019: 16) and two Regional Awards in 2020 (2019: two)
- Launched our updated two part induction process 'Laying the Foundations' including content on our commitment to customers, and diversity and inclusion
- Introduced new measures to support our colleagues' health and wellbeing throughout the pandemic
- Retained commitment to equality of opportunity in all employment practices
- 92% of employees agreed that their Line Manager values different perspectives, beliefs, values and abilities

Priorities for 2021

- Launch our updated Equality, Diversity and Inclusion policy, Maternity, Paternity and Adoption Leave policy, and first Menopause policy
- Remain committed to equality of opportunity in all of our employment practices, policies and procedures across the business
- Introduce reverse mentoring with LGBTQ+ colleagues

Read more on pages 20 and 21

Read more on pages 24 and 25

Link to SDGs



During 2020 we have continued to implement our people strategy while adapting how we work in response to the pandemic.

Health and safety

Health and safety is a shared responsibility and always comes first at Taylor Wimpey. Whilst cost and process simplification is a key priority for our business in 2021, health and safety is not an area that we are prepared to compromise on. 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) has reduced further to 151 in 2020 (2019: 156) and our AIIR for reportable injuries per 100,000 employees and contractors remains well below both the HBF Home Builder Average and Health and Safety Executive Construction Industry Average, but we will continue to seek to improve this. Our AIIR for major injuries per 100,000 employees and contractors was 58 in 2020 (2019: 44). There were no health and safety prosecutions or improvement notices in 2020.

Our Health, Safety and Environmental (HSE) Management System covers all business activities, and we have specific HSE plans for every site.

Our culture and people

We aim to create a strong, positive work culture at Taylor Wimpey, guided by our purpose and values. Our updated Code of Conduct was launched in 2020, setting out the high standards of integrity and conduct we expect. Our culture makes us stand out and 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 were pleased to have been named in the top 50 places to work in the UK for 2021, by Glassdoor, as voted for by employees, for the fourth consecutive year and in the top 10 companies for work-life balance during the pandemic.

We are very proud of the efforts of our teams through this testing time. Many of our employees have stepped forward to volunteer for the NHS and support local communities and charities.

During 2020, we directly employed, on average, 5,948 people across the UK (2019: 5,796) and provided opportunities for, on average, a further 12.3k operatives on our sites (2019: 14.6k). Our voluntary employee turnover rate remained low at 9.4% (2019: 12.9%).

In 2020, we undertook a detailed review of our organisational and cost structure to ensure that we continue to operate efficiently in a changing market. More information can be found on pages

9 to 11. Throughout this time we continued to engage with employees and remained committed to ensuring everyone was treated fairly and with respect.

Skills and development

With a well known shortage of skills, we have taken a proactive approach to our early talent programmes and direct labour model. We have reviewed this in line with our cost and efficiency approach. We have a strong talent pipeline balanced with an efficient engine room. We currently directly employ 1,038 key trades including apprentices (2019: 1,169). Entry level positions make up around 14% of our total workforce (2019: 16%).

We provide a wide range of training focusing on three areas: management and leadership; personal development skills and technical knowledge; and capabilities. The pandemic provided an opportunity to change how we deliver training, using technology and new formats to reach more people and introducing more bite size content. Over 2,500 employees attended online masterclasses and over 4,000 viewed our how-to videos during 2020.

Our technical academies cover production, sales and customer service providing structured career and skills development, and enable employees to gain a formal qualification. Over 1,500 employees have enrolled on or completed academy courses.

Building a diverse workforce

Diversity and inclusion (D&I) is a key area we want to actively improve. This will enable us to better understand our customer base, widen our potential talent pool and makes for productive and effective teams.

Our D&I Steering Committee is chaired by a member of our GMT. Each regional business has a Diversity Champion who works with the Managing Director to develop and deliver a local D&I action plan. All new employees are required to complete our online Diversity & Inclusion e-learning and it is mandatory for senior leaders to complete Open Minds unconscious bias training.

The Company is committed to ensuring that people with disabilities are treated fairly, supported and encouraged to apply for employment and to progress and receive training once employed. Working with key partners, we hope to increase permanent and secondment opportunities for people with disabilities.

We released our 2021 Gender Pay Gap Report which showed a negative gender pay gap of -6%, meaning that females received more pay than males at our snapshot date of 5 April 2020, though the data was impacted by employees on furlough.

Overall we have a gender mix of 70% male and 30% female across the Company. As at 31 December 2020, the Board is 50% female and GMT is 40%. We are making some progress increasing diversity in recruitment. For example, for our management trainee programme we reached 36% women and 14% black, Asian and minority ethnic (BAME) among new recruits. Among graduate recruits 55% were women and 9% were BAME.

We ran our second D&I conference virtually in 2020 with over 110 attendees including our D&I Champions, Managing Directors and Divisional Chairs. This reviewed our progress to date, our plans for the year ahead and included a panel discussion on Black Lives Matter and how Taylor Wimpey can be a consciously anti-racist organisation. We began a Reverse Mentoring pilot for eight senior leaders who were partnered with BAME employees.

We retained our commitment in 2020 to equality of opportunity in all of our employment practices, policies and procedures across the business. In 2021, we will be launching our new Equality, Diversity and Inclusion policy and remain committed to equality.

Supporting employees during the pandemic

During the pandemic, we introduced new measures to support colleagues to look after themselves whether they remained at work, were on furlough or working from home. This included a free digital GP service for all employees. We also provided wellbeing training for line managers to help them support staff working remotely and launched wellbeing coaching sessions covering topics such as work-life balance, healthy lifestyles and goal setting.

We supported our colleagues on furlough with their full base pay and implemented revised remuneration arrangements for colleagues who usually receive high levels of variable pay, such as sales staff. Colleagues who were not furloughed through the lockdown were given extra time off in-lieu to make up for their work during the crisis. We also extended emergency leave and introduced special leave for those unable to work their full hours, for example due to family commitments. We were able to emerge from the shutdown in a strong financial position and paid back all of the funds we received through the Government's Job Retention Scheme.

The Board took a voluntary 30% cut in salary and pension during the early stages of the COVID-19 pandemic in April until the end of July, when our sites, which reopened in May, returned to more normal levels of production.

We are proud of how committed our employees are to the long term success of the Company and we strive to listen and engage with all employees. During 2020 we ran three 'pulse' surveys which were designed to provide a temperature check on employees' engagement on key topics.



2020

National Employee Forum

Our National Employee Forum (NEF) continues to meet regularly, with three meetings held in 2020 chaired by a senior leader. In 2020, the Chair of the Remuneration Committee was appointed the Board's NEF Champion and now attends NEF meetings and feeds back to the Board. Our Chairman Irene Dorner also attended the NEF in 2020.

Following the success of the NEF, Local Employee Forums will be formed in 2021 to facilitate two-way communication and collective consultation at a local level.

Read more in corporate governance on page 76

91% of employees feel they can share their thoughts and give honest feedback to management.

Pulse employee survey, June 2020

March

Regular and open communication

Employees received regular communications from the outset of the pandemic, including updates from our CEO on key business decisions, Q&A sessions and a dedicated email address for employees to share their views and ideas with management.

April

Learning and development

A series of masterclasses which took place between April and June covered a range of topics and proved popular with employees across the business, with over 2,500 attendees.

May

New careers site

As part of the redevelopment of the Company's website, we re-launched the careers section, making it easier for candidates to learn about the culture and explore career opportunities at Taylor Wimpey.

July

Diversity and inclusion

Our second D&I conference was held virtually with over 110 attendees and covered a range of topics including remote and flexible working and the Company's Reverse Mentoring scheme.