

Our Employees

SDGs



2021 highlights

- Continued to focus on Health and Safety as the number one priority and on initiatives promoting mental health and wellbeing
- Achieved over 90% engagement score in most recent employee survey
- Accredited Living Wage Employer, by Living Wage Foundation
- Recognised in 2021 NHBC Pride in the Job Awards with 72 Quality Awards, 25 Seal of Excellence Awards, three Regional Awards and the Supreme Award
- Launched our new Equality, Diversity and Inclusion Policy and remain committed to equality of opportunity in all of our employment practices, policies and procedures across the business
- Continued to run our National and Local Employee Forums
- Continued our reverse mentoring with ethnically diverse and LGBTQ+ colleagues
- Updated our performance review process in response to employee feedback

2022 priorities

- Continue to prioritise Health and Safety
- Maintain a strong culture of doing the right thing and high engagement levels
- Increase employee voice through the continued work of Local and National Employee Forums and employee networks
- We will set clear and measurable internal goals to help accelerate diversity within our business and drive accountability
- Continue to improve communication throughout the business, led by highly visible senior leaders during period of leadership change
- Focus on building the skills of our current and future workforce
- Plans for the continued development of the Board's Employee Champion role

Read more in relation to our business model on pages 22 and 23

Read more in relation to our KPIs on pages 26 and 27

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.

Health and safety

Health and safety is the number one priority at Taylor Wimpey and we will never compromise on this commitment to our people and everyone who works on or visits a Taylor Wimpey site. We embed a safety culture through training, awareness and visible health and safety leadership and we work closely with our contractors and subcontractors on this. Our Annual Injury Incidence Rate (AIIR) was 214 in 2021 (2020: 151) and our AIIR for reportable injuries per 100,000 employees and contractors remains well below both the HBF Home Builder Average AIIR of 264 and Health and Safety Executive construction industry average AIIR of 353, but we will continue to seek to improve this. We believe the increase in the accident rate is due to higher than average turnover among operatives and an increase in production on our sites. Around 36% of accidents are slips, trips and falls. Our AIIR for major injuries per 100,000 employees and contractors was 73 in 2021 (2020: 58).

Culture and people

We have a very strong culture at Taylor Wimpey at every level of the business, with the core principle to 'do the right thing'. We continue to benefit from a talented and engaged workforce, as reflected in our 2021 employee survey with an overall employee engagement score of over 90%, with a 66% response rate. Health and safety was once again our top scoring area in the survey at 97%, and 95% of employees are proud to work for Taylor Wimpey. The employee survey also outlined slightly lower scoring areas which we will work to improve, such as future development opportunities and career progression.

We are pleased to report that Taylor Wimpey was once again recognised in the NHBC Pride in the Job Awards, achieving a total of 72 Quality Awards (2020: 53), 25 Seal of Excellence Awards (2020: 19) and three Regional Awards in 2021 (2020: two), whilst Lee Dewing, Site Manager at our Whitacres development in Hambleton, Selby, was awarded a Supreme Award.

During 2021 we directly employed, on average, 5,271 people across the UK (2020: 5,948) and provided opportunities for, on average, a further 11.1k operatives (2020: 12.3k) on our sites. Our voluntary employee turnover rate is higher than normal at 19.0% (2020: 9.4%). We believe this reflects a catch

up from a lower than normal turnover rate in 2020 as a result of the pandemic.

Skills

With a well known industry skills shortage, we have taken a proactive approach to early talent and direct labour. Building the skills of our current and future workforce is essential to address the skills shortage in our industry and also to set up the business to deal with future changes.

We offer a range of entry-level roles such as apprenticeships, trainees and graduates to encourage people into our business with these positions making up c.9% of our workforce (2020:14%). We support our regional businesses to develop local links with colleges, universities and schools and encourage a diverse range of candidates to consider careers in housebuilding. We currently directly employ 743 key trades including apprentices (2020: 1,038). The reduction partly reflects the restructure of the business in 2020, as well as voluntary employee turnover. However, we remain committed to developing future talent and to working both internally and with the wider sector to attract future talent into our industry.

Training and development

We focus on training and developing our employees. Key areas of focus are management and leadership, personal development skills (e.g. presentation, communication, negotiation and time management) and technical knowledge and capabilities. Our technical academies cover production, sales and customer service, providing structured career and skills development, which often enable employees to gain a formal qualification. We also run online masterclass sessions for employees to hear from internal and external experts.

We also run on-site training academies for apprentices at two of our sites. We assess the impact of our training and development using metrics such as productivity, retention, build quality and customer satisfaction scores and sales. We have updated our performance review process in response to feedback from our employee survey. Shorter term performance objectives are now set and reviewed multiple times throughout the year and line managers are being trained on the new approach.

Inclusion, diversity and gender balance

Diversity and inclusion is a key area we want to continue to strengthen, creating a workplace where colleagues feel championed and supported regardless of their background, identity, age, gender, ethnicity or disability. We see diversity as an opportunity to truly embrace our colleagues' backgrounds and perspectives which in turn helps drive the business forward and achieve success. However, we and the housebuilding industry,

can and need to do more. In 2021, we launched our new Equality, Diversity and Inclusion Policy and remain committed to equality of opportunity in all of our employment practices, policies and procedures across the business. Our Company-wide approach has focused on bringing our colleagues together through multiple diversity-focused networks, training and events. We have significantly advanced our leaders' capabilities and understanding on diversity and inclusion with programmes like Respectful Workplace which commits our senior leaders to multiple practical steps and activities to help us achieve a more inclusive and respectful culture.

We ran reverse mentoring for 10 senior leaders in 2021 who were partnered with BAME colleagues and / or colleagues who identify as LGBTQ+.

We recognise that building a diverse culture means embracing all aspects of diversity, including race, religion, mental and physical ability, socio-economic backgrounds, sexuality, and more. In 2022, we will set clear internal goals to help accelerate measurable change and to ultimately drive accountability. We are pleased to have increased several elements of our benefits provision that are important to our employees, including the introduction of new incentive arrangements, enhancements to our Maternity Policy, our

wellbeing provisions, and other benefits that assist our employees financially.

In our 2022 Gender Pay Gap Report, our median gender pay gap has narrowed, still in favour of women and the mean pay gap also remains small, likewise in favour of women. More information can be found in our Gender Pay Gap report on our website.

Employee engagement

We are proud of how committed our employees are to the long term success of the Company and we seek feedback and engagement with all employees. This includes regular email updates from the Chief Executive as well as updates from the GMT and other senior management. It is important that management is accessible and visible so in addition to regular visits to the different businesses we operate employee forums including the National and Local employee forums where employee representatives are able to feedback and ask questions of members of the Board and other senior management directly. The Board also has an appointed Employee Champion to strengthen the Board's engagement with employees. The Board's Employee Champion, Gwyn Burr will be retiring from the Taylor Wimpey Board of Directors on 26 April 2022 and we are pleased that Robert Noel, Senior Independent Director, has agreed to take on this important role. Rob joined the Taylor Wimpey Board in 2019

and has over 30 years' experience in the property sector. Rob and Gwyn have been working closely to share employee perspectives already gathered and plans for the continued development of the Employee Champion role.

Employee survey

Our full employee survey in 2021 captured views from 66% of employees. It showed an overall engagement score of 91% with 95% of employees being proud to work for Taylor Wimpey. Higher scoring areas included health and safety, diversity and inclusion, and our vision and strategy. The survey also showed that colleagues think we can do more to ensure that employee views are heard across the business consistently, to develop our line managers to support their teams, to provide clarity on career opportunities, to benchmark pay and reward, and to report back on actions taken following the survey.

Wellbeing

We support colleagues to help them maintain good mental, physical, social and financial health, which has been particularly important during the pandemic. Mental health is a significant concern for the construction industry. We partner with mental health charity, Mates in Mind, to deliver mental health training for colleagues. We have over 150 Mental Health First Aiders across our business who support managers and employees when mental health issues arise. We use the Thrive mental health app, which has been approved by the NHS and provides tools and support for employees to manage and improve mental wellbeing. We are a signatory to the Building Mental Health Charter. We were pleased that 93% of our employees in our latest survey agreed that they know how to access support for mental health and wellbeing at work.

Employee Networks

Following a number of new and updated policies launched in 2021, employee networks were formed to offer further support to our employees. These include:

- **Working Parents Network** to support the launch of our updated Maternity Policy, Paternity Policy and Adoption Policy
- **Embracing the Change Network** to support our new Menopause Policy
- **Race and Ethnicity Network** to support our updated Equality, Diversity & Inclusion Policy

Networks provide a forum for colleagues to share experiences, support each other, and help to create a fully inclusive workplace.

Read more about our employee networks on page 96.

