



Building for our people

Our people and culture are key to our progress.

We have a highly talented and engaged workforce that continues to drive Taylor Wimpey forward for the benefit of all stakeholders.



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Highlights for 2023

Employee engagement score

93%

(2022: 93%)

Quality awards

51

(2022: 62)

Voluntary employee turnover

14.2%

(2022: 17.7%)



Building for our people continued

Health and safety

Health and safety remains our number one priority in all markets and it is the first topic covered in every Board, Group Management Team (GMT) and local regional management team meeting across the country. Building sites are inherently dangerous places and so it is essential that strict safety protocols are identified, embedded, monitored and enforced and a clear, consistent and disciplined approach to safety is key throughout the organisation. 98% of our employees agree that we take health and safety seriously (2022: 98%).

Our Annual Injury Incidence Rate (AIIR) for reportable injuries per 100,000 employees and contractors was 151 in 2023 (2022: 166), remaining well below both the HBF Home Builder average AIIR of 241 and the Health and Safety Executive construction industry average AIIR of 296.

However, our commitment goes beyond industry benchmarks and we will continue to seek to improve this. Around 37% of accidents are slips, trips and falls. Our AIIR for major injuries per 100,000 employees and contractors was 65 in 2023 (2022: 68).

Culture and people

We have a strong culture at Taylor Wimpey which we and our employees are proud of. This is demonstrated in our latest employee survey with an overall employee engagement score of 93% (2022: 93%), with a 69% response rate. Our overarching value is 'do the right thing'. Our Taylor Wimpey Inspire Awards recognise our employees who go above and beyond.

We are proud of how committed our employees are to the long term success of the Company and we seek feedback from 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 regional businesses we operate a National Employee Forum, National Young Person's Forum and Local Employee Forums in our regional businesses, where employee representatives are able to feedback to and ask questions of members of the Board and other senior management directly.

During 2023, our voluntary employee turnover rate was 14.2% (2022: 17.7%).

We are pleased to report that Taylor Wimpey was once again recognised in the NHBC Pride in the Job Awards, achieving a total of 51 Quality Awards (2022: 62) and 13 Seal of Excellence Awards (2022: 15).

Skills

During 2023, we directly employed, on average, 4,618 people across the UK (2022: 5,140) and provided opportunities for, on average, a further 9.3k operatives (2022: 11.1k) on our sites.

We are proud of our approach to talent development at Taylor Wimpey. 45% of our regional management teams have been promoted internally and 62% of Site Managers were promoted from within the business.

We recognise that building the skills of our current and future workforce is essential to address current and potential future skills gaps in our industry and subcontractor base.

"I believe strongly that having a diverse workforce is crucial to strengthening our business for the future, and this becomes even more important in a challenging market."

Anne Billson-Ross
Group Human
Resources Director

To support entry level Trainees, competency levelling was launched in April 2023. Competency levelling enables Trainees to have a clear path of progression into a target role, as well as rewarding them according to their experience and competence as they progress through their training.

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. In 2023, we strengthened our schools outreach programme working with a specialist company and developed our career converters programme for ex-service personnel.

Working with partners to promote industry skills

We continue to work closely with our partners, peer companies, industry associations and educational organisations to identify and address skills gaps and upskill our workforce, and also share best practice within the industry bodies.

In 2023, we led a collaboration with five other major housebuilders to identify tangible ways in which we could address the skills shortage facing our sector, leading to the creation of a Sector Skills Plan

Recognising that the majority of our trades on site are performed by our supply chain, Taylor Wimpey has been instrumental in developing a support model with the CITB whereby we provide free support to our subcontractors to enable them to recruit, train, manage and claim grant funding for their apprentices.



Building for our people continued

We have seen some early successes with subcontractors based in Exeter and the Midlands, where the plan has helped provide recruitment support as well as identifying colleges and signing apprentices up for courses. In addition, we have seen the plan has helped subcontractors to claim funding to offset the cost of their apprenticeship training – in some cases helping with backdated claims that they were unaware would be eligible.

The pilot will be extended to others in the Sector so that more subcontractors can take advantage of this free of charge support structure. We are proud of our approach to talent development at Taylor Wimpey.

Equality, diversity and inclusion (ED&I)

We remain committed to creating a more diverse workforce and will publish our second Diversity and Inclusion Report in 2024. We have set quantitative targets to improve gender balance at all levels and to increase ethnic minority representation. Our targets are aspirational, but we believe that it is important to be ambitious and hold ourselves to account.

Our aim is to create a workplace where colleagues feel championed and supported regardless of their background and identity. By truly embracing our colleagues' diverse perspectives we can deepen our understanding of our customers and stakeholders, enhance innovation and creative thinking and continue to drive the business forward and achieve success.

Investment in ED&I is a long term commitment for Taylor Wimpey, supported by our Board, and all levels of our leadership. Alongside our successes, we remain focused on the areas we still need to progress.

Our workforce is not yet reflective of the UK's ethnic diversity. As at 31 December 2023, 5.7% of our employees were from a Black, Asian or other minority ethnic background (2022: 5.0%) and 3.7% at regional business management level (2022: 2.5%).

We had a gender mix of 66% male (2022: 67%) and 34% female (2022: 33%) across the Company. Our GMT was 33% female (2022: 38%) and our Board of Directors was 44% female (2022: 44%). Women in the GMT and direct reports to GMT rose to 28% (2022: 21%). The proportion of women in management roles across the Group rose to 38% from 30% in 2022.

We have more work to do in our regional business management teams to address gender balance. Women made up 27% of these roles in 2023 (2022: 31%). Whilst the employment freeze impacted our efforts in terms of graduate and trainee manager recruitment, our pipeline is strong, with females accounting for 62% of our graduate programme (2022: 64%).

In line with the Gender Pay Gap regulations, we calculated our 2023 gender pay gap based on data at the 'snapshot date' of 5 April 2023 and bonuses paid over the preceding 12 months.

The calculations cover all staff employed by Taylor Wimpey UK Limited as at 5 April 2023. Our latest data shows that our mean gender pay gap was 6% in favour of men (2022: 2% in favour of women) and median pay gap 2% in favour of men (2022: 1% in favour of men).

The shift in our pay gap this year reflects a number of factors, including a reduction in the overall size of our workforce, more highly paid women than men leaving the business, and a reduction in commission due to market conditions which affects our sales function, which is 83% women.

We will continue to focus on our programmes to increase female representation across different functions and levels of the business which will reduce the pay gap over time.

More information on the programmes and our road map to further improvement can be found in our Diversity and Inclusion Report on our website.

62%

Female representation in our graduate programme

6%

Gender pay gap in favour of men



* Definitions and reconciliations of our APMs to the equivalent statutory measures are included in Note 32 of the financial statements. Please see page 81 for definitions.