



# Making **positive** change

Gender Pay Gap Report 2022





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From our Group HR Director, Anne Billson-Ross



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# Going further

**Anne Billson-Ross**  
Group HR Director



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This last year has brought many challenges; the Covid-19 pandemic; lockdown restrictions; and the shift to new ways of working. We have adapted to each of these challenges guided by our core value of 'doing the right thing'.

Taylor Wimpey is a people business. Building a diverse workforce and inclusive culture that attracts and keeps great talent, regardless of gender, is essential. We recognise the benefit and the importance in having more diverse perspectives around the table and see good gender balance as a key enabler for success.

This year's report shows some good progress against our key targets. The Taylor Wimpey median gender pay gap has narrowed, still in favour of women and the mean pay gap also remains small, likewise in favour of women. For Taylor Wimpey's 2021's early entry scheme, 31% of newly hired Management Trainees and 57% of graduates were female.

There still remains a significant gap in the median bonus payment which is 65% higher for men, than women. However, I am confident our enhanced succession planning and development programmes will help address this in the longer term.

Much of our focus has gone beyond the Pay Gap itself, to think about the ways we can truly embed gender diversity into our culture for the long term. We have aimed to equip colleagues with greater skills and understanding so that they are able to ensure Taylor Wimpey's commitment to inclusivity is carried through the business on a daily basis.

For instance, the Respectful Workplace Programme has committed our senior leaders to the practical steps they need to take to achieve a more inclusive and respectful culture. Our Inclusion Coaching Programme also aims to develop Managing Directors' understanding of how to become a more inclusive leader and how to mitigate barriers to diversity.

We have also poured significant effort into our commitment to levelling up the support for both female and male colleagues, particularly around personal life events. Our new Embracing the Change Menopause Network and Working Parents Network have helped provide greater support to our colleagues throughout these journeys, and our Maternity, Paternity and Adoption returners programme has helped ease the transition back to work.

We have made sizable progress against the goals outlined in our last report. We have worked hard to attract and promote female talent, ramp up diversity and inclusion efforts and ensure substantive positive change. We have learnt more, both as individuals and as a business, on what we need to do to turn up the dial and truly champion gender diversity and inclusion.

This year's Pay Gap Report shows we are heading in the right direction – and I am proud of the progress Taylor Wimpey has made so far. However, we mustn't lose this momentum. We must go further in our approach; take what we have learnt through our many gender diversity initiatives and embed these key learnings into our everyday life.

**Anne Billson-Ross**  
Group HR Director

# Achievements to be proud of...



We are recognised as a

**Best practice leader**

By **European Women on Boards' Gender Diversity Index**



We came

**Top 10**

In Hampton Alexander's **2020 gender diversity on Boards' in FTSE 350 firms**



We ranked

**238 out of 15,000 companies**

In the Financial Times' **most inclusive companies in Europe** survey, as ranked by employees



Our 2021 Engagement Survey showed

**95%**

of our employees believe that TW offers **opportunities for employees from all backgrounds to progress**

## Proudly partnered with....



HENPICKED

**Menopause in the Workplace**



**enei** employers network for equality & inclusion





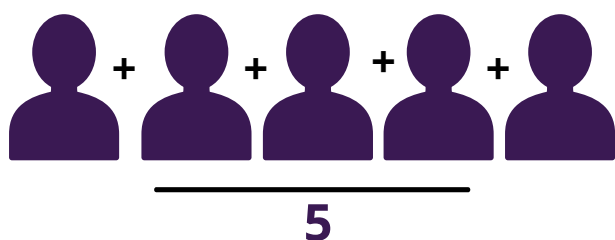
# Measuring the pay gap

The pay gap is the difference in remuneration between groups of employees. This report publishes the differences between our male and female colleagues.

The calculations used to measure the gender pay gap are in line with the approach as set out by the government.

## Mean Pay Gap

The mean gap is the average pay of all male colleagues compared to the average pay of all female colleagues.



## Median Pay Gap

If we were to line up all our male and female colleagues separately in order of rate of pay, the median gap is the difference between the middle male employee and female employee.



# Our gender pay gap



In line with the Gender Pay Gap Regulations, we have made the following calculations based on data at the 'snapshot date' of 5 April 2021 and bonuses paid over the preceding 12 months.

The calculations cover all staff employed by Taylor Wimpey UK Ltd plus the Executive Directors employed by Taylor Wimpey plc as at 5 April 2021.

## Our pay gap

Due to the COVID-19 pandemic, our 2020 gender pay gap saw both our mean and median pay gaps move to negative values (in favour of females). At the time of the 2020 snapshot date most of our site staff, who are predominantly males, were furloughed. This removed their ability to earn higher levels of productivity bonuses which would normally be included in their pay. Meanwhile our sales teams, who are predominantly females, were furloughed later (and after the snapshot date).

Our pay gaps for 2021 remain in favour of females. Variable pay is a key driver of our gender pay gap and helps to keep our general pay gap quite narrow. Variable pay (commission) forms a significant part of the sales teams remuneration package. We have around 600 employees in the sales teams, 90% of which are female. Average commission payments paid at the 2021 snapshot date for our sales team, were higher than in comparison to previous years, resulting in our pay gap remaining in favour of females.

### Mean pay gap

**-6%**

The mean pay for women is 6% higher than that of men (2020: -6%)

*Excluding Executive Directors:*  
*Mean: -7% (-6% 2020)*

### Median pay gap

**-5%**

The median pay for women is 5% higher than that of men (2020: -18%)

*Median: -5% (-18% 2020)*

The percentage of employees receiving a bonus remains high across the Group which reflects the importance we place on rewarding performance and ensuring our employees share in the success of the business. Employees that do not receive a bonus are either on one of our apprentice or trainee programmes, or have recently joined or have resigned and are working their notice.

## Our bonus pay gap

The high number of men in senior roles, where bonus payments make up a large part of their remuneration, continues to influence our median bonus gap.

Our mean bonus gap has remained a negative pay gap (in favour of women). This is due to our Executive Incentive Scheme and general staff bonus payments being lower than in previous years and commission payments for the year being higher than previous years.

### Mean bonus pay gap

**-47%**

The mean bonus pay for women is 47% higher than that of men (2020: -14%)

*Excluding Executive Directors:*  
*Mean: -53% (-22% 2020)*

### Median bonus pay gap

**65%**

The median bonus pay for men is 65% higher than that of women (2020: 41%)

*Median: 65% (41% 2020)*

## Proportion of women and men who received a bonus

Based on those employed on 5 April 2021 who received a bonus during the preceding 12 months



## Key Drivers



### Recruitment Activities

Employing more employees into lower pay quartile roles, such as apprentices can cause a significant shift in the pay gap.



### Commission payments

Commission earned by high volumes of females contribute to the mean gap being lower than the median.



### Number of males in senior roles

Volume can affect median calculations

## Proportion of males and females in each pay quartile

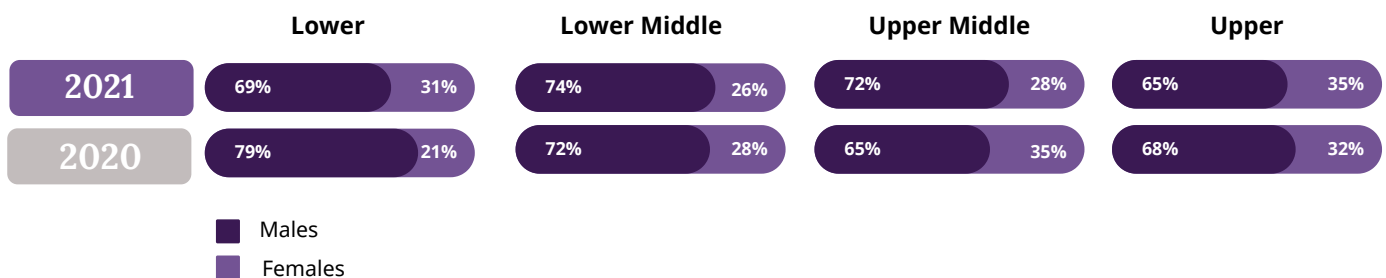
The quartiles represent the pay rates across our UK employee base (including our Executive Directors) from the lowest to the highest, split equally into four groups consisting of 1,282 employees each.

Female representation across our lower to upper middle pay quartiles has reduced in comparison to our 2020 quartiles. This is largely due to our site staff being furloughed at the time of last year's snapshot data.

On the previous page we talked about the effect the timing of furloughing had on our snapshot data. As this returned

to a normal position our site based teams who are predominantly males resumed in their ability to earn productivity bonuses. This has returned the quartile positions to nearer a 2019 position, with female representation decreasing in the lower middle & upper middle quartiles and increasing in the lower quartile.

We have also seen an increase in female representation in our upper pay quartile due to our Sales teams achieving strong commission payments across the year.



## Board of Directors and GMT female representation

### Board of Directors

As at the date of publication of this report, female representation on our Board of Directors of 50% exceeded the 33% target set by the Hampton Alexander Review. This reduced slightly from 56% in 2020, reflecting Board changes over the year.

### Group Management Team

The GMT is our operational board comprising of our three Executive Directors, executive leadership, and senior operational leaders. At the date of publication, female representation was 40% compared to 44% in last year's report. This reflects changes in the GMT composition owing to the resignation of one male GMT member and a restructure of the GMT, which resulted in the appointment of two additional Divisional Chairs who are male.

# Levelling up support for all talent...



## Hear from...

**Liz Hassett**

Site Manager, TW Manchester

“ I am pleased to say that I have always felt equal to my male colleagues

### Successor to Managing Director Programme

We understand the need for a clear path of progression to help motivate and engage our ambitious colleagues. We continue to develop our talent at all levels and have recently refreshed our Successor to Managing Director programme to bring additional support to the development of both our male and female future Managing Directors.

The enhanced programme includes our rolling 6 month “spotlight +” series of discussions/presentations focusing on the 60 areas of technical development that we believe our aspiring MDs need to be proficient in.

This year we also ran our first Development Centre which focused on providing a safe environment to explore some of the technical elements of being a Managing Director, giving individuals an opportunity to both explore the role in more detail and understand areas of growth for their professional development.



I started my career at Taylor Wimpey as an Apprentice Bricklayer over 15 years ago and progressed through various apprentice roles until becoming an Assistant Site Manager in 2015, and eventually a Site Manager in 2019.

Working in the construction industry has been amazing and the possibilities are endless whether you have graduate qualifications or not. It's no secret however that the industry is very male dominated, and many sites still have an all-male team but in my experience this is changing year on year and it's a joy to see so many women joining us on site. Things have changed significantly since I was a 16-year-old girl starting out and the culture, especially at Taylor Wimpey, is becoming more and more welcoming.

I am pleased to say that I have always felt equal to my male colleagues and I'm proud to know that there is zero tolerance for any unnecessary comments or disrespectful behaviour.

It's an exciting time for women in this industry and seeing more and more women in roles like mine will only help challenge any unsupportive behaviours or mindsets. I strongly believe the continued efforts to attract a more diverse workforce of people from a multitude of backgrounds will only strengthen our business and lead the way for even more change.



## Move towards agile and flexible working

At Taylor Wimpey, we believe flexibility is fundamental to achieving genuine gender equality at work and retaining our excellent talent. That's why, after pandemic restrictions eased, we have continued to support flexible working across the organisation which is supported by our remote and agile working principles, guidance, and case studies.

Through various Forums and Employee Surveys, we have worked hard to understand the actions we need to take as we move to a new way of working. We have focussed on making life simpler, easier, and better for our colleagues – keeping many of the successful principles we implemented throughout the Covid-19 lockdown, such as virtual site appointments.

### Embracing the Change Menopause Network



According to the Trades Union Congress (TUC), 9 out of 10 women say the menopause affects their working life. As part of our commitment to support the wellbeing of our female colleagues and to help them manage this transition, we launched our new Embracing the Change Menopause Network to accompany our Menopause policy and guidance.

This Network is sponsored by Group Operations Director, Jennie Daly, and provides peer to peer support to raise awareness and understanding that every menopause journey is different.

So far, the Network has delivered monthly menopause awareness sessions for all employees as well as the creation of an online group and chat function, which have been supported by menopause experts. This forum encourages our colleagues to share stories and support one another. The dedicated intranet page also provides information on how to support colleagues who are experiencing menopause symptoms and personally help them to manage and embrace the change.

### Working Parents Network

We know that juggling work and parental responsibilities can be challenging and so following the refresh of our maternity, paternity, and adoption policies, we launched a Working Parents Network in June 2021.

The purpose of the network is to create a community of new, existing, and soon-to-be working parents across Taylor Wimpey, to support each other on their journey, share experiences and be a channel for education and awareness.

The network, sponsored by our Divisional Chairman for London and South East, Ingrid Osborne, operates virtually and provides guidance to working parents on where to go for further support including accessing childcare financial support.



Sponsored by  
**Jennie Daly**  
Group Operations Director



Sponsored by  
**Ingrid Osborne**  
Divisional Chairman,  
London and South East

# Maternity and Adoption returners programme

At Taylor Wimpey, we recognise returning to work after time away can have a big impact on our colleagues' wellbeing, especially for those returning from maternity, paternity, or adoption leave. We feel it is important for parents to feel supported both personally and professionally, and that's why we launched Taylor Wimpey's Parent Returners Programme.

The programme aims to support parents, before, during and after maternity and adoption leave. As part of this, we have updated our maternity and adoption policy to include a guaranteed phased return to work for all maternity and adoption returners to help ease the transition. In partnership with executive coaching company, The Tall Wall, we have also provided all employees who take parental leave with coaching and support.



## Because life doesn't stop when you step into work...



### Hear from...

**Lesley McVeigh,**  
Senior Land Manager,  
TW West Scotland

Prior to joining Taylor Wimpey in 2016 I worked in Local Government. Friends and family warned me that in joining the housebuilding industry I would face barriers to my development, and that I would need to sacrifice my personal life to have any chance of career success. Six years later, I am delighted to say that this has not been my experience in Taylor Wimpey.

Since day one, as an Assistant Strategic Land and Planning Manager, I was actively encouraged to drive my development forward and given every opportunity to achieve my goals. I progressed to a Land Manager in 2018 and, whilst on maternity leave, I successfully gained a role as Senior Land and Planning Manager at the end of 2019. Returning to work in 2020, in the midst of a global pandemic and in a new role within a new team was a challenge. I firmly believe that I would not have enjoyed my return to work and been able to thrive within my new role, had it not been for the culture and people in Taylor Wimpey.

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The flexibility I have had in my day to day working life has meant that I have never had to choose between my personal and professional life

The flexibility I have had in my day to day working life has meant that I have never had to choose between my personal and professional life. The ability to change my working pattern has enabled me to return to my career whilst getting to spend time with my daughter and adjust to life as a working mum. Hearing the experiences of friends and peers returning to work, I feel truly lucky to work for an organisation that not only supports its people but one that strives to understand them as individuals.

My job satisfaction is driven by the variety of different projects, sites and challenges I face working in Land. The autonomy Taylor Wimpey gives me to make decisions as well as the unfaltering support when things don't quite go to plan, which in Land, is often the case, is something which I feel is unique and is why I am proud to work for Taylor Wimpey.

# "The standard you walk past is the standard you accept"

## Our Ethnicity Pay Gap

We recognise the importance of making sure every employee in our company is paid fairly and is shown equal respect, regardless of their background. Our commitment to this has seen us set clear, measurable internal goals to help accelerate measurable change and to ultimately drive accountability.

We are continuing to put in more work to generate energy and maintain momentum on diversity and inclusion through initiating a number of activities across the business.

## Respectful Workplace Programme

To build an inclusive culture, the expected behaviours and actions of all line managers and employees must be lived through and reinforced continuously.

At Taylor Wimpey, we've gone beyond ad-hoc training to implement a mandatory Respectful Workplace programme that comprises a series of practical activities and commitments for all our senior leaders to ensure our employees are supported, have a voice and a workplace where differences are valued and respected.

This includes:

- ➔ **A webinar for our Managing Directors** to understand the programme and the crucial part they play in driving a respectful and inclusive site and office culture.
- ➔ **Respectful workplace training** and Toolbox talk for all employees to deliver to employees and sub-contractors.
- ➔ **Powerful visual signage** and cues reminding our employees of their role in engendering a respectful workplace and how they can discuss and report any concerns.
- ➔ **Facilities review** to ensure basic facilities access, such as suitable sanitary facilities for females and males and space for prayer and contemplation.





# Expanding our reach



Equality of opportunity is a key driver in our recruitment processes. We have partnered with a number of organisations including Black Professionals in Construction, SEO London, and Working Mums to support our attraction efforts and showcase our jobs to a more diverse audience.

We are also focussing on driving our diversity messaging through our social channels promoting some of the progressive internal initiatives we have launched. We have updated our Equality, Diversity and Inclusion policy and guidance which clearly sets out our commitment to this topic as well as our expectations of everyone who works in our Company including the way we recruit.

We have selected all of our preferred recruitment agency suppliers by vetting them against their own commitments

to diversity in our sector and continue to challenge them around providing more diverse candidate shortlists for all jobs they are briefed on.

Through our internal recruitment technology, we are able to track the ratios of underrepresented applicant groups including women, ethnicity and those that volunteer a disability. This allows us to refine our attraction channels based on what performs the best on behalf of our employment brand.

In March 2020 we launched a brand-new careers site aimed at showcasing the existing diversity across our workforce and increased the amount of content on our commitment to diversity including several awards won over the years.

## Hear from...

### **Usha Arunachalam**

Assistant Project Manager,  
TW London



I studied Computer Science and Accounting at University and had no intention of working in the construction industry until I came across the Taylor Wimpey Graduate Scheme where I started my career.

Joining the scheme with no previous experience suddenly became very overwhelming but thrilling knowing I was about to embark a journey that would open my eyes to more than I could imagine.

As a young individual navigating my way through the different aspects of the business, I have been fortunate to

dive into opportunities to explore my strengths and weaknesses as well as building a great depth of knowledge to assist with my progression in Taylor Wimpey.

With the continuous support and guidance, I was happy to obtain a role as an assistant Project Manager, working in a diverse team who encourage me to always strive for the best.

During my time at Taylor Wimpey, I have seen a great level of dedication and success in promoting diversity and inclusion within the workplace and even had the privilege of participating in events to help share and voice ideas as a young female of colour. As there is still a lot of growth in the industry to help expand the scale of skilled individuals from different backgrounds, Taylor Wimpey is an excellent example of progress and has formed a culture of recognition, appreciation and equality.



## Reverse Mentoring Programme

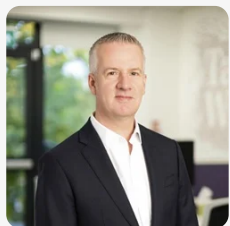
Following the success of our Reverse Mentoring Programme in 2020, we rolled out a new cohort of mentor relationships in 2021. The purpose of this programme is to raise senior leaders' understanding of the challenges faced by individuals from racially diverse backgrounds, whilst encouraging underrepresented employees to tap into the knowledge and experiences of top management.

The programme has again proven to be a great success. Leaders who took part in the programme have openly said their understanding of the barriers faced by racially diverse colleagues has helped them to challenge any previous practises that may have hindered diversity in our talent pipeline. They have become advocates and champions of diversity and are equipped with the essential knowledge and understanding to talk about race openly and productively.

## Race and Ethnicity Network

Coinciding with Black History Month in October, we are excited to have established our Race and Ethnicity Network.

The Network, sponsored by our Group Finance Director, Chris Carney provides a safe space for everyone – no matter their ethnicity or race – to connect, share life experiences to help navigate the work environment and support our business to ensure there are no barriers to career progression due to race.



Sponsored by  
**Chris Carney**  
Group Finance Director

## Hear from...

### Victor Idowu

Land and Planning Director,  
TW South Midlands

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There is a firm and clear zero tolerance policy when it comes to discrimination of any kind and a level playing field for all across multiple disciplines

I have always wanted to work within the residential development industry, albeit as an Architect, until I attended a presentation held by what was then known as the House Builders Federation. This influenced my choice of University and ultimately career.

Opting to study a BA Hons Degree in Planning and Residential Development, I would later major in Land Acquisition across various sectors including Residential.

Having worked in Land across three of the Major Housebuilders and also as an industry advisor at HRH Princes Foundation for the Built Environment, I can truly say that Taylor Wimpey is a genuine, considerate employer. Not only does the business take the wellbeing of its employees seriously, it also has a number a pathways for learning and the Management Team, across all Business Units, are keen to see individuals progress and succeed to fulfil their full potential.

There is a firm and clear zero tolerance policy when it comes to discrimination of any kind and a level playing field for all across multiple disciplines and this is why I'm proud to be a part of Taylor Wimpey.



## 2021 Diversity & Inclusion Activities

### Employer of Choice

Ensuring that our working environment, policies, procedures and development and progression opportunities, support greater diversity and inclusivity.



- Developed our **Respectful Workplace Training Programme**
- Focussed on our **Health and Wellbeing support** by training over 100 employees to become Mental Health First Aiders and designed a Wellbeing Champions Training Programme
- **Joined the Employers Network for Equality and Inclusion (ENEI)**, a leading employer network in promoting equality and inclusion in the workplace
- Expanded our **flexible working offering** with the advertisement of part time site management vacancies
- Established a framework for Employee Resource Groups and launched four new networks – Working Parents Network, Proud 2B LGBTQ+ Network, Embracing the Change Menopause Network, Race & Ethnicity Network
- Introduced our **Menopause and Wellbeing policy and professional woman's guide to the menopause**
- Launched our **Parent Returners Programme**
- Revised the Maternity, Paternity and Adoption Leave and Equality, Diversity, and Inclusion policies.

### 21st Century Leadership

Supporting our line managers to understand their role and responsibility in developing a more diverse and inclusive culture through the provision of relevant training and building awareness across the business.



- Launched **Inclusive Leadership Coaching** for Managing Directors
- Developed an **inclusion workshop** for our business unit management teams
- Updated our **Diversity and Inclusion e-learning** for all employees
- Continued our **Reverse Mentoring Programme** with a new cohort for 2021

### Expanding our reach

Develop broader recruitment channels, understand and embrace the diversity of our customers and workplace and improve our engagement with them.

- **Enhanced our recruitment process** to encourage the involvement of more existing Taylor Wimpey minority representatives and women in the process
- **Continuing to explore new platforms** to broaden the diversity of our external talent pool
- **Focussed our social media presence** on inclusivity

## Appendix

### Our Gender Pay Gap (Incl. Exec Directors)

	2017	2018	2019	2020	<b>2021</b>
Mean Pay Gap	1%	6%	2%	-6%	-6%
Median Pay Gap	-2%	0%	-4%	-18%	-5%
Mean Bonus Gap	12%	9%	5%	-14%	-47%
Median Bonus Gap	23%	34%	32%	41%	65%

### Our Gender Pay Gap (Excl. Exec Directors)

	2017	2018	2019	2020	<b>2021</b>
Mean Pay Gap	-1%	2%	0%	-6%	-7%
Median Pay Gap	-2%	0%	-4%	-18%	-5%
Mean Bonus Gap	-11%	-7%	-10%	-22%	-53%
Median Bonus Gap	23%	33%	32%	41%	65%

**Anne Billson-Ross**

Group HR Director



I confirm that the information contained within this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Please note that the data presented for Taylor Wimpey's gender pay gap on the Government website is for Taylor Wimpey UK Limited only.

In the interest of transparency, we have also included the Taylor Wimpey Executive Directors who were in office as at 5 April 2021 in this report (although they are not employed by Taylor Wimpey UK Limited).

**Connect with us**

There are several ways you can get in touch with us or follow our news.



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