



Keeping the momentum

Gender Pay Gap Report 2021

Introduction



We are proud of the progress we are making in becoming a diverse and inclusive employer of choice and remain confident in our plans to create a workforce which represents the communities where we live and work.

Anne Billson-Ross
Group HR Director



Anne Billson-Ross, Group HR Director pictured at Taylor Wimpey London Construction Academy
*Photo above taken prior to the COVID-19 social distancing control measures

There is no doubt that the impact of the COVID-19 pandemic is reflected in our data in this year's report and we need to be upfront about that. When the first lockdown was announced, our customers' and employees' health and safety was our top priority and as such we were the first housebuilder to close our sites. Employees who were furloughed received full basic pay, as Taylor Wimpey topped up a percentage of regular commission payments for our sales teams and productivity bonuses for our trades. We did this from the end of March before re-opening our sites during May and unfurloughing all our employees by the end of June. We subsequently repaid all of the money received from the Government's furlough scheme.

This has inevitably distorted the data in April, but it has not distracted us from our goal to be an inclusive employer and attract, retain and promote employees from all backgrounds. Even in this most challenging of years, publishing our Gender Pay Gap Report has been a key focus for us and we remain committed to progressing the key initiatives aimed at improving our diversity as outlined on page 9.

We know that talented people are as diverse as the communities in which we operate, and so we continue to expand our attraction and recruitment channels beyond the housebuilding sector to reach people who, ordinarily, may not have considered working for a housebuilder. Attracting more females

to come and work for us is an important priority for our business as it widens our potential talent pool and makes for productive and effective teams. Developing female talent in traditionally male-dominated areas in our business remains a key focus area for me personally.

Our inclusion strategy focuses on the positive impact of leadership in creating and maintaining an inclusive culture and embedding inclusiveness into our ways of working and more formal policies and procedures. We continue to focus on our working environment and creating the right policies, procedures, development and progression opportunities, in order to achieve a higher level of female talent representation at all levels across our business.

We have made significant progress against the goals that were outlined in our last report. In this report we set stretching but achievable targets to work towards both in the short and longer term, which will enable us to do more to attract and promote female talent. We recognise that there remain key business functions where it is challenging to attract female talent at every level, for example on site.

In this report, we have published both the data required by the Government's gender report regulations, which covers all staff employed by Taylor Wimpey UK Limited (the entity covered by the Gender Pay Gap Regulations), as well as data including the Executive Directors employed by

Taylor Wimpey plc as at 5 April 2020. We believe that this level of transparency is in the spirit of the Regulations and what they are trying to achieve. However, more importantly, by publishing these figures we can better hold ourselves to account and track our progress as we seek to achieve our goals.

We continue to encourage all of our employees and stakeholders to provide any thoughts they have on how we can continue to improve every aspect of our diversity and inclusivity. There will always be more we can do and we are committed to acting on suggestions that will help us to achieve our diversity goals.

Anne Billson-Ross
Group HR Director

What is the gender pay gap?



Rebecca Bowker

Project Manager for our Oxfordshire business unit,
pictured at Great Western Park, Didcot

In April 2017 the Government introduced the legal requirement for annual gender pay gap reporting by all companies with more than 250 employees in the UK.

The Regulations are intended to encourage employers to take informed action to close their gender pay gap where one exists.

The Gender Pay Gap is different to Equal Pay.

Equal Pay is about a man and woman receiving equal pay for the same job, while the Gender Pay Gap shows the difference between the average hourly pay and bonus for women and men across all roles within a business.

Our gender pay gap

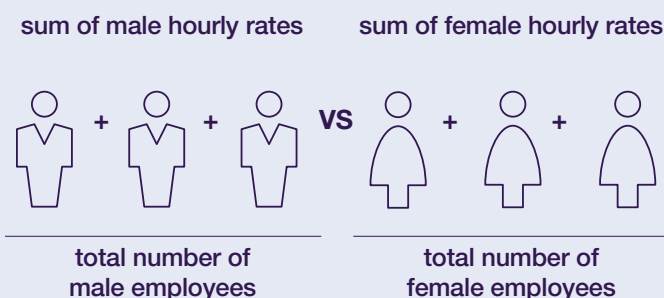
In line with the Gender Pay Gap Regulations, we have made the following calculations based on data at the 'snapshot date' of 5 April 2020 and bonuses paid over the preceding 12 months. As noted in the introduction, this report covers all staff employed by Taylor Wimpey UK Ltd plus data for the Executive Directors employed by Taylor Wimpey plc as at 5 April 2020 (which has less than 250 employees).

There is therefore a difference between the reported data on the Government website (which does not include our Executive Directors) and the data in this report (which includes our Executive Directors).

We believe it is right that we continue to include our Executive Directors in our full report in the interest of transparency and consistency.

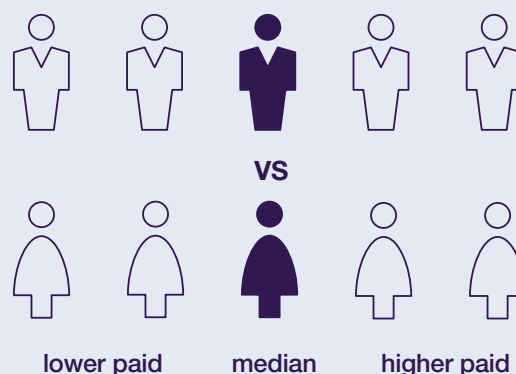
Mean pay and bonus gap

The mean, or average, is the difference in the average hourly pay and bonus between men and women.



Median pay and bonus gap

The median pay gap represents the middle point of a population. If you line up all the women and men in a company in two gender-specific lines, the median pay and bonus gap is the difference between the hourly and bonus pay for a female in the middle of the female line and the male in the middle of the male line.



Taylor Wimpey has 5,797 employees, of which 29% are women

Our pay gap

The COVID-19 pandemic had some impact on our pay gap levels for 2020. Our 2020 mean pay gap is -6% and our median pay gap is -18%. Due to COVID-19, at the time of the 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). This resulted in our overall pay gap reducing to a negative pay gap for this reporting period.

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. However, our mean bonus gap for 2020 has reduced to a negative pay gap, in favour of women. This is because sales commission was higher for the year in comparison to the previous year, and 90% of sales roles are held by females. At the same time, Executive Incentive Scheme and general staff bonus payments were lower than in the previous year.

Mean pay gap

-6%

The mean pay for women is 6% higher than that of men (2019: 2%)

Median pay gap

-18%

The median pay for women is 18% higher than that of men (2019: -4%)

Mean bonus pay gap

-14%

The mean bonus pay for women is 14% higher than that of men (2019: 5%)

Median bonus pay gap

41%

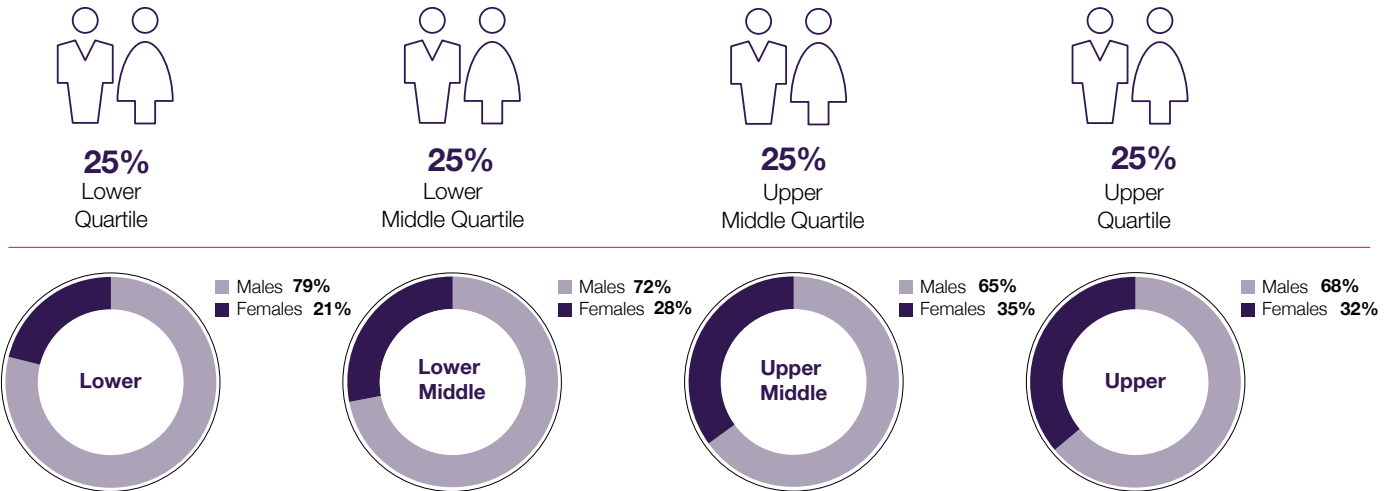
The median bonus pay for women is 41% lower than that of men (2019: 32%)

Our gender pay gap continued

Our 2020 pay quartiles

Pay quartiles are based on splitting our UK employee base into four equal sections, from the lowest pay rates to the highest.

lower paid ← → higher paid



The quartiles above 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 1,449 employees each.

Female representation across our lower and upper middle pay quartiles has improved versus 2019. The lower quartile has seen a decrease of 10% in female representation, and a corresponding increase in that of males. This is due to the furloughing of site

staff at the point of the snapshot date with male dominated trades having a greater reduction in their pay than the female dominated sales teams.

We remain committed to attracting more females into entry level roles. We are profiling female role models in skilled trades roles such as brickwork, joinery and painting and

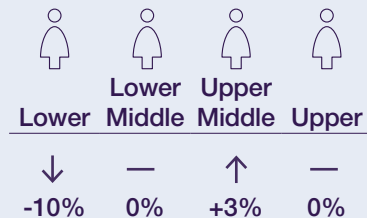
decorating. Increasing the number of female apprentices is key to our strategy of improving female representation in our key trades roles on site.

We have also recruited an increased number of female graduates and management trainees. For the second year running we have exceeded our target of a 50/50 gender split and this year achieved a 55/45 female/male split for graduates. We have also made significant progress with the split in our Management Trainees. Last year, our programme consisted of an 17/83 female/male split and for 2020 we achieved an 11/34 split. Increasing the number of females at entry level professional roles is key to our strategy of improving female representation in future management and leadership roles.

Our 2019 Pay Quartiles

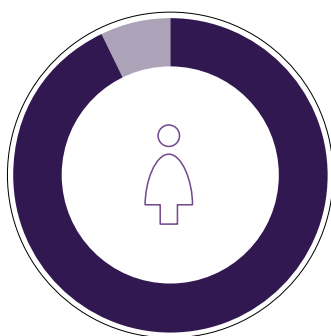
Quartile	Male	Female
Lower	69%	31%
Lower Middle	72%	28%
Upper Middle	68%	32%
Upper	68%	32%

Progress in our female representation in pay quartiles 2019 vs 2020



Proportion of employees who received a bonus

The below charts show the proportion of women and men, employed on 5 April 2020, who received a bonus.

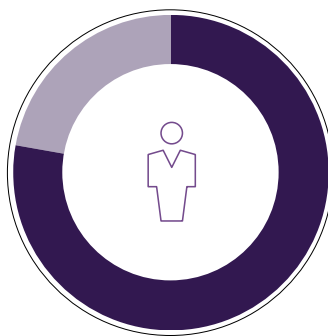


Percentage of female employees who received a bonus:

93%

(2019: 93%)

- Received a bonus
- Did not received a bonus



Percentage of male employees who received a bonus:

78%

(2019: 83%)

- Received a bonus
- Did not received a bonus

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. The percentage of females receiving a bonus remained the same as last year, while the percentage of males receiving a bonus decreased by 5% compared to the prior year due to the increase in the number of apprentices. While this cohort of apprentices was predominantly male, as noted above we are committed to increasing the number of female apprentices.

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.



Lisa Waugh
Divisional Finance Director – North Division

Successor to Managing Director Programme

This programme has been refreshed to include the following elements in order to upskill our senior leadership:

Transformational Coaching – Developing individuals’ emotional intelligence and self-belief, understanding and adapting different leadership styles, and increasing the skills of communication, influencing, personal impact and resilience.

Leading for Creativity – Learning a unique approach to leadership that establishes creative collaboration across the organisation – harnessing the power of diverse perspectives and creative thinking to develop innovative solutions for business challenges and opportunities.

Technical Knowledge Gap Analysis – Adding discipline and focus to support existing and future Managing Directors, broadening their functional and technical capability and accelerating their business breadth.

Inspiring Leadership Programme

Our focus is on progressing our high potential successors to senior leadership positions, and our Inspiring Leadership Programme is now in its fifth year.

We are continually adding to the content of this programme to ensure that our focus for 2021 is on equipping our leaders with the skills to be collaborative and innovative to meet their potential, and developing the behaviours to make them into inspirational coaches, adept on bringing on our future talent.

Through the programme we have identified 30 people with the potential to lead one of our business units over the next three years, eight of whom are female (27%).

We have also identified 78 employees in our talent pool with the potential to progress to a senior management role within the next three years and are pleased that 25 are female (32%).

We will continue to support these talented individuals via our succession development programmes, in addition to tailored development, so that they can maximise their potential.

These initiatives have helped us to continue to support our female representation at senior levels, highlighted by the increase in senior female leaders who are potential successors to current Managing Directors. This will continue to feed our talent pipeline for our future leaders and for the Group Management Team (GMT).



Board of Directors and GMT female representation

Board of Directors

As at the date of publication of this report, our Board of Directors female representation of 50% exceeds the 33% target set by the Hampton Alexander Review. This dropped slightly from 56% in 2020 to 50% in 2021, 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. Female representation at the date of publication is 40%. This reduced from 44% in 2020 to 40% in 2021 due to a resignation of a male GMT member and a restructure of the GMT, which resulted in the appointment of two additional Divisional Chairs, both of whom are male.



As at 1 March 2021

50%

Board of Directors
(2020: 56%)



As at 1 March 2021

40%

GMT
(2020: 44%)

Inspiring our female talent



Teighlor Pengelley
Project Manager,
Taylor Wimpey South Thames

“I have been lucky enough to work across five different regions, which has significantly improved my confidence and given me the networking ability to progress in my career.

I never saw myself working in construction until I came across the Taylor Wimpey Graduate Scheme where I began my career.

The opportunities were eye opening and changed my views towards the traditional housebuilding environment. I have been lucky enough to work across five different regions, which has improved my confidence and given me the networking ability to progress in my career. I've been extremely grateful to experience all departments and am now working as a Project Manager but would like to embark on a journey in production.

I believe Taylor Wimpey has a firm no tolerance policy when it comes to gender stereotyping and discrimination. Whilst we are credited for our female representation at Group level, some of our main challenges as a business are to attract, retain and recruit more talented and skilful females into the more male-dominated roles. Achieving this will allow us to have yet more diverse thinking in the future.

Taylor Wimpey offers a wide range of opportunities for office and site-based roles alike. As a strong advocate for diversity and inclusion, I am determined to continue to change perceptions, break down barriers, and help females within the business and outside, to feel empowered in their roles and career development.



Suzanne Byrne
Customer Director,
Taylor Wimpey Head Office

“Recently, I was named in the Cranfield School of Management's Women to Watch 2020 list of female executives of FTSE-listed companies; something I was truly honoured to be recognised for.

I have always worked in what would typically be described as male-dominated industries, but this has never held me back and that is particularly true at Taylor Wimpey. I have worked here in my role as Customer Director for three years and have always been judged according to my performance, not gender. I've been given a huge amount of support to be successful in my role. I hugely value the insight and advice given, helping me to be the best version of myself so that I can continue my career progression. Recently, I was named in the Cranfield School of Management's Women to Watch 2020 list of female executives of FTSE-listed companies; something I was truly honoured to be recognised for.

I'm proud to represent Taylor Wimpey as a female role model, demonstrating to other females what can be achieved through determination and drive in a company that embraces talent and diversity. Being a working mum, I also feel a responsibility to show others (including my children) that gender is no barrier to success.



Ruth Pollard
Assistant Site Manager,
Taylor Wimpey South Midlands

“Taylor Wimpey has provided me with ample opportunity to develop and progress.

I joined Taylor Wimpey just over a year ago, on the Management Trainee Scheme. Having never stepped foot on a building site before, the first week was exciting, daunting and a very steep learning curve! I love the unpredictable nature of the job, the different people you meet daily and always being busy. Every day brings new challenges and no one is ever the same.

I am very lucky to have a great Site Manager who is not only supportive but challenges me and encourages me to push myself further.

The environment on site is definitely changing, and I am confident that the increasing numbers of female applicants and women now working on sites is changing things for the better. The stronger the role models we have, the easier it becomes to recruit more. At South Midlands we are actively involved in going to schools and job fairs, to promote the opportunities available within Taylor Wimpey.

Taylor Wimpey has provided me with ample opportunity to develop and progress, hopefully one day into a Production Manager. In the long term I hope to become a role model myself, encouraging and inspiring young females into this great industry.

Diversity and Inclusion

Our diversity goals

Our work on diversity and inclusion (D&I) continues at pace, and this year we believe we have focused even more on this important topic. However, it is clear that there is more still to be done to ensure that this translates into a notable increase in the diversity of our workforce. By working to achieve the following stretching yet realistic targets, we will strengthen our D&I strategy and focus our business leaders to fully explore all talent pools and further drive diversity.

Targets – by 2025

- Increase female representation in local business unit leadership roles
- Our local business unit demographic will reflect that of the local regions
- An overall increased UK Black, Asian and minority ethnic (BAME) representation
- Further improve gender and BAME split for Management Trainees
- Site Management employees to have a higher BAME representation and an increase in female recruits
- At least 95% of diversity metrics
- Flexible & Agile working examples will become commonplace throughout our business, with every employee who can work remotely and would like to do so, able to at least two days per week

Areas of focus for 2021 – 2022

- Inclusive leadership training and reverse mentoring for senior leaders
- Respectful workplace awareness and training for site teams
- Updated D&I training for all employees
- BAME and female work experience programme to attract candidates from diverse ethnic backgrounds for early entry talent
- Review and further embed policies and procedures around recruitment, maternity, menopause – upskill line managers to ensure they understand and can apply these
- Support the creation and embedding of employee affinity groups such as BAME, Parent Returners, LGBTQ+
- Review recruitment process to ensure hiring practices are objective and bias-free
- Inclusive hiring training for hiring managers

Initiatives to attract, retain and develop women in housebuilding

We know that females do not always see housebuilding as an obvious career route and so alongside our diversity action plan, we are planning to launch and embed a series of further specific initiatives. Some of these are detailed below:

Launch of Menopause policy

This policy is intended to raise understanding across the workforce of how the menopause can affect women, both for individuals experiencing this stage of life themselves, and for those who are affected indirectly, such as line managers, partners and colleagues. We believe that this will further help us to progress building our open and inclusive culture, improve performance and motivation, reduce sickness absence and improve retention and attraction of females in our business.















Refreshed Maternity and Paternity policies

We want to provide further guidance to expectant mothers and fathers to help prepare them for, and support them during, this significant life event. Accompanying this is a clear and concise 'Line Manager's Guidelines' document which explains how Line Managers can best support and engage with their teams on this, ensuring a positive and consistent experience for all our expectant parents. These measures aim to enhance employee engagement and ensure that Taylor Wimpey offers support and guidance to employees throughout their journeys to parenthood.

International Women's Day

After the success of our first time recognising this in 2019, we celebrated International Women's Day again in 2020, with even more of our business units taking part in talks, debates and activities. These events give us an opportunity to recognise the females within our Company and consider some of the barriers and challenges that may prevent women from progressing within the business.

Diversity focus areas 2020-2022

	Progress	New in 2020	Planned initiatives 2021-22
 <h3>Employer of choice</h3> <p>Enabling us to attract and retain a diverse and inclusive workforce.</p>	<ul style="list-style-type: none"> Through our external partnerships and attraction channels, we have placed a further two BAME Directors Achieved, for the third year running, our aim of at least a 50/50 gender split for our graduate intake Training provided to the business on the importance of having a diverse shortlist for every vacancy Made further improvements to our careers site showcasing D&I Driving more relevant D&I social content on our most used channels 	 <p>Advertised our jobs on careers sites specifically aimed at women returning to work</p>  <p>Increased our reach and partnering with more organisations to drive our BAME representation</p>  <p>Job advertisements wording amended to encourage applications from all backgrounds. Candidate communication templates also changed to reflect this</p>  <p>Signed up for WorkingMums and regularly posting roles and other content to this platform</p>  <p>Involved with Women into Construction through the HBF Pathways to Construction initiative (on all roles now advertised as agile working)</p>  <p>All roles now advertised as agile working</p>	<ul style="list-style-type: none"> Launch the Taylor Wimpey Maternity Returners programme Further improve gender and BAME split for Management Trainees Closer measurement of our preferred supplier list (PSL) performance and how many female and BAME applicants are being submitted to vacancies Commitment to have a female involved in all Regional Director recruitment processes Audit of graduate and trainee recruitment processes to ensure they are inclusive
 <h3>Culture</h3> <p>Our culture and total reward offer makes our employees feel highly engaged and recognised for their individual contribution whilst feeling able to work in a way they choose.</p>	<ul style="list-style-type: none"> Progressed Diversity & Inclusion Strategy Agile and flexible working embedded, enabling our employees to agree when, where and how they work in a flexible way: <ul style="list-style-type: none"> Introduced "core hours" of work for offices providing employees opportunity to work more flexibly around these times Encouraged employees who could, to work part of their week remotely Meetings to be accessible both in person and remotely Recruitment training for hiring managers which includes inclusivity Annual Diversity & Inclusion conference for all senior leaders and D&I Champions 	 <p>Raising awareness and driving diversity of our employees through our reverse mentoring programme</p>  <p>Hiring Manager training hub to improve awareness, unconscious bias and not recruiting to a specific type</p>  <p>Launch of Health & Wellbeing Policy</p>  <p>Introduced a Temporary Special Leave Policy enabling working parents to take time off during pandemic</p>	<ul style="list-style-type: none"> Harness the successes of regional initiatives on female talent and emulate across our business Review our succession plans to ensure gender balanced talent pipeline Further advance our policies and processes to promote inclusivity and work-life balance Launch Menopause Policy and training for line managers Line managers maternity leave training
 <h3>Development</h3> <p>We offer industry leading development opportunities, which support our employees to excel and fulfil their career and personal goals whilst driving a strong succession of high performing customer-focussed leaders.</p>	<ul style="list-style-type: none"> Launched Inspiring leadership programme resulting in increased number of female promotions Female talent networking events Unconscious Bias Training for senior leaders Coaching and sponsorship for our female top talent Build our female network with targeted development to support career progression 	 <p>Focus on accelerating female and male talent through our Successor to Director programme</p>	<ul style="list-style-type: none"> Revised e-learning programme for all employees Successor to Managing Director and Successor to Director accelerated female leadership support Coaching and sponsorship for our top female talent Provide Inclusive training Female and BAME work experience programme

Appendix

Our Gender Pay Gap (Incl. Exec Directors)

	2017	2018	2019	2020
Mean Pay Gap	1%	6%	2%	-6%
Median Pay Gap	-2%	0%	-4%	-18%
Mean Bonus Pay Gap	12%	9%	5%	-14%
Median Bonus Pay Gap	23%	34%	32%	41%

Our Gender Pay Gap (Excl. Exec Directors)

	2017	2018	2019	2020
Mean Pay Gap	-1%	2%	0%	-6%
Median Pay Gap	-2%	0%	-4%	-18%
Mean Bonus Pay Gap	-11%	-7%	-10%	-22%
Median Bonus Pay Gap	23%	33%	32%	41%

Gender Pay Gap Report 2021



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 2020 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.

 www.taylorwimpey.co.uk/corporate

 www.twitter.com/taylorwimpeyplc

 www.linkedin.com/company/taylor-wimpey