



**Building a home  
where everyone  
can thrive.**

Taylor Wimpey Diversity and Inclusion Report 2023

**Taylor  
Wimpey** | plc

# Contents

## FOREWORD

From our Group HR Director, Anne Billson-Ross

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## OUR STRATEGY

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### EMPLOYEE NETWORKS

- Proud 2B LGBTQ+ Network
  - Working Families and Carers Network
  - Embracing the Change Menopause Network
  - Race and Ethnicity Network
  - Women in Production Network
- 

### DRIVING INCLUSION

- Reverse Mentoring
- EDI E-Learning
- Line manager training and support
- Wellbeing
- Respectful Workplace Programme
- Expanding our reach

#### Associations and Professional Support

- Employers Network for Equality & Inclusion (ENEI)
  - WorkLife Central
  - Henpicked
  - Stonewall
  - Tall Wall
- 

### OUR GENDER PAY GAP

- Calculation Method
  - Ethnicity targets
- 

### OUR ASPIRATIONAL TARGETS

---

### APPENDIX

---

### CASE STUDIES

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# This is our house. Everyone is welcome.



**Our industry has faced significant challenges during 2023. It would be the easy option, in the face of uncertainty and challenging commercial conditions, to reduce our activity and our level of transparency in equality, diversity and inclusion (ED&I). However, I am proud to report that our efforts to push boundaries in this important work at Taylor Wimpey have continued unabated.**

This is our second diversity and inclusion report, reflecting our unchanged commitment to doing the right thing at Taylor Wimpey, and to build on the themes we established last year. Our strategy and aspirational targets remain unchanged. Data and facts are important indicators of progress. We have included data on our gender pay gap, and although we are under no obligation to do so, we have included our target for ethnic minority leadership in line with the Parker Review. We are also very proud to share the positive feedback from our employees on our progress across all areas of inclusion.

We are mindful that, to evolve our culture, we need to act, and so our annual ED&I conference held in July 2023, had the theme of "Action Changes Things". Held virtually, our conference was attended by more of our employees than ever before, and inspired our employee network groups to refocus on their aims and objectives to drive action.

Investment in equality, diversity and inclusion is a long-term commitment for Taylor Wimpey. Our Board, and all levels of our leadership, are passionate about continuing to challenge the business to take action. Alongside our successes, we remain focussed on the areas we still need to progress and on improving our understanding of what levers we can pull to continue to move forward.

**This is our house. Everyone is welcome.**

**Anne Billson-Ross**  
Group HR Director



# Equality, diversity and inclusion is at our core.

Our equality, diversity, and inclusion strategy has remained constant for four years now. We focus our efforts on three key pillars:



## 21st century leadership

Ensuring that our line managers understand their role and responsibility in developing a more diverse and inclusive culture. Supporting them with relevant training and awareness building across the business of the positive impact of a more diverse and inclusive workforce.



## Employer of choice

Ensuring that our working environment and culture, policies, development and progression opportunities support greater equality, diversity and inclusion.



## Expanding our reach

Continuing to develop broader recruitment channels and taking positive action to expand the diversity of candidates we attract to the business.



## What our employees say...

96%

"I see employees from all cultures and backgrounds being valued and treated with respect by others"

95%

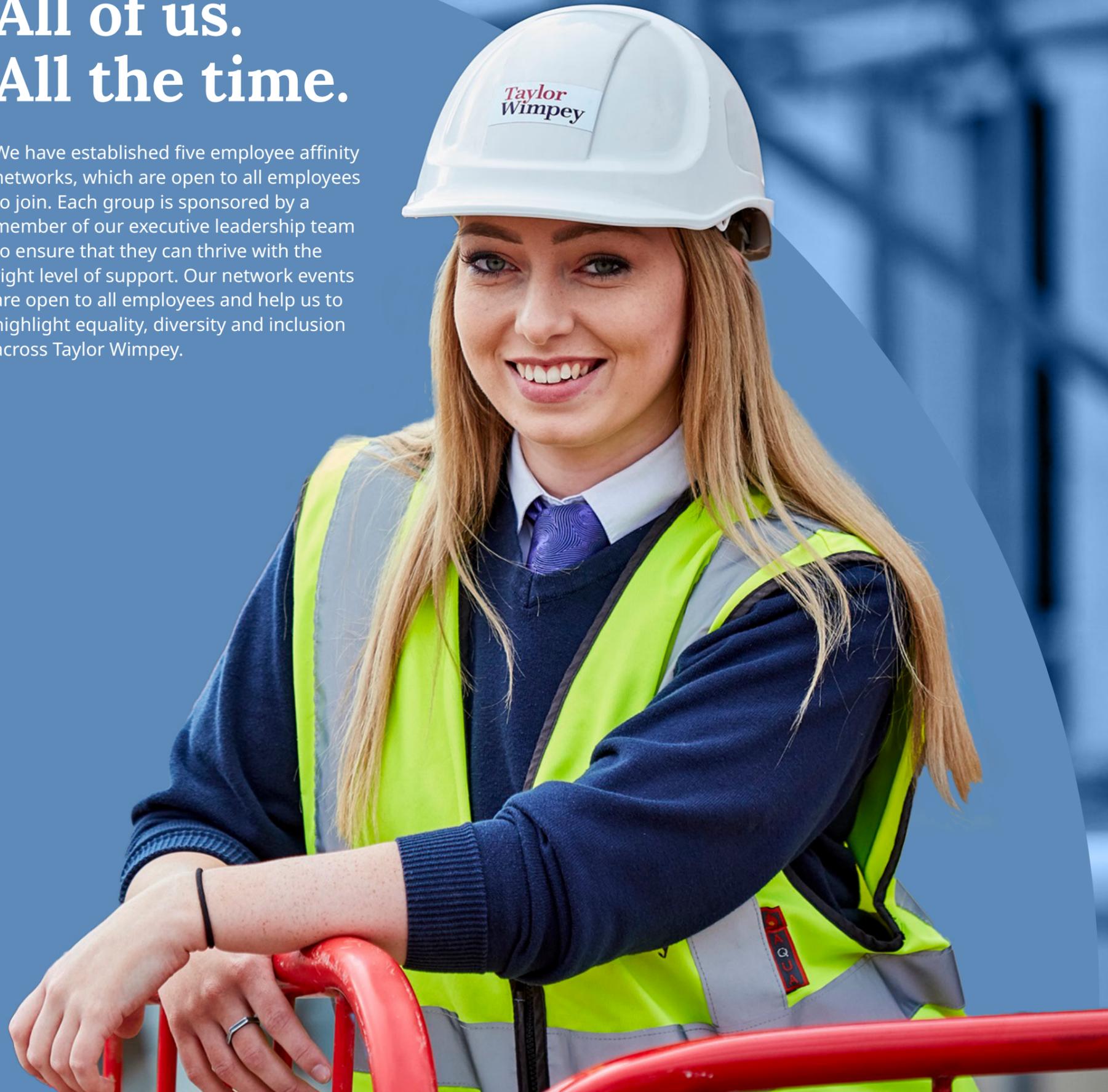
"At Taylor Wimpey, I have equal opportunities to progress regardless of my gender, ethnic origin, disabilities, religion, or sexual orientation"

91%

"The Taylor Wimpey culture has become more inclusive over the last 12 months"

# All of us. All the time.

We have established five employee affinity networks, which are open to all employees to join. Each group is sponsored by a member of our executive leadership team to ensure that they can thrive with the right level of support. Our network events are open to all employees and help us to highlight equality, diversity and inclusion across Taylor Wimpey.



## Proud 2 B



Sponsored by Nigel Holland,  
Divisional Chair, Central, South West & Spain

Creating an environment where LGBTQ+ colleagues can be their true selves and to show commitment to being an inclusive LGBTQ+ employer.

Proud 2 B has a focus on Pride month and leads the organisation of Taylor Wimpey's celebrations for this. The network also hosted "lunch and learn" talks about subjects including allyship - this included very powerful input from one of our employees about her journey to support her transgender child. They have also organised other events such as customer service wrapped vans and other fundraising. Several LGBTQ+ History Month talks have been held, along with updating and sharing information across the organisation.

## Working Families and Carers



Sponsored by Ingrid Osborne,  
Divisional Chair, London and South East

Previously known as the Working Parents Network, we expanded the reach of the group to working families and carers in 2023 in recognition that our colleague population who are juggling caring responsibilities with working life, is broader than just parents.

The volunteer steering group agreed a set of strategic and tactical objectives in 2023 focused around three key areas: Community, Communication and Change. The network regularly spotlights events and information provided by WorkLife Central, as we recognise our members may not have the time to search through the wealth of content available to them. This has resulted in an uplift in Taylor Wimpey colleagues registering for their free WorkLife Central membership and participation with live events in particular.

## Embracing the Change Menopause Network



Sponsored by Anne Billson-Ross,  
Group HR Director

The “Embracing The Change” network was established in 2021 following the launch of the Menopause Policy and provides guidance for employees and line managers.

There are currently over 50 members in the network. The focus of the network has been to provide peer support to each other and consider how to provide wider education and awareness to others, with the network meeting virtually four times a year. The network has used our various communication channels to share information around the menopause and signpost to recommended reading and webinars. The working group also put together information and activities to recognise World Menopause Day in October 2023.



Although a relatively new network, the members have provided positive feedback and are looking to drive momentum in the months to come.



## Race and Ethnicity Network



Sponsored by Chris Carney,  
Group Finance Director

The network has reviewed their activities with support from the Employers Network for Equality & Inclusion (ENEI), and developed a simplified mission statement which is, “to provide a voice and an open forum for all races and ethnicities within Taylor Wimpey”. Members have also reviewed and redefined the aims of the network to include raising awareness; providing support and education; organising recognition events and celebrations of key ED&I events throughout the calendar year; and influencing business change. The network also fed into our annual employee survey, to ensure the questions were robust and challenging.

The network organised Taylor Wimpey’s Black History Month campaign throughout October 2023 and utilised our partnership with ENEI to provide webinars open to all employees. They also secured two speakers, Derek Redmond and Baroness Floella Benjamin, to give keynote talks about their lived experiences and how Taylor Wimpey can take action to improve our inclusivity.

## Women in Production Network



Sponsored by Ian Drummond,  
Divisional Chair, Scotland, North East and North Yorkshire

Launched in November 2022, the network has established a healthy volume of attendees, committed to their mission statement of “Creating a supportive and encouraging environment for women to thrive in Production at Taylor Wimpey”.

The volunteer steering committee has established six activity workstreams as a focus for 2023/2024 and provides an update to the wider group on a quarterly basis. A buddy scheme for new women in production has been established, external speakers are invited to present to the group, and a new intranet page has been created highlighting the learning materials available. Members of the network are also attending several Business Unit breakfast briefings to encourage allyship and expand the network by highlighting how it can best support employees working in production. Although a relatively new network, the members have provided positive feedback and are looking to drive momentum in the months to come.





# Creating space where everyone can thrive.

At Taylor Wimpey, we are proud of each and every one of our people, and that's why we strive to create a workplace which supports equality and provides a space for everybody to belong.

## Reverse mentoring

In 2023 we commenced our third cohort of the two way reverse mentoring programme. The objective of this programme is to give employees from a minority background access to Senior Leaders so that they can leverage the experience and influence of those Senior Leaders to unlock development opportunities to broaden their skillset and experience, but also provide some coaching and support on their career trajectory.

For Senior Leaders, it is an opportunity to see through a different lens how the policies, processes, customs, and practices of our business impact those from a minority background. It is an opportunity for the Senior Leaders to take action to remove any perceived or actual barriers to personal and professional development opportunities and ensure that they are playing their part to make sure that we have a culture that is truly inclusive and provides opportunity to all, irrespective of background.

## ED&I e-learning

We continue to drive completion of our first in-house developed E-Learning Module for all employees. We made a conscious decision to design this in-house, so it was directly relevant to us in Taylor Wimpey, it spoke to our values and the reality of our day to day working lives. This module seeks to provide an awareness to all employees of Taylor Wimpey's ED&I strategy, policies and expected standards of behaviour. So far, we have a 66% completion rate with just over 2974 employees having completed the module. As part of our annual ED&I conference, we encouraged regional managers to ensure that module 1 was completed by the end of 2023. The training has received outstanding feedback from across our business.

## Line manager training and support

We have developed an ED&I e-learning module. This module underpins the importance of the line manager in creating an inclusive culture within their teams where differences are embraced, respected, and valued. It also seeks to encourage managers to reflect on their decision-making processes to ensure that bias, stereotype, and prejudice are not influencing the decisions they make. Once complete, this will be launched to all line managers in the business with a projected completion date of June 2024.



## Wellbeing

During 2023 we have reviewed our mental health first aid provision and awareness across the business. We have identified several opportunities to improve our offering to assist our colleagues in this area.

We have also started to train more Mental Health First Aiders to ensure that we have an approach where we have at least one Mental Health First Aider at every site at any given time to support those that may be in need. This project, named "Project 141", was launched in September 2023 and has already received 72 additional registrations from our colleagues to become Mental Health First Aiders.

We have separately piloted mental health line manager training to give our line managers knowledge and confidence in helping someone returning to work from a mental health absence, including how to support their colleague, and open a conversation and what to look out for. Early results are incredibly encouraging with line managers stating that they are more comfortable and confident about speaking to their team if in crisis or returning from work with a mental health illness.

We continue to innovate and are ensuring that all our work mobile devices are preloaded with our free to use wellbeing apps. This means that our colleagues can access these wellbeing tools quickly at the point they need them - whether they need help because they are in crisis, need some financial advice or need to make a claim on their medical insurance.

We have maintained our partnership with Lighthouse Club, which is a construction industry charity that specialises in wellbeing, to support not only our own colleagues, but our sub-contractors as well.

## Respectful workplace programme

The programme gives participants the time and space to reflect on the culture within their business units. It recognises the fact that we have a strong culture, with high engagement levels but also challenges teams to think about what more can be done to ensure that our culture is truly inclusive for all. The programme has been received well by those attending, with positive feedback and reflections on our culture and behaviours within the workplace. Each participant has also made commitments to ensure they are taking responsibility for inclusion.

The Respectful Workplace Programme was delivered across 17 out of 22 regional businesses in 2023.

## Expanding our reach

One of our goals is to increase awareness and acceptance of visible and invisible disabilities to attract the right candidates for our organisation. We had support from the Employers Network for Equality & Inclusion to understand the process of obtaining Level 2 Disability Confident Employer status. This led to us gathering the required evidence and submitting our application and we are proud to confirm that we achieved Level 2 Disability Confident Employer status during 2023.



### We are also:

- Using Vercida to source candidates - Vercida is a technology platform aimed at job seekers looking to work for employers that place diversity, inclusion and well-being at the top of the agenda.
- Working with the Schools Outreach Company, which drives inclusivity, social mobility and equality - (Targeting diversity, deprived & minority groups).
- Using our Inclusive statement opposite (as well as imagery inclusive of noticeable disabilities).
- Working on Ex- Armed Forces engagement, trying to attract from this huge talent pool of those who have served in our Armed Forces but are about to be or have recently demobilised, which give us breadth of thinking.
- Working with recruitment agencies to drive diverse long-lists.



### Inclusive statement

Individuals seeking employment at Taylor Wimpey should know that we foster a culture of inclusion and value diversity positively which creates a better workplace and delivers stronger outcomes. We commit to treating all our job applicants and employees fairly and with respect, irrespective of background, disability or any other protected characteristic. If you require any assistance with regards to reasonable adjustments during the application process, please do not hesitate to contact us.



# Partners in our journey.

We continue to work with carefully selected third parties to partner with on our ED&I journey and thank them for their time and commitment.



## Employers Network for Equality & Inclusion (ENEI)

During 2023 we have been leveraging our partnership with ENEI to provide development and support to our Race & Ethnicity Network.

## WorkLife Central

We continue to actively promote our membership with WorkLife Central, a digital platform providing a positive and practical programme of content across a range of career, families, inclusion, wellbeing and workplace-related topics. All Taylor Wimpey employees have free membership access to the platform.

## Stonewall

Stonewall is the UK's largest LGBTQ+ advocacy organisation that works to promote equality and inclusivity for LGBTQ+ people. Taylor Wimpey has been a member of Stonewall's Diversity Champions Programme since 2021.

## Henpicked

We are committed to being a menopause friendly employer through our membership with Henpicked. Our commitment to being menopause friendly will enable us to ensure that all colleagues understand the impact of menopause in the workplace and be aware of how they can support colleagues at work, as well as friends and family.

Henpicked have supported us in our aim to provide a menopause friendly environment through sharing expert resources and providing webinars on topics relating to the menopause including train the trainer awareness sessions and guidance on how to become a menopause ally. They have also provided a clear framework of standards to reach around menopause awareness to ensure there is a positive and inclusive working environment for all.



Our commitment to being menopause friendly will enable us to ensure that all colleagues understand the impact of menopause in the workplace...



## Tall Wall

The Tall Wall provide specialist coaching to working parents and to support our provision of a comprehensive parental coaching programme which is run three times a year to ensure good coverage of our parent population, including:

Timing	Session	Content
Up to 4 months prior to maternity leave	Letting Go	Practical considerations when leaving role, communicating to and building networks, and preparing emotionally for the forthcoming changes at home.
Up to 4 months prior to returning to work from maternity leave	Preparing to Return	Reflecting on decision to return to work, considerations around balancing work and home life and redefining professional identity and preparing for conversations with the business.
Up to 4 months after return to work from maternity leave	New Beginnings	Managing different parts of life at work and at home, creating and holding boundaries, and redefining professional identity.
Up to 4 months after return to work from paternity leave	Paternity Returners	Discussing common themes for working fathers, such as feeling guilty at home and at work and how to manage the balance. Monitoring mental health and emotions and providing tips and tools to support quality communication at home and at work.

Feedback about sessions continues to be very positive, and this is actively shared in invitations to encourage engagement.

The programme also includes one to one maternity-related coaching in line with the model above for Regional Directors to support the transition to motherhood or the expansion of their family alongside successfully fulfilling a senior role.

# Measuring our pay gap.

## Calculation method

In order to calculate our Gender Pay Gap (GPG), we use data relating to all employees in April each year. April is the reference point, because it is the first pay period where any annual increases are reflected for the majority of our employees. We also consider bonuses paid in the previous 12 months to understand our bonus pay gap. Any employees that are not reflective of the pay period are removed from the calculation (this could be a starter or leaver during the pay period, or an employee who has non-typical hours (for example, an employee who hasn't worked their normal contractual hours in the period)).

We calculate total pay for the month, including any bonuses (such as commission), and then divide this by the number of working hours for that month to establish hourly wages including bonuses. We then split the data by gender and take a mean and median of the hourly wages for each gender.

**2.4%**

of our male employees receives commission

**25%**

of our female workforce receives commission



## This Year's GPG (exc. Executive Directors)



Our gender pay gap has increased from -2% to 6%, indicating a move towards a higher average male salary.

Gender	Average Hourly Rate 2022	Average Hourly Rate 2023
Male	£23.80	£24.81
Female	£24.24	£23.35



Our mean bonus pay gap has increased from -9% to 9%, indicating a move towards higher average male bonus payments.

	2022	2023
Mean Bonus Pay Gap	-9%	9%
Median Bonus Pay Gap	43%	46%

“ We know that some of our functions tend to be heavily weighted towards one gender. ”

We know that some of our functions tend to be heavily weighted towards one gender (our Sales team is 83% female, and our Production team is 92% male).

In addition to these inherent demographic trends, there are three additional factors that have contributed to this move in the GPG.

**(a) Workforce Changes**

Our change programme in the first quarter of 2023, and a tight control on costs throughout this year to reflect our market conditions, have contributed to a reduction in the number of employees by 8.6% overall. Male employees have decreased by 9.6% and female employees have decreased by 6.6%. A smaller total number of employees means the GPG overall percentage will be more sensitive to changes in salaries.

**(b) Starters and Leavers**

Between April 2022 and April 2023, we have seen more highly paid women leave us than men. The average hourly pay rate of female leavers was £21.49, and the average hourly pay rate of the male leavers was £20.95. This, combined with the fact that our male workforce reduced at a higher percentage and a lower salary, has caused a shift in the pay gap.

**(c) Commission Impact**

Reflecting the downturn in our external market, commission has also reduced.

Our sales teams are mostly female:

- 25% of our female workforce receives commission, (25.4% in 2022).
- 2.4% of our male employees receive a commission (3% in 2022).

We also saw a reduction in gender related commission:

- Female commission reduced on average by £573.
- Male commission reduced on average by £127.

We also know that the number of females receiving a bonus has increased year on year from 89% in 2022, to 93% in 2023. Whilst we have seen an increase in males receiving a bonus over the same period (from 82% to 84%), males continue to make up the largest majority of employees, at all levels of our organisation, and therefore this is consistent with our reported pay and bonus gap.

**Proportion of males and females in each pay quartile (exc. Executive Directors)**

Year	Lower		Lower Middle		Upper Middle		Upper	
	Male	Female	Male	Female	Male	Female	Male	Female
2023	61%	39%	72%	28%	66%	34%	69%	31%
2022	64%	36%	71%	29%	71%	29%	65%	35%
2021	69%	31%	74%	26%	72%	28%	65%	35%

We have made progress in the number of females in our upper middle pay quartile this year. Male employees in our upper pay quartile have proportionately increased slightly, whereas in absolute terms, the number of female senior leaders (our GMT and their direct reports) has increased from 15 to 21, demonstrating progress towards our aspirational target.

**Insights**

**Whilst it is disappointing that our pay gap has moved, we are clear on the driving factors for this. We remain committed to ensuring that we:**

- Continue to focus on female representation across our organisation, breaking down barriers through our employee network groups, but also through our established talent and performance management processes, to ensure we both attract and retain high quality female talent.
- Understand more about those women who choose to leave us. We have introduced an exit interview process which should give us more insight into this.



**Ethnicity targets**

The Parker Review was set up in 2015 as a business-led and government backed review. Its purpose is twofold:

- To improve the performance of businesses in the UK by encouraging them to take full advantage of the talents of people from minority ethnic backgrounds, enhancing the competitiveness of British companies in the challenging and diverse marketplaces in which they operate in the UK and around the world.
- To help ensure that ethnic minorities have equal opportunities as others to have a successful and fulfilling career in business.

As part of the guidance coming out of the review this year, companies have been encouraged to set senior management targets for ethnic diversity to be achieved by 2027. Whilst we are not required by the Parker Review to publish this target, we have taken the decision to be entirely transparent about our progress and ambition in this particular area.

In scope of the Parker Review for Taylor Wimpey is our Group Management Team and their direct reports (excluding administrative reports).

**Our current representation within this senior leadership group is as follows\*:**

Ethnicity	Count	%
White	67	91.8%
Minority Ethnic	5	6.8%
Not disclosed	1	1.4%

In order to meet our published 2030 targets, we are proposing to move this to 9.7% by 2027.

\*data taken as at December 2023 in line with the requirements of the Parker Review.

# Foundations for a bright future.

Our aspirational targets enable us to monitor our progression and maintain momentum.



The below targets were set with the aim of achieving a truly diverse workforce, particularly highlighting the importance of our early entry talent as a key influencing pipeline. Due to the challenges we face in our industry, the below targets are ambitious, however we feel confident that the programmes and initiatives that have been put in place will go a long way to helping us achieve them by 2030.

Target Area	2030 Target	Last Year	Current Position <sup>1</sup>
Female Representation in GMT and Direct Reports	40%	24%	28%
Female Representation in BU Leadership Roles	50%	29.1%	29.1%
Ethnic Representation in BU Leadership Roles	12.5%	2.5%	3.2%
Female Representation in Graduate Early Entry Talent	50%	55.6%	62.1%
Ethnic Representation in Graduate Early Entry Talent	25%	22.2%	17.2%
Female Representation in Early Entry Talent <sup>2</sup>	50%	12.9%	15.1%
Ethnic Representation in Early Entry Talent <sup>2</sup>	25%	7.5%	7.5%

<sup>1</sup> As at October 2023

<sup>2</sup> Early entry talent are all management trainees and apprentices, excluding our graduate recruits

Graduate and Management Trainee programmes were paused in 2023, reflecting the external market conditions.

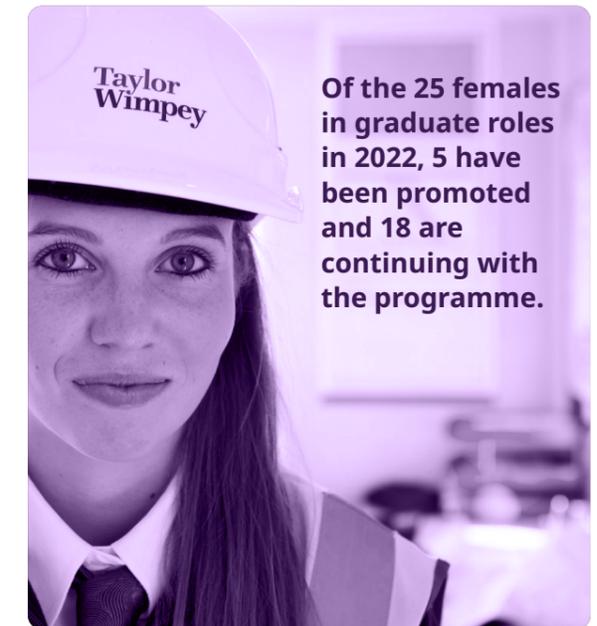
As a result, total numbers of employees in graduate roles have decreased from 45 to 29, which reflects both promotions out of scheme and leavers.

- Of the 25 females in graduate roles in 2022, 5 have been promoted and 2 have left us.
- Of the 10 ethnically diverse candidates in graduate roles in 2022, 4 have been promoted, and 1 has left us.

With the help of University Outreach, we have begun to explore where we can build deeper relationships to develop a more ethnically diverse pipeline of future talent. We are also exploring placement programmes which could open new talent pools to us.

Early entry candidate numbers can vary significantly across years, due to our model of employing trade skill apprenticeships on behalf of sub-contractors, as part of our skills strategy. Despite a challenging market, we are proud to have increased female representation and maintained nearly the same proportion of employees from ethnic minorities in our early entry talent pool.

During 2023 we commenced a Schools Outreach programme to support with increasing female and ethnic representation in early entry talent. Our Women in Production Network are also looking at potential barriers to entry along with how to remove these.



# Appendix.

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

	2017	2018	2019	2020	2021	2022	2023
Mean Pay Gap	1%	6%	2%	-6%	-6%	-2%	4%
Median Pay Gap	-2%	0%	-4%	-18%	-5%	1%	2%
Mean Bonus Gap	12%	9%	5%	-14%	-47%	-6%	6%
Median Bonus Gap	23%	34%	32%	41%	65%	43%	46%

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

	2017	2018	2019	2020	2021	2022	2023
Mean Pay Gap	-1%	2%	0%	-6%	-7%	-2%	6%
Median Pay Gap	-2%	0%	-4%	-18%	-5%	1%	2%
Mean Bonus Gap	-11%	-7%	-10%	-22%	-53%	-9%	9%
Median Bonus Gap	23%	33%	32%	41%	65%	43%	46%



# Real people with a real



# story



## Embrace the Change Menopause Network

I joined the menopause network by accident. I just came along out of curiosity as I thought I was way too young for it to be relevant to me. I could not have been more wrong! As the presenter began to list all the many symptoms of menopause so many of them applied to me. I had been struggling with brain fog, confusion, exhaustion, unexpected hot sweats, tinnitus and was feeling stressed and depressed. I thought I had no choice but to resign from my role, and this was causing a lot of distress and unhappiness to the point of me having suicidal thoughts. I immediately signed up for the menopause network to try to learn more and get the support I so desperately needed. The menopause network literally saved my life and after going onto HRT, I am now back at the top of my game professionally and personally. We are all learning to 'Embrace the Change' and gain confidence in talking about these issues without embarrassment in the workplace. Thanks so much to everyone involved in making this happen at Taylor Wimpey, I know it is making a huge difference to so many women's lives.



## Working Families and Carers Network

I attended all 3 of the parental coaching group sessions, each were as valuable as the other and more than met my expectations. It was a safe space to help me express my thoughts, worries, concerns. To hear my colleagues, express similar feelings and discuss finding the balance between being a working professional and a present parent was valuable. Fahrah led thought provoking discussions and shared techniques to support us in our maternity journey, most of which I still use now! The sessions have enabled me to develop relationships within Taylor Wimpey with other new Mum's where our paths would not have ordinarily crossed, we have been able to support each other through the transition of becoming a working parent and reference back to the guidance that Fahrah shared. A wonderfully practical course - both personally and professionally.



## Connect with us

Equality, diversity and inclusion is a matter regularly considered by our Nomination and Governance Committee. For more information on the work undertaken by the Committee in 2023, please see our Annual Report and Accounts 2023.

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

 @taylorwimpeypkc

 linkedin.com/company/taylor-wimpey

[taylorwimpey.co.uk/corporate](https://taylorwimpey.co.uk/corporate)

I can 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 interests of transparency, we have also included the Taylor Wimpey Executive Directors who were in office at 5 April 2023 in this report (even though they are not employed by Taylor Wimpey UK Limited)

**Anne Billson-Ross**  
Group HR Director

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*This is our second annual diversity report. As we have worked towards these targets during 2023, we have refined our definitions of each category to more accurately reflect the categorisation of different roles across the company, particularly as there have been some changes in the Group's senior leadership team and structure during the past eighteen months. This has resulted in some small differences between the current year data for 2022 in last year's report and the prior year comparative data for 2022 in this year's report.*

*We have also adjusted our definition of the roles included in entry level talent. The prior year report focussed solely on recruits into these roles, whereas we are now using a more accurate measure, taking into account both recruits in a year and those on multiyear schemes, to measure retention. As the total numbers in these groups are relatively small, the minor changes in absolute numbers have resulted in larger proportionate changes in percentages for 2022.*

*I can confirm that the restated approach will now be used for future reporting, which will make successive reports more comparable, and that the aspirational targets we have set ourselves for 2030, towards which we are working, remain unchanged.*