

MAKE A HOME AT  
**Taylor Wimpey**





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From Divisional Chair Lee Bishop, Executive Sponsor, and Group HR Director, Anne Billson-Ross

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# Embracing diversity, fostering inclusion.

## We are delighted to present our 2024 Diversity Report.

This report is a testament to the significant progress we have made becoming a home to a welcoming community at Taylor Wimpey. This year has been marked by remarkable achievements from our employees and key milestones that reflect our unwavering commitment to diversity and inclusion. We are particularly proud of the strides we have made across recruitment and training, and we have included the details of key initiatives in this report.

Over 300 colleagues attended our annual Equality, Diversity and Inclusion (ED&I) Conference in May. The commitment shown by our leaders and their teams to making room for everyone shone through in discussions with our Chief Executive, Jennie Daly, our regional businesses and with the support of our supply chain partners.

Our Employee Networks, supported by passionate employees, have continued to thrive, providing invaluable support and fostering a sense of belonging among our colleagues. This year, we've launched our sixth network, EnAble, with the aims of raising awareness and understanding of disability issues and the barriers faced by people with disabilities, as well as providing support and guidance on how to create an accessible and inclusive environment for everyone.

As we look ahead, we remain committed to building on this momentum and driving further positive change. We will continue to listen to our employees, celebrate our diversity, and create an environment where everyone feels valued and empowered to contribute their best. We have more to do, and we continue to strive to increase inclusivity and representation. We know we have the support of our Board and Group Management Team (GMT) at all levels of our organisation to continue to be better.



**Lee Bishop**  
Divisional Chair, North and Strategic Land, Executive Sponsor for ED&I



**Anne Billson-Ross**  
Group HR Director

**“ We would like to thank our employees for going the extra mile to make a home at Taylor Wimpey for everyone.”**

# Our ED&I strategy remains unchanged.

## We focus our efforts on three key pillars:

### 1. 21st Century leadership

Ensuring that our line managers understand their role in developing a more diverse and inclusive culture and have the relevant training and support to achieve this.

### 2. Employer of choice

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

### 3. Expanding our reach

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

## What our employees say...

96%

"I feel comfortable being myself at work"

96%

"I find the TW culture welcoming and inclusive"

97%

"I feel that TW values equality, diversity and inclusion"

# Building a home to work that matters.



## We have pushed forward with several initiatives this year.

### Reverse mentoring

We now have 50 employees on our reverse mentoring programme, including all of our senior leadership team. Through this programme, we are focused on supporting employees from ethnic minorities and women who work in production.

*“Taylor Wimpey takes a proactive approach to developing future leaders. My experience on the reverse mentoring programme is that it provides an invaluable support system for me and enables senior leaders to gain a deeper understanding of their diverse teams.”*

Vimbai Sibanda  
Assistant Land Manager



### Respectful workplace

Having completed our roll out of respectful workplace training, we have designed, and started to pilot, the second generation of this training. The focus of the training will be on how to call out examples of poor behaviour, particularly around what people might consider as banter, and will give managers the opportunity to create their own cultural charter of “how things work around here”. We are also sharing this with our supply chain as well as building a short summary into our site induction and our wider induction process.

### E-Learning module for managers

We launched a new e-learning module for line managers in July designed specifically to help managers understand the role they play in making our culture, and the impact and intention of the things they do.

*“The reverse mentoring programme at Taylor Wimpey has been an important investment for us; the programme has provided me with a better understanding of some of the challenges and opportunities that colleagues, from across our increasingly diverse teams, could face when building their careers in our business. This insight will enable me, and other senior leaders, to be better placed to support colleagues to fulfil their potential within an inclusive and rewarding environment.”*

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



### Updated family provisions

We have launched improved family friendly policies this year, increasing pay and reducing qualification eligibility in both maternity and paternity, as well as introducing paid carers leave.

These enhancements put us in a position of “punching above our weight” as well as how they support our employees and their families; and we believe in an industry leading position.

### Part-time site roles

Whilst many part-time working arrangements already exist across our business, we are trialling part-time site management positions. These roles are critical to our business, and we need to ensure that we can fulfil these from a broad talent pool, with the right skill sets, regardless of whether personal circumstances or responsibilities fit the traditional way of working full-time (for example, carers, parents, long leave returners or those transitioning into retirement).

### Wellbeing

In 2023, we outlined our plans to recruit additional Mental Health First Aiders (MHFA) under our Project 141, where we aspire to have one MHFA per site in our business. We are pleased to report that since the launch of this we have registered 76 MHFA for training alongside 23 MHFA renewing their qualification.

We successfully piloted managing mental health in the workplace training with six of our business units with our partner, the **Lighthouse Club**, who provide us with on the ground, practical support in mental health and training as part of our membership. The feedback has been overwhelmingly positive with significant improvement in line managers’ ability in being able to support an employee who may be in crisis or needs some help. 94% of our employees believe that if they have a concern, they can speak up without fear of repercussions.

*“The Mental Health First Aider course was insightful and delivered in a thought-provoking way about how to address the topic and challenges that we may face as line managers, and generally in our day-to-day interactions.”*

We continue to promote our wider benefits offering which aims to support our employees in three key areas: **financial security, health & wellbeing and lifestyle**. During the year, we held a number of in-person sessions and virtual webinars to educate employees about the benefits available to them and how they can be used to improve financial awareness. For examples, in September, we promoted a number of pension events linked to national Pension Awareness Day.

*“We understand that empathy and a genuine expression of care and concern can go a long way to help someone with a mental health issue to open up and have a conversation. Moving barriers (such as not sitting around a table) and being an active listener can be useful to help the conversation and make someone comfortable in opening up.”*





### Broader recruitment channels

We have reviewed the job boards that we advertise on, and we now use one of the largest job boards **Diversity Jobs Group** in order to attract a more diverse talent pool to our vacancies. Diversity Jobs Group is a suite of 10 job boards dedicated to promoting Diversity, Equity, & Inclusion in hiring practices including Disability, Ethnicity, Neurodiversity and LGBTQ+Q+. Diversity Jobs Group collaborate with companies that prioritise Diversity and Inclusion, connecting candidates with the right skill set to the right employers, regardless of their background.

We also commenced a partnership with **Bright Network** who have a presence at every UK University and have over a million students visit their website for advice and career guidance every year.

We have partnered with the **Chancerygate Foundation** to offer 12-month paid internships and sandwich year work placements. The Chancerygate Foundation was set up to help talented young adults of African and Caribbean heritage into the building industry.

They believe every student should have an equal opportunity to access the profession and supports this by offering bursaries, mentorship and work experience with companies which share this ambition. They support students who are studying RICS accredited courses in quantity surveying, commercial management, building surveying, real estate management and land economy. The Chancerygate Foundation partner with leading property businesses to make sure students get the best start in their career, access to unbeatable opportunities, authentic work experience and are supported at every step of the way. This is a fantastic opportunity to support people from underrepresented backgrounds getting into the property industry.

We have recently launched a **new development programme** for our senior leaders who are functional experts with significant practical experience. As part of that programme, we have introduced a specific **coaching support** module that pairs our experts with candidates who have applied for opportunities at Taylor Wimpey but just missed out. We believe that this gives us an edge in the market place to provide long term relationships with an external talent pool. Alongside this, we have committed to utilising **diverse long lists** in recruitment.

*"I joined Taylor Wimpey in 2017 from outside of housebuilding sector and I've experienced firsthand the commitment and support for career development. Our commitment to diverse long lists will open the door to other candidates who might otherwise not consider a sector change."*

Nov Sidhu,  
Divisional Chair,  
Central and South West



### Engagement with our supply chain

We have established a series of actions this year to supplement our ESG strategy to encompass ED&I for our supply chain.

### The immediate actions for this year are:

- ✓ To request from our larger suppliers that they supply us with their ED&I strategy.
- ✓ In addition, we are requesting that our suppliers tell us what metrics they are measuring.
- ✓ Our expectation is that all large suppliers will be able to assure that they have carried out some respectful workplace training.



# Building a home to a welcoming community.



## Our Employee Networks continue to inspire us.

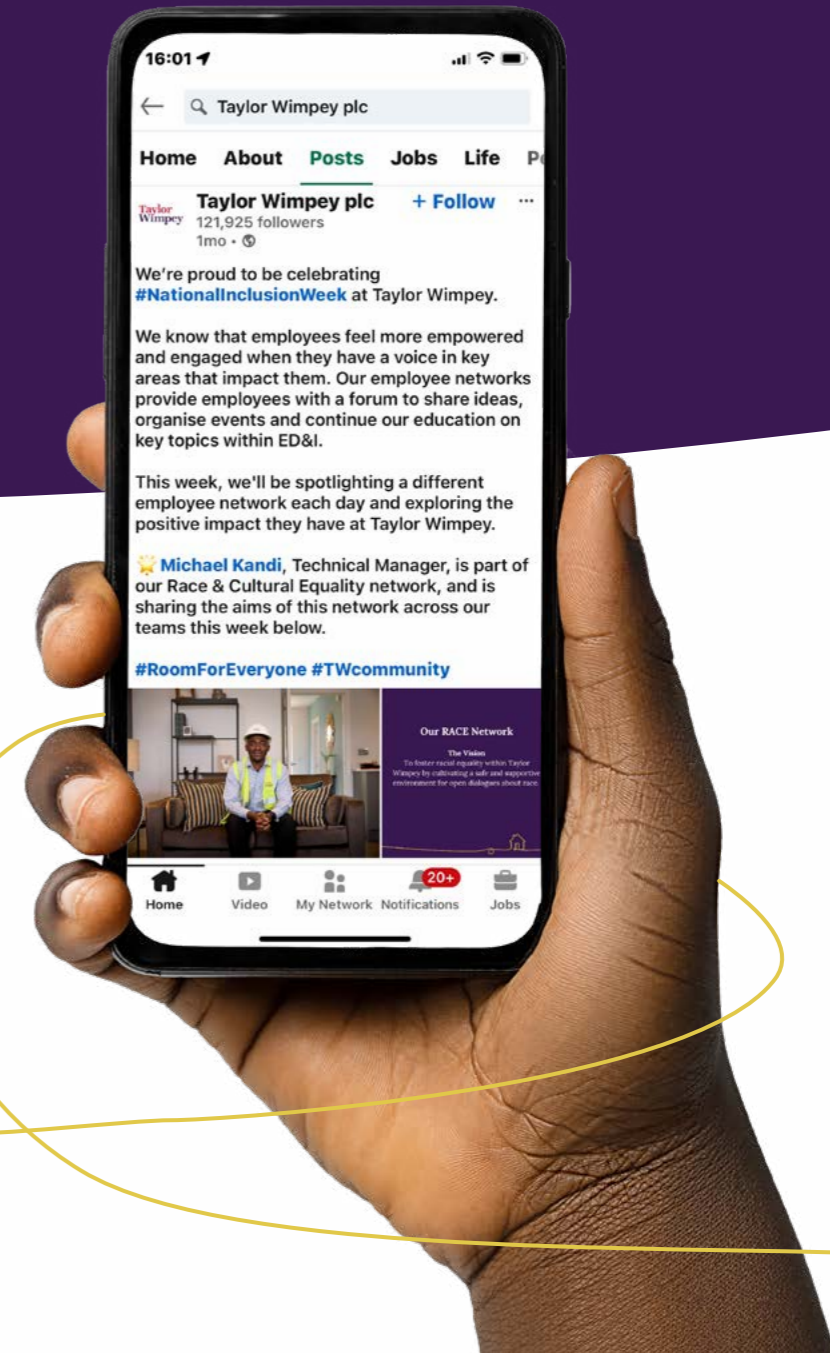
### EnAble Sponsored by Ishaq Kayani, Group General Counsel and Company Secretary

The network was launched in May 2024, supported by Ishaq Kayani as Executive Network Sponsor. EnAble is a group of employees, disabled and non-disabled, who are committed to promoting equality, diversity and inclusion in our workplace and in our communities.

#### The aims of the network are:

- Raise awareness and understanding of disability issues and the barriers faced by people with disabilities.
- Provide support and guidance to our colleagues and managers on how to create an accessible and inclusive environment for everyone.
- Advocate for the rights and interests of people with disabilities and ensure they are represented in decision-making processes.
- Celebrate the achievements and contributions of people with disabilities and showcase their talents and skills.
- Collaborate with other networks, organisations and stakeholders to share best practices and learn from each other.

**We are in conversation with our employees to improve disclosure of data, by educating our employees about what could be a disability.**



### RACE (Race and Cultural Equality Network) Sponsored by Chris Carney, Group Finance Director

The network held a series of events in Race Equality Week (REW) 2024, resulting in each of our businesses committing to a Big Promise. The network has also celebrated Black History Month (BHM), which centred around reclaiming narratives, they engaged some motivational speakers alongside the return by popular demand of our Caribbean Dance Fit exercise class and BHM quiz.



### Women in Production

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

In June, the Women in Production Network attended an NHBC Women's Network Event, at which Sandi Rhys-Jones, President of CIOB, and Elizabeth Austerberry, NHBC NED both spoke. Their inspiring career stories and valuable insights were memorable, fuelling our passion for growth and learning in the construction industry.

The ongoing buddy scheme has been a resounding success, fostering mutual growth and deep connections between participants. The positive feedback is a testament to the transformative power of support within our network.

### Embracing the Change

Sponsored by Anne Billson-Ross, Group HR Director

The Embracing the Change network has seen an increase in new requests to join; this has largely been driven by employees becoming more aware of the network following the ED&I conference, and support from our Executive Sponsor Anne Billson-Ross. The network continues to hold regular drop-in sessions, which are open to all employees, with the most recent ones being held in June, with BUPA and MenoHealth joining the sessions to provide some expert advice around the menopause. We celebrated World Menopause Awareness month in October, hosting a number of events for our employees. We are also working up a plan toward gaining Menopause Friendly accreditation.

### Proud2B

Sponsored by Nigel Holland, Divisional Chair, Central and South-West

The Proud2B network celebrated Pride month in June as well as re-engaging the business to create awareness and encourage new network membership. Pride month activities included a quiz, regional events and we were also fortunate to hear from Gareth Thomas, former Captain of Wales, and the British & Irish Lions Rugby teams and influential LGBTQ+ advocate. His story was very impactful, and the feedback received from those who joined the call was extremely positive and well received. We are now developing the objectives of the network for the next year as well as ensuring that the strategy and purpose is still relevant.

*"The 'Women in Production' Network has had a busy year so far, we have been focusing on building awareness of our group. A highlight within the network has been the introduction of our Buddy Scheme."*

Emmy Martin, Chair of WIP



*“The WFACN is more than just a support group, it’s a space where we can grow our community, share experiences and access the resources we need to thrive both at work and at home.”*

Mary O’Brien  
Joint Venture & Complex  
Projects Director

### Working Families and Carers

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

Following on from establishing the network aims, our strategy focused around three key areas: **Community, Communication and Change**. The WFACN has been focused on signposting and sharing events and resources useful to our community, recognising the challenges our working parents and carers colleagues generally face around time and balance in their lives.

As well as influencing the significant change in family friendly provisions that the company has launched this year, the network regularly promotes the free membership Taylor Wimpey provide to WorkLife Central, a digital platform sharing expert-led content designed to support, inform and inspire professionals in their family life, work life and wellbeing. The spotlighting of the diversity of content available to Taylor Wimpey colleagues has resulted in an uplift in registrations for membership and participation with live events, in particular on a range of topics including caring for elderly relatives, parenting, neurodiversity and looking after personal wellbeing.

This year the network has launched a quarterly Lunchtime Exchange programme to bring network members together, often with a guest speaker, to discuss a relevant topic and signpost useful resources and support. Topics so far have included ‘When life throws you a curveball (how do you and your family respond?)’ and ‘Keeping you and your family safe online’, both of which have been very positively received. Future topics include nutrition and wellbeing, carers’ responsibilities and maintaining balance, and a hosted panel discussion of internal colleagues about their work-family/caring life.

# Building a home to your future.

## Progress in our aspirational targets

Our aspirational targets enable us to monitor our progression and maintain momentum. Our targets were set with the aim of achieving a truly diverse workforce.

Whilst the number of new employees recruited this year is low, we continue to focus on this and each of our regional businesses has a diversity action plan in place following our People and Talent review process.

Target Group	Category	Current (December 2024)	Aspirational Target 2030
GMT And Direct Reports	Gender	26%	40%
	Ethnicity*	6.9%	*2027 = 9.7%
BU Leadership Roles	Gender	28%	50%
	Ethnicity	3%	12.5%
Early Entry Talent – Graduates	Gender	33.3%	50%
	Ethnicity	28.6%	25%
Early Entry Talent - Management Trainees And Apprentices	Gender	14.4%	50%
	Ethnicity	11.4%	25%

\* Target in line with the Parker Review requirements for 2027, not 2030.

We are looking closely at our progress on ethnicity as this is not moving as quickly as we would like. We continue to focus on our Schools Outreach programme where we are having a wide-reaching influence (with nearly 600,000 pupils reached to date) which focuses on specific and targeted action to influence both children and those who support and guide them on the opportunities that construction offers as a career. This will help us develop a longer pipeline of balanced ethnicity into higher educational establishments, where ethnic minorities on relevant courses are significantly under represented.

We have also continued to make progress with key initiatives such as diverse long lists and diverse job boards.



### An update on our Gender Pay Gap

We calculate our Gender Pay Gap using the methodology published by the UK government (last updated in January 2024). Our reference date is 5th April. Our data is reflective of Taylor Wimpey Limited.

This year’s Gender Pay Gap (excluding Executive Directors) is as follows:

**Our Gender Pay Gap has increased from 6% to 8%, which means that there has been a move towards higher pay for men on average.**

Gender	Average Hourly Rate 2023	Average Hourly Rate 2024
Male	£24.81	£27.06
Female	£23.35	£24.85

**Our gender bonus gap has remained the same.**

	2023	2024
Mean Bonus Gap	9%	9%
Median Bonus Gap	46%	43%

The table below outlines the percentage of employees receiving a bonus in 2024, compared to 2023.

Gender	2023	2024
Male	84%	87%
Female	93%	92%

**There are three factors that have contributed to this move in the GPG.**

- We know that some of our functions tend to be heavily weighted towards one gender (our Sales team is 81% female, and our Production team is 92% male). Given the continued prevailing market conditions, sales commission has continued to be at a lower level than in times of growth, and this, along with the demography, has contributed to the GPG position.
- Our approach to discretionary pay in 2024 has continued to focus on increases towards our lower paid employees. In addition, a large number of our lower paid employees’ salaries are linked to the rates set by National Minimum Wage, CIJC Working Rule Agreement and the Real Living Wage. In 2024, the Real Living Wage increased by 10%, NMW Apprentice rates increased by up to 10% and the pay rates governed by the CIJC Working Rule Agreements increased by c.8% over the course of the year. As the majority of the employees impacted by these changes are male, it resulted in a higher percentage increase than the standard 6% increase that our lower paid female employees received.
- We referenced in our report last year that our 2023 organisational change programme had influenced our GPG. Given the timing of this programme being included in the period over which GPG is assessed, alongside a continuing control on costs to reflect our market conditions, this continued to contribute to a reduction in the number of employees by 6.7% since April 2023, and 14.8% since April 2022. A smaller total number of employees means the GPG overall percentage will be more sensitive to changes in salaries.

**Proportion of Males and Females in each pay quartile (excluding Executive Directors)**

Year	Lower		Lower Middle		Upper Middle		Upper	
	Male	Female	Male	Female	Male	Female	Male	Female
2024	57%	43%	70%	30%	66%	34%	69%	31%
2023	61%	39%	72%	28%	66%	34%	69%	31%
2022	64%	36%	71%	29%	71%	29%	65%	35%

# Appendices.



## Our Gender Pay Gap (including Executive Directors)

	2017	2018	2019	2020	2021	2022	2023	2024
Mean Pay Gap	1%	6%	2%	-6%	-6%	-2%	4%	8%
Median Pay Gap	-2%	0%	-4%	-18%	-5%	1%	2%	6%
Mean Bonus Gap	12%	9%	5%	-14%	-47%	-6%	6%	4%
Median Bonus Gap	23%	34%	32%	41%	65%	43%	46%	43%

## Our Gender Pay Gap (excluding Executive Directors)

	2017	2018	2019	2020	2021	2022	2023	2024
Mean Pay Gap	-1%	2%	0%	-6%	-7%	-2%	6%	8%
Median Pay Gap	-2%	0%	-4%	-18%	-5%	1%	2%	6%
Mean Bonus Gap	-11%	-7%	-10%	-22%	-53%	-9%	9%	9%
Median Bonus Gap	23%	33%	32%	41%	65%	43%	46%	43%



## 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 2024, please see our Annual Report and Accounts 2024.

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

 [linkedin.com/company/taylor-wimpey](https://www.linkedin.com/company/taylor-wimpey)

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

[taylorwimpey.co.uk/jobs](https://www.taylorwimpey.co.uk/jobs)

*I confirm that the information contained in 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 Ltd. In the interests of transparency, we have included the Taylor Wimpey Executive Directors and Company Secretary who were in office at 5 April 2024 in this report (even though they are not employed by Taylor Wimpey UK Ltd).*

*Anne Billson-Ross, Group HR Director*

*"I'm pleased with the progress we have made this year on a number of our initiatives, and of the efforts our teams and employee networks have put in to ensure Taylor Wimpey is an inclusive place to build a career."*

Jennie Daly CBE, Chief Executive

