



Building a home where **everyone** can thrive

TAYLOR WIMPEY DIVERSITY AND INCLUSION
REPORT 2022



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ANNE BILLSON-ROSS
Group HR Director

Our commitment to equality, diversity, and inclusion at Taylor Wimpey, is first and foremost about listening, understanding, and acting in the best interest of all our people. I strongly believe that our investment in both current, and future employee's equal access to opportunities, is not only the absolute right thing to do for our people, but is crucial to strengthening our business for the future. With the significant challenges we continue to face both in a wider industry perspective, and personally for our employees, this feels especially important.

This is our first diversity and inclusion report, having published a gender pay gap report for the past five years, and I am proud to shine a light on some of the ongoing progress and momentum we have built. As we continue to build a more inclusive and diverse workplace, I feel it is especially important to be transparent, and hold ourselves accountable. The conversation around challenging both ethnic and gender inequality in the sector has been gaining traction for several years, however I feel strongly that as a FTSE 100 company and industry leader, we should be going further. This is why, with the support of our plc Board, we have set ourselves several aspirational stretching targets to 2030.

The targets, which are outlined in this report, focus on increasing our female and ethnic representation at various levels of the business, and help support the aims of our equality, diversity and inclusion strategy. These targets are ambitious, but I am confident that with a considered, and intentional approach, along with the continued collaboration with our partners, we can create real change.

The report highlights the progress we have already made in this area. We know, for example, that there is a lack of diverse candidates at experienced levels in the industry, and so our focus on expanding the reach of our early entry talent programmes is helping us to address this. This, along with our focus on leadership training to ensure our business leaders understand their role in developing a more diverse and inclusive workforce, I feel will go a long way towards achieving our goals.

I am also pleased that we have made progress towards increasing female representation across our business. At the start of 2022 we announced that Jennie Daly had been appointed as CEO of Taylor Wimpey plc, having been with the business for eight years. Jennie has been hugely supportive of Taylor Wimpey's commitment to equality, diversity, and inclusion, and is herself the first female CEO of a major house builder.

Our mean gender pay gap has narrowed slightly this year but is still in favour of women by 2%. Our median bonus gap has also closed slightly from last year, currently sitting at 43% in favour of males. While there is still work to do in this area, it is pleasing to see the results of our succession planning and development programmes beginning to show results in this area.

I'm particularly proud of the development of our employee networks over the past year which provides a community for employees to connect, seek information, and share experiences, whilst also helping to raise awareness and support in the wider business. Our Working Parents Network in particular has been instrumental in helping us to roll-out our Parent Returners Programme, which provides help and guidance on some of the most common challenges for new parents in the workplace.

There are many highlights to pull out from the past year and I'm pleased with the progress we've made, including our continued focus on building an inclusive culture that enables us to attract and retain people from all backgrounds. Of course, we know there is further to go, both for our industry and business. We will continue to push forward in these areas, challenging ourselves and holding ourselves accountable to ensure an inclusive and diverse place to work which offers a space for everyone to thrive.



Diversity and Inclusion at Taylor Wimpey

Our equality, diversity, and inclusion strategy focuses on three key areas:



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 inclusivity.



Expanding our Reach

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



Our 2022 Engagement Survey showed the following...

97%

of our employees believe that Taylor Wimpey offers opportunities for employees from all backgrounds to progress



96%

of our employees stated, 'I can be my authentic self at work without the need to cover my identity'



95%

of our employees stated that 'I have equal opportunities to progress, regardless of my gender, ethnicity, disability, religion, age or sexual orientation'



EMPLOYEE NETWORKS

In it together

WORKING PARENTS NETWORK

A community of working parents across Taylor Wimpey, providing support, shared experiences and a channel for education and awareness.

Sponsored by
Ingrid Osborne
Divisional Chair,
London and South East

EMBRACING THE CHANGE MENOPAUSE NETWORK

Launched in 2021 alongside our Menopause Policy, the network provides colleagues with peer-to-peer support and aims to raise knowledge, awareness and understanding of the menopause.

Sponsored by
Anne Billson-Ross
Group HR Director

PROUD2B LGBTQ+ NETWORK

Created to support not just those from the LGBTQ+ community but also allies and other employees who want to understand more about their challenges and how they can support their LGBTQ+ colleagues in the workplace.

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

RACE & ETHNICITY NETWORK

Launched in 2021, the network is open to everyone in Taylor Wimpey, regardless of race or ethnicity. It aims to actively promote inclusion within Taylor Wimpey and ensure that there are no barriers to career progression.

Sponsored by
Chris Carney
Group Finance Director

WOMEN IN PRODUCTION NETWORK

Launched to support our female production colleagues and our new early-entry talent production female hires. This network aims to bring women who work in production across Taylor Wimpey together and provide a safe space to give support and advice to one another.

Sponsorship to be
advised



Embracing the Change Menopause Network

Creating an environment where menopause can be openly discussed, starts with our Line Managers. That's why we have rolled out training for a number of our network members alongside our HR team to deliver menopause awareness lunch and learn sessions to our Line Managers, to help build awareness and understanding of some of the challenges their employees may be dealing with.

We are also working towards becoming an accredited Menopause Friendly Employer and are confident that as we continue to embed the training and practices that we've put in place in this area, we will be able to successfully achieve this accreditation.

Overall, this network continues to be a success and we're proud of the support this provides to our employees.

“

I have personally benefited from being part of the menopause network and the menopause policy, I have used a number of the resources available and would not have considered requesting flexible working if had not been for the policy and the network.

“

These sessions have made me feel less alone.

“

It has been good to remove the stigma around menopause.

“

I have taken some of the tips and used them and it has made me feel completely different.

Women in Production Network

Feedback from our employees is pivotal in ensuring we provide effective support to the business. Discussions from our focus groups held in early 2022 highlighted the need for further support for women who work in our Production roles, with a number of employees feeling that due to the lack of representation of women in these roles, there can be challenges.

As a result, alongside the delivery of our EDI strategy, we launched our Women in Production network in late 2022 to support both our current female production colleagues, and our new early entry talent female production hires.



Driving Inclusion

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.

Inclusive Leadership Coaching

Our leaders are pivotal in creating the foundation of culture to empower employees to create better, and more meaningful working relationships. That's why in May 2022, we piloted an inclusive leadership coaching programme with our London/South East Division.

The programme has focussed on enabling our Managing Directors to explore the attributes, mindset, and skills required of an inclusive leader and enable them to understand what behaviours and beliefs may be an obstacle to achieve this.

The training is supported with 1-2-1 coaching and aims to build the confidence of our Managing Directors to successfully influence the diversity of their regional business. Feedback from this has been incredibly positive and we look forward to fully evaluating its impact and incorporating this across further divisions in the future.

“

Strengthened confidence and capability in understanding the significant and influential role that each leader plays in developing and driving a culture of inclusion and equity.

“

I am striving to be more empathetic, and take time to understand different people's perspectives. I have embraced a 'good ideas' ethos, encouraging everyone to contribute ideas around EDI that they would like to implement, and I have established a BU mentoring programme to support and develop talent.

The standard you walk past is the standard you accept



Continuing to Foster an Inclusive Workplace

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

We continue to deliver our Respectful Workplace programme and have made some great progress over the last year. The programme aims to ensure Taylor Wimpey provides a respectful workplace for all employees and sub-contractors. It consists of a series of practical activities and commitments which enables all of our employees to have a voice, and a workplace where differences are valued and respected.

To date we have trained all our Line Managers in 13 out of 23 Business Units.

We're also pleased to see that our Business Units have also started to engage with our sub-contractors to enable them to understand the programme and provide additional feedback around further support that could be put in place to encourage a respectful environment.

We plan to continue the delivery of our Respectful Workplace Programme across five more Business Units in 2023.

“

Working alongside different backgrounds and cultures I found this training to be very relevant.

“

I'm new to Taylor Wimpey and I'm also looking to build a team, making the aspects covered especially pertinent to me in my new role.

Parent Returners Programme

Continuing to support and develop our colleagues through all stages of life is a key part of our commitment to diversity. We are pleased to have reviewed and updated our maternity, paternity, and adoption support in 2022.

We have launched a Parent Returners Programme which provides access to a quarterly group coaching session to support parents before, during, and after parental leave. Along with this, we now provide our Regional Director levels and above with 1-2-1 coaching sessions to support them through their parenting and work transition, as well as workshops for new fathers.

The key aim of this support is to enable colleagues to feel comfortable and confident about being able to manage the different stages of the transition through pregnancy, maternity and adoption, including seeking to achieve a healthy balance between their work and family lives.

During 2022, 77 employees engaged with the programme, and feedback has been overwhelmingly positive.



WE'RE THERE FOR THEM,

SO THAT THEY CAN

BE THERE, FOR THEIRS



From my experience, the workshop has given me peace of mind about going on maternity leave. That's something I really appreciate.

I can see the Company cares about their employees, especially in this very special moment in a woman's life, which can be a bit overwhelming.

Evolving our e-learning

Managing diversity in the workplace requires all employees to stay up to date with diversity related practices and expectations as they evolve. We are pleased to have reviewed our e-learning training and launched a brand new module designed to ensure all our employees are aware of their role in helping to shape an inclusive, and truly accepting workplace.

So that we can build on this momentum, we'll shortly be releasing a further module for Line Managers that will focus on some of the more complex issues including breaking bias, deconstructing stereotypes, and managing microaggressions.



Removing the bias from recruitment

We believe diversity is the bottom line in leveraging a company's full potential. A diverse workforce encourages creativity, fostering innovation, and promoting effective decision-making, and that's why we developed inclusion workshops for our Business Unit Management Teams to educate on best practices for attracting, selecting, and retaining diverse teams, and the role of the Hiring Manager helping to turn the dial before, during and after recruitment.

The engagement with this group is a positive step forward in influencing the culture change at Regional Director level and we have seen positive action in the diversity of hires as a result. We will continue with this training with new Regional Director hires to maintain momentum.



Future Talent

The absence of diversity in early entry recruitment activities limits access to some of the top talent in the industry. This year, we have continued to improve our processes to encourage more diverse talent to join Taylor Wimpey. We have increased representation of existing minority ethnic representatives in our recruitment processes and strived to use more inclusive language within our job adverts.

We have also made extra consideration around the platforms and advertising spaces we use, to ensure they are focused on reaching a higher proportion of ethnic minority applicants.

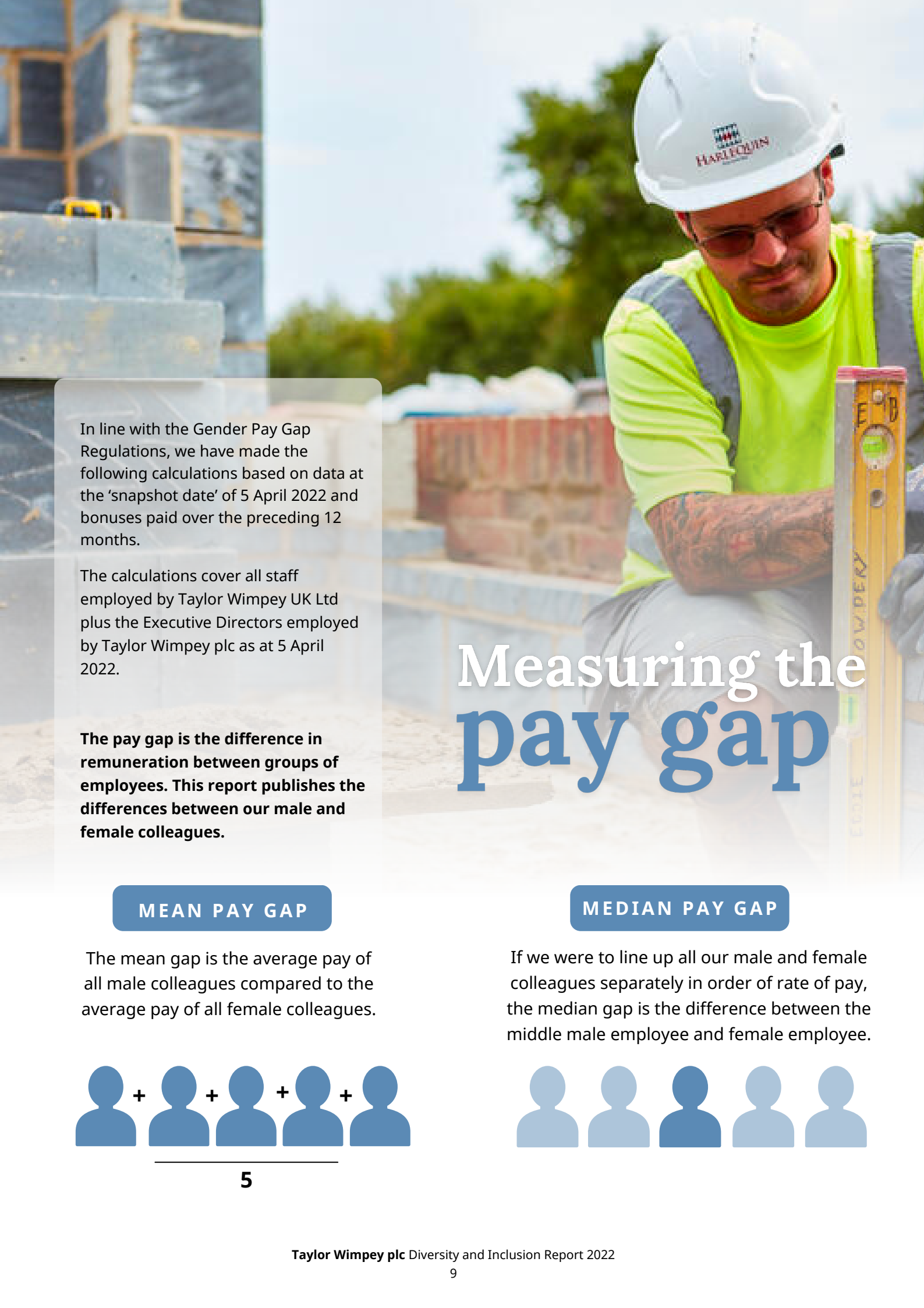
We're also pleased to partner with Target Jobs as our main university attraction platform. This platform connects us to 85 universities, and 1.6 million users allowing us to reach more diverse talent. These continuous reviews and focussed efforts have especially helped with year-on-year improvement of both our Graduate, and Management Trainee intake.

Disability Confident Employer

We continue to focus on ensuring our workplace is inclusive and accessible to people with disabilities. We are delighted to have become a level 1 Disability Confident Employer in recognition of our actions around employee support and approach to recruitment. Level 1 recognises the following:

- Ensured our recruitment process is inclusive and accessible
- Offering interviews to people with disabilities who meet the minimum criteria for the job
- Anticipating and providing reasonable adjustments as required
- Supporting any existing employees who acquires a disability or long-term health condition to enable them to continue working
- Communicating and promoting vacancies
- Providing an activity that will make a difference for disabled people

We are looking forward to continuing our commitment and work towards gaining our level 2 Disability Confident Employer badge and hope that our partnerships with external companies will aid this.



In line with the Gender Pay Gap Regulations, we have made the following calculations based on data at the 'snapshot date' of 5 April 2022 and bonuses paid over the preceding 12 months.

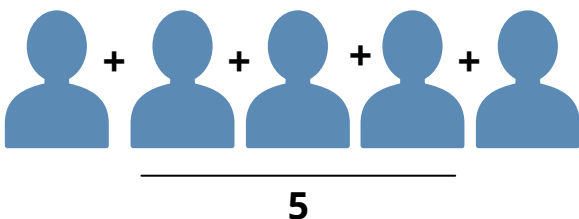
The calculations cover all staff employed by Taylor Wimpey UK Ltd plus the Executive Directors employed by Taylor Wimpey plc as at 5 April 2022.

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

Measuring the pay gap

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

The nature of our industry means many of the high headcount roles (Sales and Production) are heavily male or female weighted which can impact our pay gap results if there are changes to these populations.



SALES

The remuneration package of Sales teams includes a large proportion of variable pay (commission). 90% of our Sales Teams are female.

The inclusion of high levels of commission increases the average pay of our Sales teams, and keeps the gap in favour of females. If less commission is earned this can increase the pay gap in favour of males.



PRODUCTION

Many of our production-based roles sit within the lower pay quartile. 92% of these roles are carried out by males.

If headcount in these lower quartile roles increase, this can increase the pay gap in favour of females.

PAY GAP

Mean pay gap

-2%

The mean pay for women is 2% higher than that of men (2021: -6%)

Excluding Executive Directors: -2% (-7% 2021)



The mean pay is 2% higher for females than males. This is largely down to higher commission payments and the re-balancing of remuneration for Sales teams, resulting in more guaranteed pay. Whilst still in favour of females, the gap is slightly smaller than last year (-6%) due to salary alignment activities in the Production teams, resulting in a higher average increase of male hourly rate.

Median pay gap

1%

The median pay for men is 1% higher than that of women (2021: -5%)

Excluding Executive Directors: 1% (-5% 2021)



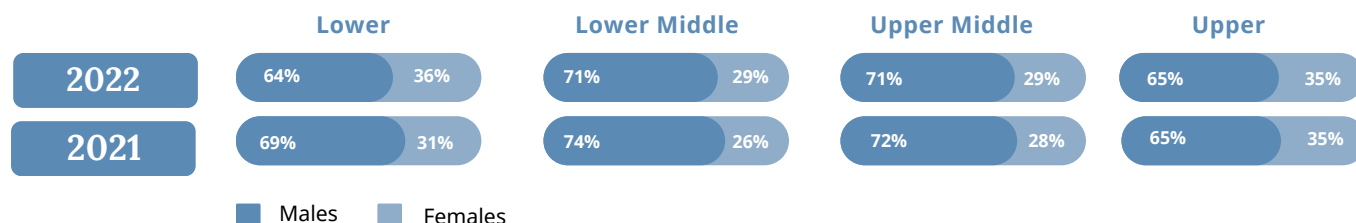
The median pay gap this year is 1% higher for males than females. The gap has moved in favour of males this year due to a reduction in Apprentices compared to last year's snapshot pay data. Apprentices sit within the lower pay quartile and are predominantly male. Reducing the number of people in these roles, increases the median pay for males.



The male mean hourly rate has increased by 11% since 2021 whereas the female mean hourly rate has increased by 6%.

Proportion of males and females in each pay quartile

Female representation in the lower quartiles has increased due to a reduction in the recruitment of apprentices. With less movement within roles sat in the upper quartile, these proportions have remained relatively similar to the previous year.



BONUS PAY GAP

Mean bonus pay gap

-6%



The mean bonus pay for women is 6% higher than that of men (2021: -47%)

*Excluding Executive Directors:
Mean: -9% (-53% 2021)*

The mean bonus pay is 6% higher for females than males. With 29% of females earning commission, this helps the the mean bonus gap.

Whilst still remaining in favour of females, the gap has narrowed from 2021 (-47%) due to annual bonus payments being lower than the previous year.

Median bonus pay gap

43%



The median bonus pay for men is 43% higher than that of women (2021: 65%)

*Excluding Executive Directors:
Median: 43% (65% 2021)*

The median bonus gap this year is 43% higher for males than females. This is predominately due to the volume of females having a 5% bonus potential (54%) versus the volume of males with higher bonus earning potential (those in senior roles and Production).

Board of Directors and GMT female representation

Board of Directors

As 31 December 2022, female representation on our plc Board of Directors was 44% which exceeds the 40% target set by the FTSE Women Leaders Review to be achieved by the end of 2025. This figure has reduced from 50% in 2021 due to Board changes throughout the year.

Group Management Team

The Group Management Team (GMT) is responsible for the day-to-day management of the Company's key strategic and operational activities. The GMT is led by the first female CEO in the sector, and is comprised of the Group Finance Director, Group HR Director, and the Divisional Chairs. As at 31 December 2022, female representation on our GMT was 38%.

Diversity is a key consideration during any recruitment processes and will be kept under review as we approach the end of 2025, the target date set by the FTSE Women Leaders Review.

Aspirational Targets

Our aspirational targets enable us to monitor our progression and maintain momentum. We have taken the decision to publish these externally for the first time to ensure we are holding ourselves accountable for progression in these areas.

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.

	2030 Target	Current Position
Female representation in Group Management Team (GMT) and direct reports	40%	20.63%
Female representation in Business Unit (BU) Leadership roles	50%	31%
Ethnic representation in Business Unit (BU) Leadership roles	12.5%	3%
Female representation in Graduate early entry talent	50%	64%
Ethnic representation in Graduate early entry talent	25%	20%
Female representation in early entry talent	50%	38%
Ethnic representation in early entry talent	25%	21%

Appendix

Our Gender Pay Gap (Incl. Exec Directors)

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

Our Gender Pay Gap (Excl. Exec Directors)

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

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 2022 in this report (although they are not employed by Taylor Wimpey UK Limited).

Connect with us

Diversity, equality and inclusivity is a matter regularly considered by our Nomination and Governance Committee. For more information on the work undertaken by the Committee in 2022, please see our Annual Report and Accounts 2022.

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



www.twitter.com/taylorwimpeyplc



www.linkedin.com/company/taylor-wimpey



www.taylorwimpey.co.uk/corporate