

Becoming the employer of choice

Gender Pay Gap Report 2020





“We are proud of the progress we are making in becoming a diverse and inclusive employer of choice”

Anne Billson-Ross, Group HR Director

We have made good progress on our commitment to gender equality, with female representation on our plc Board set to increase to 56% and Group Management Team to 44% in 2020. We will not let up in our drive to become an even more diverse and inclusive employer. Our approach will strengthen our business, broaden our thinking and help deliver our strategy to significantly improve our customer offering.

We are passionate about attracting, developing and retaining a diverse range of talent, and ensuring a culture where, regardless of background, each person thrives to meet their potential. We continue to be focused on the skills our business needs, both now and in the future, and recognise that Taylor Wimpey has a leading role to play in closing the gender pay gap in the housebuilding sector.

We have made significant progress at plc board level and want to emulate this further to build female talent at all levels. We know that consistently prioritising and promoting strong family friendly policies and agile working practices will further encourage females to progress across our business. Our clear roadmap and action plan further supports our gender equality goals.

The current shape of our workforce profile shows that there are still functions where it remains a challenge to attract female talent at every level. To address this, we are not only focusing on early entry level attraction, but also helping more managers to recognise their actions and unconscious biases on hiring, pay, promotion and retention. This will help them identify opportunities to build female talent at every level across all of our functions.

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 build a workforce which represents the communities where we live and work.

In this report, we have published both the numbers required by Government, which cover all staff employed by Taylor Wimpey UK Limited (the entity covered by the Gender Pay Gap Regulations), and also data for the Executive Directors employed by Taylor Wimpey plc as at 5 April 2019. 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 encourage all of our employees and stakeholders upon reading this to provide any thoughts they may have on how we can continue to improve every aspect of our diversity and inclusivity. There is always more we can do.

Anne Billson-Ross
Group HR Director

What is the gender pay gap?



THE GENDER PAY GAP

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.

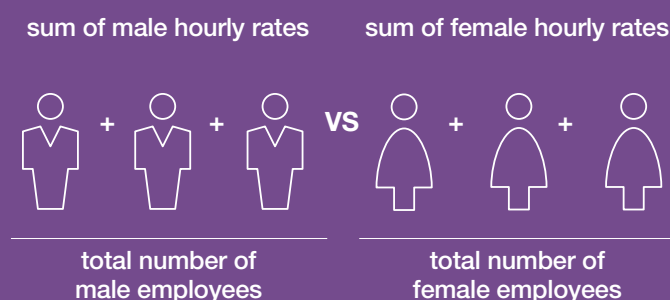
Equal Pay is about a man and woman receiving equal pay for the same job, while the Gender Pay Gap shows the difference between the average hourly pay and bonus for women and men across all roles within a business.

Our gender pay gap

In line with the Regulations, we have made the following calculations based on data at the 'snapshot date' of 5 April 2019 and bonuses paid over the preceding 12 months. As noted in the introduction, this report covers all staff employed by Taylor Wimpey UK Ltd and the data for the Executive Directors employed by Taylor Wimpey plc as at 5 April 2019. We believe it is only right to include them in our full report in the interest of transparency. This is why there is a difference between the reported data on the Government website (which does not include our Executive Directors) and the reported data within this report (which includes our Executive Directors). For ease we have also included our prior year figures.

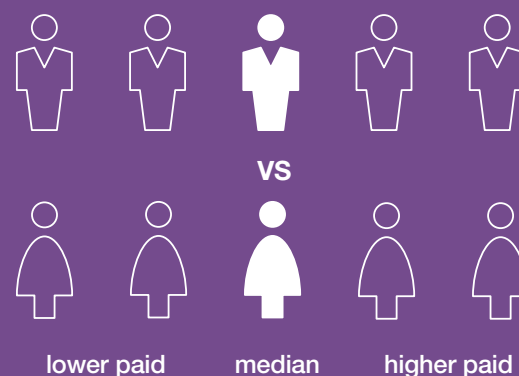
Mean pay and bonus gap

The mean 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 5,352 employees, of which 31% are women

Our pay gap

Our 2019 mean gender pay gap of 2% and median gender pay gap of -4% continue to be significantly lower than the current UK average. We have seen a small decrease in our mean and median pay gaps since last year, due to an increase in our Apprentice workforce. Apprentices sit within the lower quartile.

Mean pay gap

2%

The mean pay for women is 2% lower than that of men (2018: 6%)

Median pay gap

-4%

The median pay for women is 4% higher than that of men (2018: 0%)

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 bonus pay gaps.

We remain focused on our commitment to promote diversity by introducing new initiatives as shown in the roadmap (see page 7 of the report), to increase the proportion of female representation across all levels of our business.

Mean bonus pay gap

5%

The mean bonus pay for women is 5% lower than that of men (2018: 9%)

Median bonus pay gap

32%

The median bonus pay for women is 32% lower than that of men (2018: 34%)

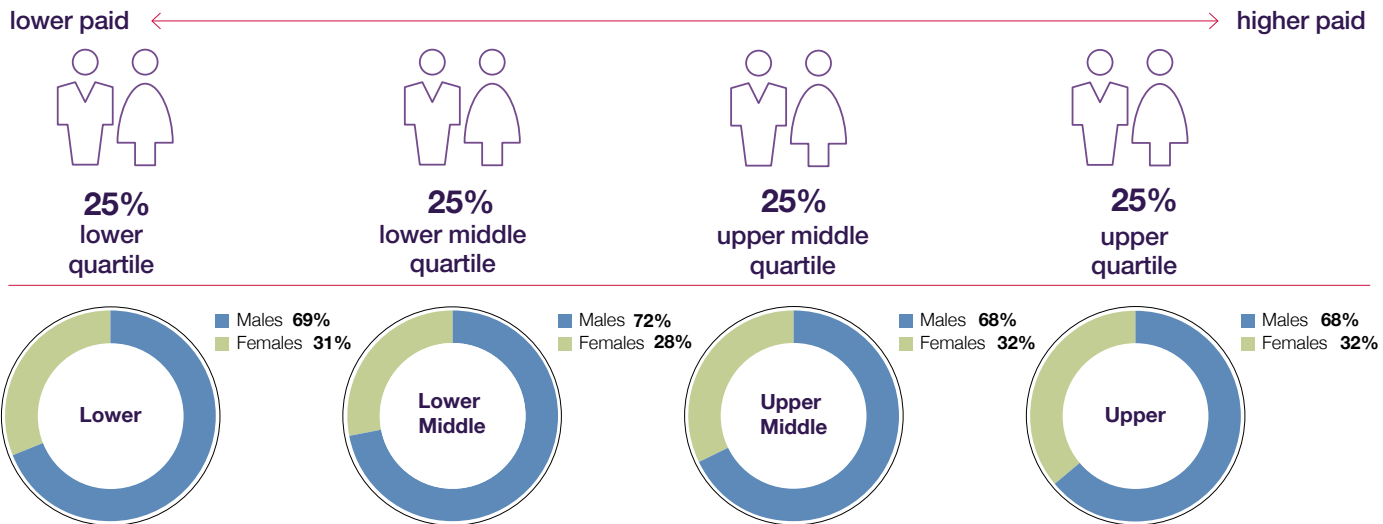
For transparency, the below table shows the reported data on the government website (excludes our Executive Directors)

	2018	2019
Mean Pay Gap	2%	0%
Median Pay Gap	0%	-4%
Mean Bonus Pay Gap	-7%	-10%
Median Bonus Pay Gap	33%	32%

Our gender pay gap continued

Our 2019 pay quartiles

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



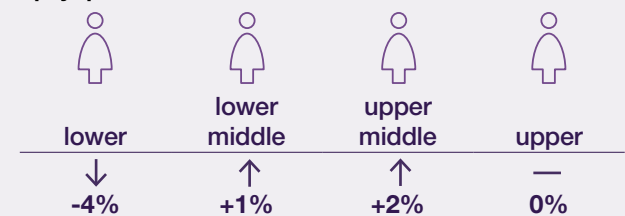
The quartiles above represent the pay rates across our UK employee base, from the lowest to the highest, split equally into four groups consisting of 1,338 employees each. Over the last two years, we have seen an increase in the proportion of female graduates we have recruited. Our aim is to ensure at least a 50/50 female/male split in our intake. However, in 2019 we exceeded this aspiration and our intake was 65/35 female/male. Hiring more talented females at the start of their career could help further reduce the gender pay gap in future years as their careers progress to more senior roles.

Female representation across our lower, lower middle and upper middle pay quartiles have improved when compared to 2018. The lower quartile has seen a slight decrease, of 4% in female representation, and a corresponding increase in males. We have made significant investments in our Apprentice trades programme, which attracts a high number of males compared to females. This is something we are trying hard to address through our work with schools and technical colleges.

*Our 2018 Pay Quartiles

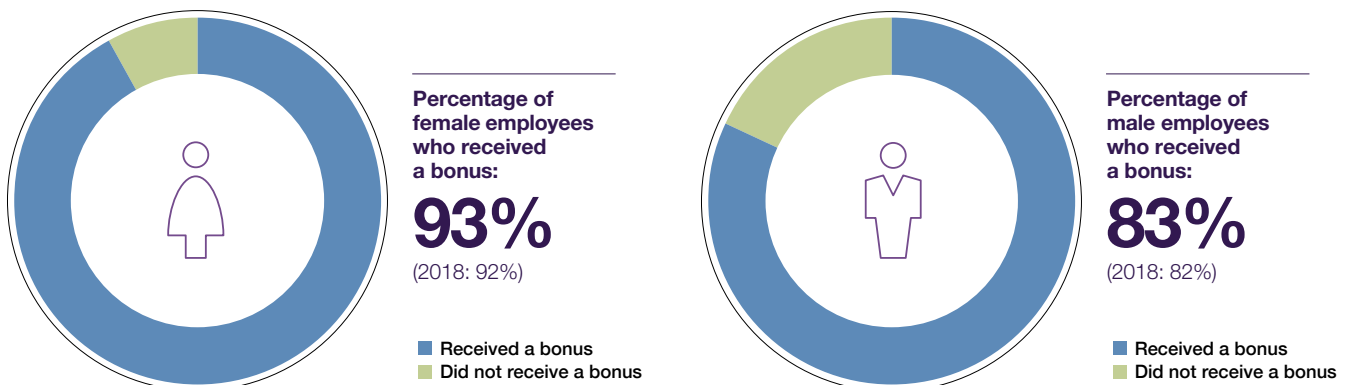
Quartile	Male	Female
Lower	65%	35%
Lower Middle	73%	27%
Upper Middle	70%	30%
Upper	68%	32%

Progress in our female representation in pay quartiles 2018 vs 2019



Proportion of employees who received a bonus

The below charts show the proportion of women and men, employed on 5 April 2019, who received a bonus.



The percentage of employees receiving a bonus remains relatively high across the Group, which reflects the importance we place on rewarding performance and ensuring our employees share in the success of the business. This increased by 1% for both males and females compared to the prior year. A review of the roles and responsibilities of some of our management who are considered successors to directors, increased their eligibility to the senior manager bonus scheme. Through a variety of initiatives, we also encourage employee ownership of Taylor Wimpey plc shares. Those who did not receive a bonus this year were predominantly in trainee and apprentice roles or new joiners who have not yet become eligible to receive a bonus.

Development and upskilling our leaders



Inspiring Leadership Programme

Taylor Wimpey is committed to providing women with the support they need to progress to senior management roles across the business. Our Inspiring Leadership programme is now in its fourth year, and we are adding to the content over the next few months to ensure that we focus on inclusive leadership as well as strategic thinking and building an innovative and customer focus leadership culture. We continue to focus on progressing both our high potential female and male successors to senior leadership and Managing Director positions, and have now progressed 75 individuals with the skills and knowledge to become successful senior managers within the business, nine of which (12%) were females.

After further validation, we have now identified 44 employees in our female talent pool with the potential to progress to a Regional Director role, and we are delighted that 13 individuals identified last year have since been promoted to Regional Director roles. This year we piloted our enhanced Successor to Regional Director programme which aims to accelerate this pool of high potential talent, and we will roll out this development to all high potential employees during 2020.

The initiatives in place have helped us to support and increase female representation at senior levels. We have made one further female Managing Director appointment over the last year, and identified 15 female individuals as potential successors to current Managing Directors. This continues to feed our talent pipeline for our future business leaders and Group Management Team.

Plc & GMT Board Female representation

Plc

Our plc female representation has increased from 40% as at 1st November 2019 to 56% following the appointment of our first female Chair, Irene Dorner, who joined on 1st December 2019. There was a transitional period during which Irene worked alongside former Chair Kevin Beeston until he stood down following the full year results on 26th February 2020. Group Legal Director and Company Secretary James Jordan stood down from the Plc Board on 31st December 2019.

Group Management Team (GMT)

Our GMT female representation was 33% as at 1st November 2019 which has increased to 44% following the recent appointment of Alice Marsden, Group General Counsel and Company Secretary. Group Legal Director and Company Secretary James Jordan stood down from the GMT on 31st December 2019.

Successor to Director Programme

This programme comprises the following elements, to upskill our senior leadership:

- Modules to develop a broad internal business knowledge, including a corporate induction, a Director specific induction and internal coaching
- Insight sessions looking at consumer, political and economic insights, alongside Taylor Wimpey functional insights using internal subject matter experts to share knowledge and experience across our talent pool
- Enhanced technical development through our internal 'journey to a Regional Director' programmes for all functions, alongside our Financial Awareness programme
- Enhanced leadership development focusing on the difference between managing and leading, engaging the team and delivering a strategy, leading teams through change, taking calculated risks, culture and coaching.



As at 1st November 2019

40%

PLC

As at 1st November 2019

33%

GMT



As at 1st March 2020

56%

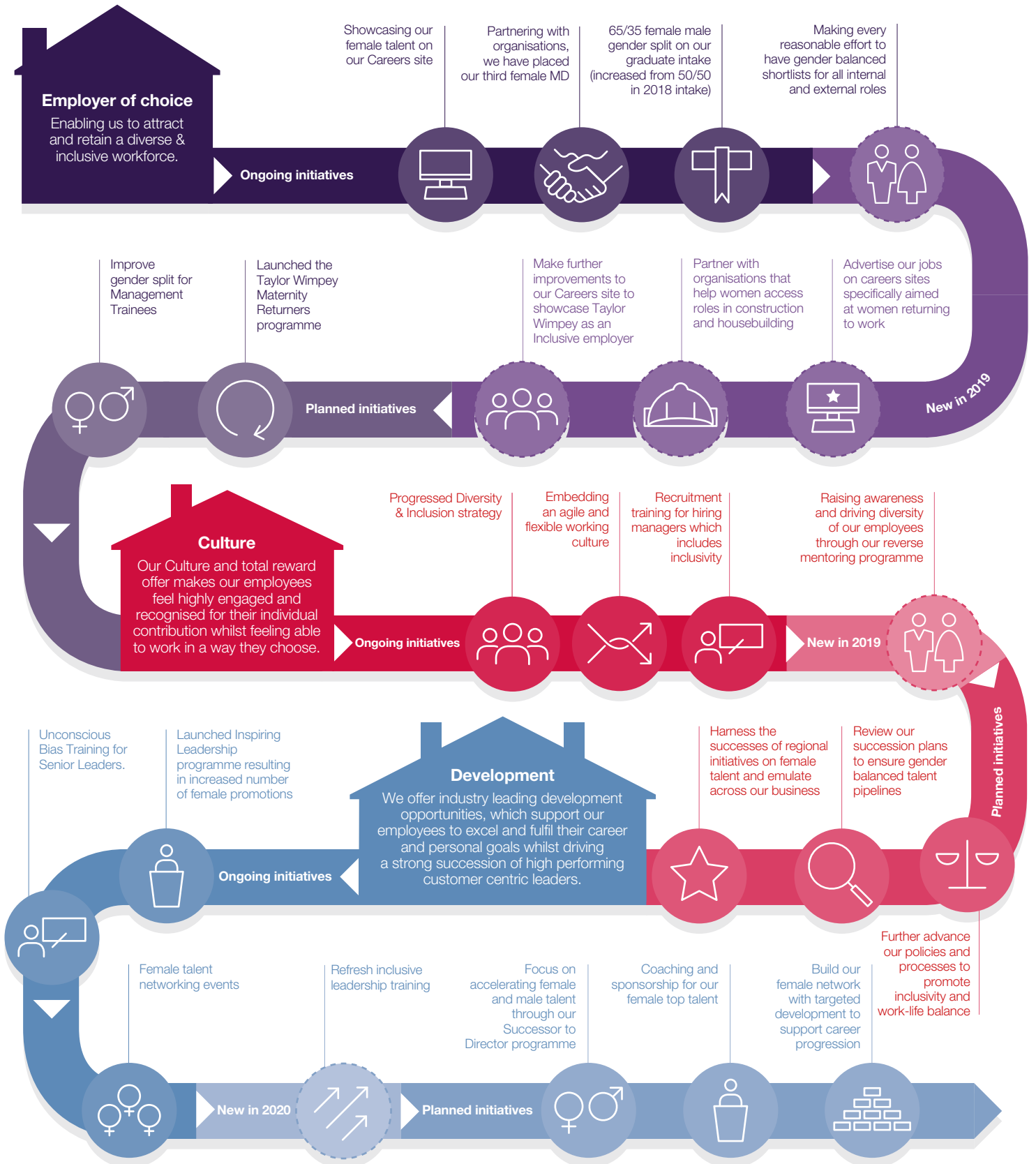
PLC

As at 1st March 2020

44%

GMT

Diversity focus areas - 2019-2020



Inspiring our female talent



“I do not consider gender to be a barrier to success here, and I have never found that being female is in any way a hinderance.”

Mary Beck

Technical Director, Taylor Wimpey West Midlands

I started my career in housebuilding at Taylor Wimpey via the Graduate Trainee Scheme in 2012. I do not consider gender to be a barrier to success here, and I have never found that being female is in any way a hinderance. I have progressed from project management into a senior technical role and have now been a Technical Director for two years.

As a company, Taylor Wimpey embraces talent and endeavors to see through stereotypes, in order to realise everyone's potential, whatever their role. Inevitably, it will take time to see full equality in senior

roles, or in roles traditionally held by males, but the diversity of our teams is definitely increasing, and as a result we will naturally see the rise of more females and other minority groups throughout the business.

Emmy Martin

Trainee Production Manager, Taylor Wimpey North West

Production has traditionally been a male dominated area. I have great confidence in myself and my ability to succeed in my role as a young female, and I would encourage anyone of any gender to take on a challenge if they have the determination and drive to do so.

I am very lucky to have a strong support network within my site management teams. At the start of my career I was paired with a Senior Site Manager who has been pivotal to my success.

He has taught me that there are no goals that I cannot achieve, no barriers that I cannot break down, and no challenge that I cannot rise to. Strong male and female role models within Taylor Wimpey are the people who inspire me most.



“At the start of my career I was paired with a Senior Site Manager who has been pivotal to my success.”



“ I feel proud to have built a successful career in the industry and am often congratulated by people outside of TW and the wider sector for representing women at Managing Director level.”

Jackie Coulthard

Managing Director, Taylor Wimpey North Yorkshire

For an industry that has traditionally been quite male-dominated it is refreshing to see that not only is there a balanced approach taken to appointments at Taylor Wimpey, but there is also great encouragement for females to push themselves as far as they want to.

I feel proud to have built a successful career in the industry and am often congratulated by people outside of TW and the wider sector for representing women at Managing Director level. Taylor Wimpey recognises female talent at all levels, and there are fantastic opportunities across the business.

As a mum to an 'almost' teenager – my biggest role to date – I am delighted to lead in promoting our family friendly policies. I am invited to many female talent network events, and while I cannot attend them all, I am fortunate enough to have a strong female talent pipeline in the business which has created the opportunity for a number of the team to participate. I really enjoy my role at Taylor Wimpey and the work that I do.

Taking action to close the gap

We want to close the gender pay gap by building a more diverse and inclusive workplace.

Our diversity goals

Our Diversity Action Plan sets out measures to challenge the traditionally male-dominated culture of the construction and housebuilding industries to ensure that, regardless of gender, race, religion, age, sexuality or disability, all employees have the opportunity to reach their potential.

Our Action Plan includes:

- **As a priority, actively promoting our strong family friendly policies** and practices such as flexible and agile working, and support for employees going on maternity leave ensuring consistent application across our business for both women and men.
- **Making every reasonable effort to have gender-balanced shortlists** for all internal and external roles.
- **Maximising our attractiveness as an inclusive employer** by refreshing our careers site, recruitment policies and increasing our brand presence on recruitment channels to attract females and talent from diverse backgrounds.
- **Introducing inclusive leadership training** to address conscious and unconscious biases and cultural barriers that may limit our employees reaching their full potential.
- **Building our female network** and supporting targeted career development and progression with access to senior leaders.
- **Reviewing our succession plans** to ensure gender-balanced talent pipelines and accelerating career development for our top talent.
- **Championing our Diversity & Inclusion Committee** which is sponsored by our Executive Team to support initiatives that strengthen our agenda on equal opportunities.
- **Flexible & Agile working** which enables our employees to do their best work whilst also meeting their personal commitments.

Initiatives to attract, retain and develop women in housebuilding

We know that females may not always see housebuilding as an obvious career route and so alongside our diversity action plan, we are also promoting the use of a range of recruitment channels and specific initiatives, some of which are detailed below:

- **Expanding our reach by working with Universities, Colleges and Schools** that have a more diverse student demographic, to raise awareness and interest in the careers that housebuilding has to offer. We continue to make strides in actively attracting females at Graduate level where we have increased from a 50/50 female/male split in the last two years to a 65/35 split in the 2019 intake. We want to expand this further to our Management Trainee talent pipeline by breaking down the perceptions of housebuilding and engaging with young people much earlier, introducing them to role models that they can relate and aspire to.
- **Boosting our employer brand** to attract more females by ensuring our careers site, recruitment media and social channels contain content that inspire and encourage female and diverse talent to apply for roles traditionally occupied by males. We are trialing websites specifically aimed at women returning to work following career gaps or maternity leave such as workingmums.co.uk, with the objective of attracting more applications from women returning to work. This site lists jobs from a range of employers promoting roles that are part-time or flexible in terms of working patterns, making it easier for mothers looking to juggle childcare with a career. In addition to recruitment opportunities, the site provides us with a good platform to promote our brand to a range of highly skilled, experienced candidates.
- **Working with groups such as Women in Construction**, which focus on helping professionals wanting to return to a career in construction after a career break. We believe this is a fantastic avenue to recruit highly motivated and skilled women, helping to further reduce our skills gaps and create a more gender-balanced workforce.
- **Launching our Maternity Returners Programme** to support working mothers return from maternity leave successfully.
- **Networking opportunities** aimed at functions where we need to better attract and retain female talent. These are platforms that members can use to meet peers and leaders, and seek support on issues of personal career development, discuss and address challenges, and come up with ideas to further boost female career opportunities and experiences at Taylor Wimpey.

Working in partnership with:



Appendix

Our Gender Pay Gap (Incl. Exec Directors)

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

Our Gender Pay Gap (Excl. Exec Directors)

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

Gender Pay Gap Report 2020



**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 2019 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