

### Diversity, inclusion and gender balance

We value diversity and aim to be an inclusive employer attracting, retaining and promoting employees from all backgrounds. This contributes to creativity and innovation in our workforce, widens our talent pool, boosts employee engagement, helps us to better reflect our customer base and ultimately improves decision-making. The construction sector has traditionally been a male-dominated industry, with a workforce that does not reflect the diversity of the UK population and we aim to address this.



“A broad range of opinions, backgrounds and experiences are always beneficial in business. So the more we can encourage and embrace diversity, the better.

As one of three women on our leadership team, it's important that we share our experiences with colleagues and help mentor and encourage the next generation to achieve their goals.

As leaders we have a critical role to play in creating the right culture and leading by example. I want people to know that I use flexible working options, so that they feel able to do the same. By treating people as individuals and working together, we build trust and that positively impacts engagement and productivity.”

**Ingrid Osborne, Divisional Managing Director, Central and East London** is a member of our Group Management Team. She was included in the Cranfield School of Management's 100 Women to Watch 2017.

Our Diversity Steering Committee, chaired by one of our managing directors, meets quarterly to oversee our approach. It focuses on three areas:

- Leadership – making sure our leaders understand their role in developing a diverse and inclusive culture and have the right training and support
- Employer of choice – having the right policies, procedures and development opportunities to support diversity and inclusion
- Expanding our reach – developing a broader range of recruitment and communication channels to reach a diverse audience

We established a BAME (Black, Asian and Minority Ethnic) working group in 2017 to help us ensure that we attract and develop employees from a wider and more inclusive talent pool.

#### Training, awareness and engagement

All our senior leaders have completed our 'Open Minds' one day course which explores the business case for diversity and helps leaders to identify and address unconscious bias. We are following up with all previous participants to assess how they are progressing on their diversity and inclusion commitments. All new directors and senior leaders will complete the Open Minds training. From 2018 all employees will complete an e-learning module on diversity and inclusion as part of their induction. More detailed training has been developed for line managers.

We held networking sessions for senior women in our business to meet with our Group Management Team (GMT) members and share their experience and insights.

#### Diversity in recruitment

We have updated our careers pages including case studies that illustrate our commitment to diversity to help encourage candidates from all backgrounds to consider a career with us.

We are broadening our recruitment channels and the educational partners we work with to help us reach a more diverse range of candidates for our graduate, management trainee and apprentice programmes. 48% of our graduate recruits in 2017 were women.

We also partner with specialist diversity organisations. For example, we are working with Building Heroes in our Southern Counties business to recruit former members of the armed forces. In 2017 we continued our partnership with Change 100 and recruited six undergraduate candidates with disabilities to complete internships with us. There are also various initiatives taking place at a local level. For example, Taylor Wimpey South Thames has partnered with Crawley Open House to provide employment opportunities to people experiencing homelessness.

#### Flexible working

Flexible working can help us retain talented employees and can be particularly beneficial for working parents. Our Flexible Working Policy encourages these arrangements where appropriate, and we are reviewing how we can improve flexibility for site teams while meeting health and safety requirements. Several of our regional businesses now operate core hours which enable employees to adjust their start and finish times to meet personal commitments.

#### External engagement

We participated in the Hampton Alexander Review which aims to increase the number of women on UK boards and executive roles to 33% by 2020. We also participated in the Parker Review which highlighted the lack of ethnic representation across UK businesses in all sectors.

We are working with the Centre for Accessible Environments to audit the accessibility of our sales areas, show homes and offices for employees and customers.

#### Our performance

Overall we have a gender mix of 65% male and 35% female across the Company, with 30% female on the Board (from February 2018) and 30% female on our GMT.