

Taylor
Wimpey | plc

Home Builders Federation
Future Conference
February 2019

Career & experience

- 1988 – 1991 BA (Hons) Town & Country Planning, Manchester University
- 1991 – 1992 Bachelor of Planning, Manchester University
- 1994 - Member of Royal Town Planning Institute (MRTPI)

- **Laying the foundations** – 1992 - 1998
 - Blackpool Borough Council – Asst. Planner - Planner
 - Macclesfield Borough Council – Senior Planner

- **A step into housing** – 1998
 - 1998 – 2002 - Westbury Homes – Group Planner - Group Land Manager

- **Taking a risk?** - 2002
 - 2002-2014 - Harrow Estates Plc (part of Redrow from 2009) – Strategic Planning Mgr – Planning Director – Managing Director

■ Moving on...

- 2014 – UK Planning Director, Taylor Wimpey UK Ltd
- 2015 – UK Land & Planning Director, Taylor Wimpey UK Ltd
- 2017 – Group Operations Director, Taylor Wimpey UK Ltd
- 2018 – Taylor Wimpey Plc

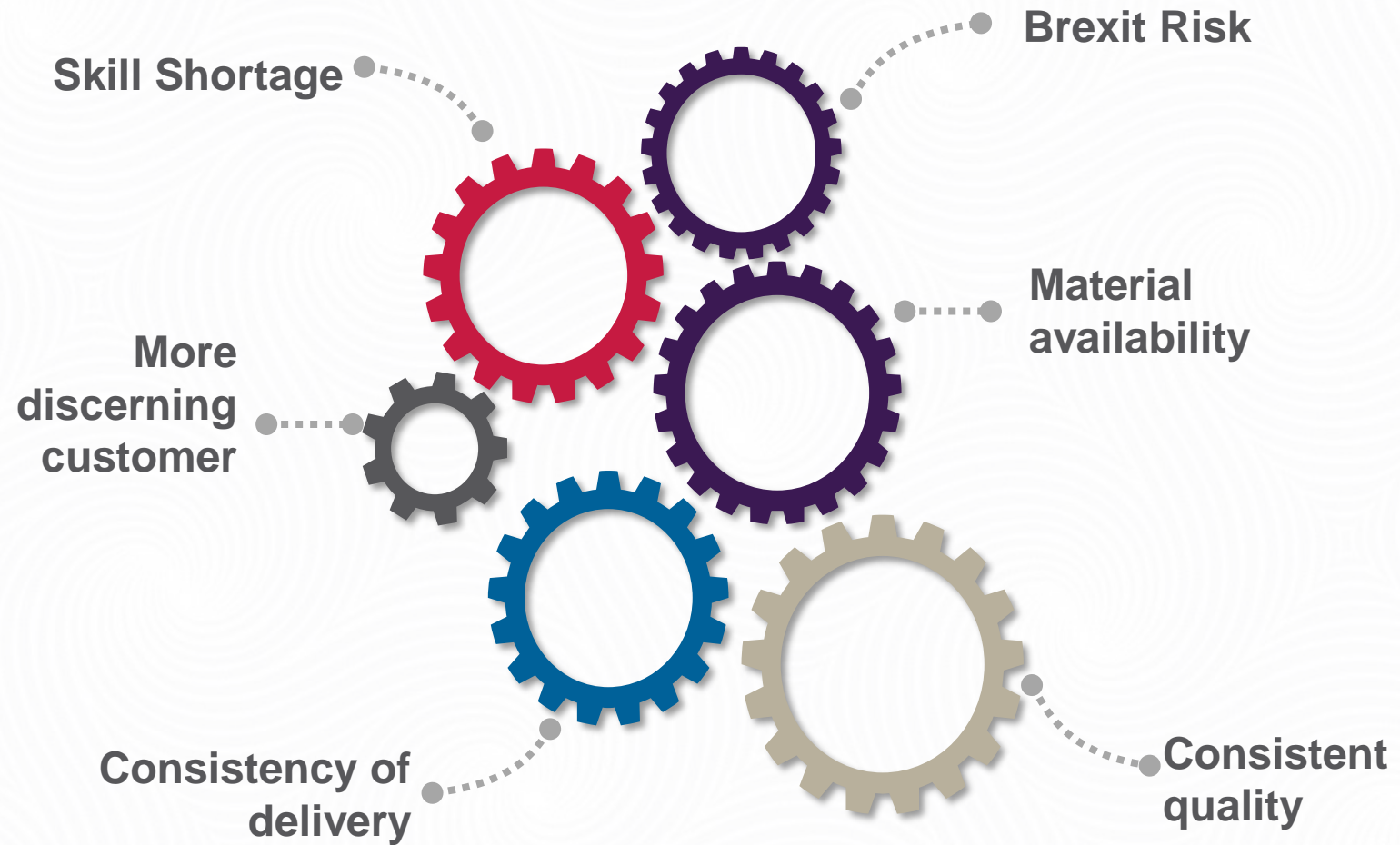
■ Broadening

- 2015 – present – Non-Executive Director, Peabody

■ Reflections so far

Challenges & Opportunities

The day job challenges



Political and public perception:

- “May will hold housebuilders to their promises!”
- “Buyers in despair at badly built new homes”
- “Leasehold ‘scandal’ shakes housebuilders”
- “Persimmon chairman resigns after row over giant exec bonuses”
- “Councils face objections from HBF to accessible homes”
- “Alarm as green belt land concreted over with houses for the better off”
- “Are British housebuilders hoarding land?”



Ethical corporate behaviour

Taylor Wimpey sets aside £130m to cover ground rent disputes



Glasgow Harbour developer to pay for replacement cladding



Best Annual Report in the FTSE 100 – awarded for being ‘refreshingly honest’ about current challenges

Attracting, Supporting and Retaining Talent



Investment in :

- Employee engagement e.g., employee surveys, National Employee Forum, strategy workshops
- Flexible Benefits offering; volunteering, flexible workings
- Personal Development Plans and Training opportunities
- Diversity & Inclusion
- Career development
- Deployment of technology



Our diversity goals & actions

- Together we are challenging the male dominated culture of the sector to ensure that, regardless of gender, race, religion, age or sexuality, all employees:
 - Are fairly and proportionately represented within our workforce at all levels
 - Do not face career progression or remuneration barriers
 - Have equal opportunities to progress their careers within our business
 - Can achieve a positive work-life balance that can accommodate their responsibilities beyond work
- The action plan includes:
 - In 2014 we established a senior management steering committee - its aim was to create a clear Diversity and Inclusion strategy
 - A separate BAME Group was also created
 - Expanding our reach
 - Developing broader recruitment channels, understand and embrace the diversity of our customers and workplace and improve our engagement
- We believe embracing diversity will enable us to succeed through:
 - Embracing local communities
 - Being inclusive of individuals diversity of thoughts, background and experience to ensure that employees feel valued and everyone reaches their full potential

Gender balance at Taylor Wimpey

- Taylor Wimpey workforce is 31% female
- Gender pay gap report 2018 (year ending 5 April 2017):
 - The median pay for women is 2% higher than that of men
 - The Mean pay for women is 1% lower than that of men

