



## Remuneration Committee report



**Management has delivered a good financial performance with profit at the top end of our guidance and completions in line with guidance.** We also delivered good progress against our ESG measures in 2023.”

Lord Jitesh Gadhia  
Chair of the Remuneration Committee

### Key activities of the Remuneration Committee in 2023

- Implemented the Directors' Remuneration Policy (the Policy) following shareholder approval at the 2023 AGM
- Determined the 2023 salary levels for the Chief Executive and Group Finance Director
- Agreed the targets applicable to the 2023 Executive Incentive Scheme and 2023 Performance Share Plan Awards
- Reviewed base salary levels for Senior Management
- Considered wider workforce remuneration arrangements
- Considered how the Policy should be applied in 2024

“The Committee reviewed the approach taken in respect of wider workforce remuneration in light of the continuing cost of living challenges and approved a tiered approach to salary increases during 2023 with higher percentage increases for lower paid employees. The Committee was pleased with the positive feedback received from the NEF members regarding the approach taken by the Committee.”

Lord Jitesh Gadhia  
Chair of the Remuneration Committee

### Committee members

#### 1. Lord Jitesh Gadhia (Chair)

2. Robert Noel

3. Mark Castle<sup>(a)</sup>4. Clodagh Moriarty<sup>(a)</sup>5. Irene Dorner<sup>(b)</sup>

### Meeting attendance

5/5

5/5

2/2

2/2

3/3

(a) Appointed to the Committee on 27 April 2023.

(b) Stood down from the Committee on 27 April 2023.

### Quick links

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## Remuneration Committee report continued

### Dear Shareholder

As Chair of the Remuneration Committee (the Committee), I am pleased to present our 2023 Directors' Remuneration Report on behalf of the Board.

### Remuneration Policy

Following our detailed policy review in late 2022 and early 2023, our current Policy was approved by shareholders at the 2023 AGM with over 91% of shareholders voting in favour. I would like to thank you all for your engagement throughout the Policy review process and your continued support.

The Committee considers that the Policy continues to remain appropriate and should therefore continue to operate in the same manner during 2024.

### Executive Director remuneration decisions and outcomes

#### Variable incentive schemes

In 2023, Taylor Wimpey and the wider housebuilding sector's volumes and earnings were impacted by the reduction in customers' affordability as a result of increased mortgage rates. Under the 2023 Executive Incentive Scheme (EIS), Management has delivered a good financial performance with profit at the top end of our guidance and completions in line with guidance and has also delivered good progress against our ESG measures in 2023. Based on the performance assessment set out on page 142, this resulted in an overall outcome of 91% of maximum. In line with the Policy, one third of the 2023 EIS will be deferred into shares for three years.

The Performance Share Plan (PSP) awarded in 2021, measuring performance in the 2021 to 2023 period, will vest at 40% of maximum. The Company did not meet threshold performance for return on net operation assets (RONOA), operating profit margin and customer service but Taylor Wimpey's total shareholder return (TSR) of +7.7% placed the Company in the top quartile of the housebuilding peer group over this period. The shares vesting will be subject to a two year post-vesting holding period.

No discretion was used or deemed to be required by the Committee under either the EIS or PSP. The Committee noted the delay to the EIS and PSP target-setting process in 2023 as a result of the market conditions at the time. The later timing of the target-setting process enabled more appropriate target ranges to be set for the financial measures, which were higher than the ranges that would have been set around the original business plan numbers at the start of the year, with the target level of performance set ahead of the budget level.

Furthermore, at the end of the year the Committee assessed the formula-driven outturn and determined that the level of payout across the EIS measures was appropriate and reflective of strong management performance in the face of significant headwinds, with a rigorous focus on cost discipline and volumes in order to deliver profit for the year at the top end of guidance. The Committee also considered shareholder and broader stakeholder experience over the year. In particular, the differentiated dividend policy underpinning shareholder returns and the payout levels under the broader all employee bonus plans which is broadly reflective of the 2023 EIS.

Accordingly, the Committee did not exercise any discretion to adjust any formula driven outturn in relation to the EIS.

The Committee has also determined that the PSP Award value on vesting was in line with underlying performance and there was no windfall gain due to market share price movements.

The Committee did not adjust the EIS or PSP performance targets during 2023. Further details on both the EIS and PSP outcomes can be found on page 142.

### Looking ahead to 2024

#### Salary and pension

The salaries for the Executive Directors will be increased by 3% with effect from 1 April 2024. This is in line with the Senior Management population, and lower than the 5% average increase for the wider workforce.

#### EIS

Executive Directors will continue to be able to earn up to 150% of salary under the 2024 EIS. The EIS performance measures for 2024 remain unchanged from 2023, with 70% of the outcome to be determined against financial metrics, and the remainder against build quality and customer satisfaction assessments.

The measures are set out on page 144 together with the strategic rationale. We consider the target ranges carefully each year, ensuring an appropriate balance between achievability and stretch. Detailed retrospective disclosure of the weightings, targets and performance against them will be provided next year in the usual way.



## Remuneration Committee report continued

### PSP

The PSP will operate in accordance with the Policy and it is expected that Executive Directors will be granted awards to the value of 200% of salary.

In line with the 2023 Award, the measures for the 2024 Award will be based on relative TSR versus a sector peer group, operating profit margin, RONO, customer service and carbon emissions reductions. The measures and targets are set out on page 145 together with the strategic rationale.

To the extent the awards vest, any shares will be subject to a two year holding period.

### Chair and Non Executive Director

The Committee reviewed the Chair's fee and agreed an increase of 3%, in line with the increase provided to the Executive Directors. The Board, excluding the Non Executive Directors who were conflicted, also reviewed the fees payable to the Non Executive Directors and agreed the same increase of 3% with effect from 1 April 2024. Further information on the Chair and Non Executive Director fees is set out on page 147.

### Wider workforce remuneration

We continue to review the remuneration arrangements for the wider workforce and take these into account when considering remuneration arrangements for the Executive Directors and Senior Management. We again reviewed the performance measures in the various annual bonus schemes available across the business and we are confident that they drive behaviours that are consistent with our purpose, values, culture and strategy.

The Committee reviewed the approach taken in respect of wider workforce remuneration in light of the continuing cost of living challenges and approved the continuation of the tiered approach to the salary review process for 2024, ensuring that lower paid employees receive a higher percentage. The salary increases approved by the Committee range from 3% to 6%, and as previously mentioned, the Executive Directors and Senior Management will all receive 3%. The average workforce increase is 5%. We are confident that the variable incentive arrangements available for the wider workforce are aligned to Senior Management, including the Executive Directors.

For more information on our approach to wider workforce remuneration, see pages 149 to 151.

### Stakeholder engagement

As part of the Policy review process undertaken in 2023, I wrote to 26 institutional shareholders representing circa 60% of our issued share capital to provide an overview of the proposed minor amendments. The feedback received was positive and constructive.

The Employee Champions Robert Noel and subsequently Mark Castle (who are also members of the Committee) engaged with the workforce via the National Employee Forum (NEF) through the year and brought this perspective into the Committee discussions. The NEF received three updates on remuneration during the year; one relating to the Policy review process and two relating to wider workforce remuneration where the NEF received an overview of the 2023 bonus payment and 2023 salary review process. The Committee were pleased with the positive feedback received from the NEF members regarding the tiered approach taken by the Committee for the 2023 salary review.

### Closing remarks

On behalf of the Committee, I would like to thank shareholders for their engagement to date and look forward to their support for the decisions and rationale set forth in this report.

Lord Jitesh Gadhia  
Chair of the Remuneration Committee  
27 February 2024

### Introduction

The 2023 Remuneration Committee report includes disclosures which reflect in full the Regulations (as defined below) on remuneration reporting, divided into three sections:

- The annual statement from the Committee Chair.
- Remuneration Policy: a summary of the Policy that was approved by shareholders at the 2023 AGM, describing the framework within which the Company remunerates its Directors.
- Annual Report on Remuneration: this sets out how the current Policy was applied during 2023 and how the Policy will be operated during 2024.

The Policy and these remuneration reports have been prepared in accordance with the relevant provisions of the Companies Act 2006 and on the basis prescribed in the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations (Amendment) 2008 (the Regulations). Where required, data has been audited by PwC and this is indicated.



Remuneration Committee report continued

# Remuneration at a glance

## Our remuneration strategy

Our remuneration strategy is centred around three core objectives:

### 1 Attraction

Attracting talent to our Company through a competitive compensation package

### 2 Engagement

Incentivising, motivating, and recognising success

### 3 Retention

Remaining agile to employee needs and market changes



## Overview of key elements included in the Directors' Remuneration Policy

### Fixed pay

#### Remuneration element

#### Base salary

Recruit and reward executives of a suitable calibre for the role and duties required.

#### Pensions

Executive Director pension contributions are in line with the wider workforce.

#### Benefits

Competitive package to assist with recruitment and retention.

#### Element timeline (years)



Base salary

#### Implementation in 2023

**3%**

Salary increase for the Executive Directors effective 1 April 2023

### Variable pay

#### EIS

Rewards the achievement of stretching financial performance targets and other objectives that support the Company's annual and strategic goals.

Maximum: 150% of salary

Deferral: One third deferred into shares for three years

#### Element timeline (years)

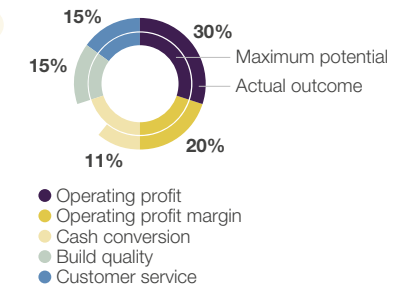


Two thirds cash

One third deferred into shares for three years

#### Implementation in 2023

#### 2023 EIS outcome



#### PSP

Assists with retention, incentivisation and motivation to achieve long term sustainable returns for shareholders.

Maximum: 200% of salary

Performance period: Three years

Holding period: Two year holding period post-vesting

#### Element timeline (years)

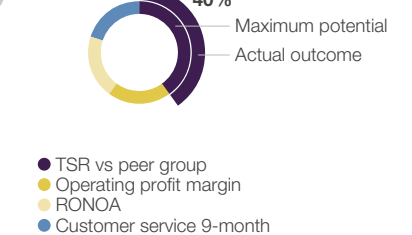


Performance period

Holding period post-vesting

#### Implementation in 2023

#### 2021 PSP Award outcome





## Remuneration Committee report continued

## Proposed application of the Policy in 2024

	Measure	Rationale	Link to strategic cornerstone	Link to Group financial target	Link to Group KPI / APM	Link to stakeholder
EIS	<b>Operating profit</b>	Maximise aggregate profit			✓	✓
	<b>Operating profit margin</b>	Optimise sales prices and improve cost discipline		✓		✓
	<b>Cash conversion</b>	Maximise the generation of cashflow from profits			✓	✓
	<b>Build quality</b>	Deliver high quality homes with the need for less remediation			✓	✓
	<b>Customer service (8-week)</b>	Maintain customer trust and endorse Company reputation			✓	✓
PSP	<b>TSR v peer group</b>	Align the rewards received by executives with the returns received by shareholders				✓
	<b>Operating profit margin</b>	Optimise sales prices and improve cost discipline		✓		✓
	<b>RONOA</b>	Maintain focus on driving increased capital efficiency		✓		✓
	<b>Customer service (9-month)</b>	Maintain customer trust and endorse Company reputation			✓	✓
	<b>Carbon emissions reduction</b>	Support the Company's strategy on carbon emissions reductions across our operations			✓	✓

**i** Read more about our strategic cornerstones and KPIs on **pages 30 to 38**; our financial targets on **page 8**; our APMs on **page 81**; and our stakeholders on **pages 84 to 86**

## Key to our strategic cornerstones

- Land
- Operational excellence
- Sustainability
- Capital allocation

## Key wider workforce highlights in 2023:

59%

of employees are either shareholders or participate in an all-employee share plan (2022: 58%)

Real Living Wage employer accreditation



7.6%

increase in average salary below the GMT



**i** Read more about wider workforce remuneration on **pages 149 to 151**





## Remuneration Committee report continued

### Summary of the Remuneration Policy

The current Directors' Remuneration Policy (the Policy) was approved by 91.7% of shareholders at the 2023 AGM. The Policy is designed to ensure that the remuneration framework will support and drive forward the Taylor Wimpey strategy by both challenging and motivating the Executive Directors and Senior Management to deliver it, and this will in turn drive value for our shareholders whilst having due regard to our other stakeholders.

A summary of the Policy is set out in this report with the full version, as approved by shareholders, available to view on the Company's website and in the 2022 Annual Report and Accounts.

When the Committee designed the Policy and its operation, it has considered the factors in Provision 40 of the 2018 UK Corporate Governance Code (the Code). Full details on how clarity, simplicity, risk, predictability, proportionality and alignment to culture are addressed can be found on page 140.

#### Policy overview

A key part of the Committee's role is to ensure that the remuneration of Executive Directors and Senior Management is aligned to the Company's strategic objectives. It is key that the Company is able to attract and retain leaders who are focused and also appropriately incentivised to deliver the Company's strategic objectives, within a framework that is aligned with the long term interests of the Company's shareholders.

This alignment is achieved through a combination of:

- Performance measures for the EIS and PSP aligned with Key Performance Indicators, the Company's strategic objectives and measures of sustainable performance.
- Deferral into shares of a percentage of the EIS.
- A two year retention period for vested PSP Awards.
- Share ownership guidelines which require executives to build up holdings of Taylor Wimpey shares, either directly or by retaining vested PSP Awards and deferred EIS amounts.
- A post-employment shareholding requirement.
- Robust malus and clawback provisions.

The above requirements ensure that a significant percentage of the overall remuneration package of our Executive Directors and Senior Management is subject to performance and delivered in shares which must be held long term. With all packages for our Executive Directors substantially geared towards meeting challenging targets set under the EIS and PSP, the Committee believes that the pay and benefits of its Executive Directors and Senior Management adequately balance reward and risk.

In line with best practice, the Committee structures the incentives for Executive Directors and Senior Management in a way that ensures they will not raise ESG risks by inadvertently motivating irresponsible behaviour. More generally, the Committee under its Terms of Reference may, where it considers appropriate, take ESG matters into account when considering the overall remuneration structure and as part of its overall discretion.



## Remuneration Committee report continued

Element	Purpose and link to strategy	Operation	Maximum	Performance targets
<b>Salary</b>	To recruit and reward Executive Directors of a suitable calibre for the role and duties required.	Salaries are normally reviewed annually to ensure that they remain positioned appropriately. There is no automatic entitlement to an increase each year. Salary level and increases take into account the following: <ul style="list-style-type: none"> <li>• The performance, role, and responsibility of each individual Executive Director;</li> <li>• The economic climate, general market conditions and the performance of the Company;</li> <li>• The level of pay awards across the rest of the business; and</li> <li>• Salary levels in comparably-sized companies and other major housebuilders.</li> </ul>	The maximum annual salary increase will not normally exceed the average increase which applies across the wider workforce. However, larger increases may be awarded in certain circumstances including but not limited to: <ul style="list-style-type: none"> <li>• Increase in scope or responsibilities of the role.</li> <li>• To apply salary progression for a newly/recently appointed Executive Director.</li> <li>• Where the Director's salary has fallen below the market positioning.</li> </ul>	Company and individual performance are factors considered when reviewing salaries.
<b>Chair of the Board and Non Executive Director fees</b>	The Chair and Non Executive Directors' fees should be structured in line with recognised best practice and be sufficient to attract and retain high calibre non executives.	Fees consist of a single consolidated fee for the Chair, an annual fee for the other Non Executive Directors and additional fees for roles such as the Chair of the Audit Committee, Chair of the Remuneration Committee, Senior Independent Director and Employee Champion.  Set by reference to the responsibilities undertaken by the non executive, taking into account that each Non Executive Director is expected to be a member of the Nomination and Governance Committee and / or the Audit Committee and / or the Remuneration Committee.  Reviewed periodically but generally annually and at least every other year. Takes into account levels in comparably-sized companies and other major housebuilders.  Non Executive Directors do not participate in any incentive, share scheme, employee benefits or pension arrangements.  Any reasonable expenses incurred in carrying out duties will be fully reimbursed including any personal taxation associated with such expenses.	Aggregate annual limit of £1 million imposed by the Company's Articles of Association.	N/A
<b>Other benefits, including benefits-in-kind</b>	Provides a competitive package of benefits to assist with recruitment and retention of high calibre Executive Directors.	Benefits normally include, but are not limited to: <ul style="list-style-type: none"> <li>• Company-provided car or a cash allowance;</li> <li>• Healthcare;</li> <li>• Life assurance; and</li> <li>• A 5% discount on the price of a new home acquired from the Group.</li> </ul> Benefits offered to the wider workforce may also be offered to Executive Directors.  Other market competitive benefits may also be offered by the Committee should it deem it appropriate to secure the appointment of a new Executive Director or retain an Executive Director (including legacy benefits) and to ensure that the benefits package for existing Executive Directors remains competitive in the market.	There is no formal maximum. The level of a benefit provided will be aligned to the wider workforce but may vary depending on seniority. Benefits are provided based on market rates.  For home purchases, the price discount is calculated at the plot release price less the average discount to third party buyers for that house type on that development, less a further 5% employee discount. No more than one home per annum can be acquired at a discount under the scheme; and no more than three homes can be acquired in a five-year period. The maximum discount over a five-year period is £100,000.	N/A



## Remuneration Committee report continued

Element	Purpose and link to strategy	Operation	Maximum	Performance targets
<b>Executive Incentive Scheme (EIS)</b>	<p>Rewards the achievement of stretching financial performance targets and other objectives that support the Company's annual and strategic goals.</p> <p>Compulsory deferral in shares further aligns the interests of Executive Directors with shareholders.</p>	<p>EIS awards are normally determined by the Committee after the year end, based on annual performance against targets set at the beginning of each year.</p> <p>One-third (net) of any EIS is payable in shares which are held in trust for three years.</p> <p>The Committee has the ability to adjust the amount of a bonus if the formulaic outcome is not considered reflective of individual or business performance or the broader shareholder experience.</p> <p>A malus and clawback mechanism applies to all participants. The discovery period for the event that would give rise to the clawback is three years from the date of payment.</p>	<p>The maximum EIS opportunity for Executive Directors is 150% of salary. Target is 75% of salary.</p> <p>If an entry level of performance is achieved up to 10% of maximum is payable under each metric.</p>	<p>The EIS measures are based on a scorecard of designated key annual financial, operational and environmental, social, or governance measures.</p>
<b>Performance Share Plan (PSP)</b>	<p>Annual grants of share-based long term incentives assist with retention, incentivisation and motivation of Executive Directors to achieve long term sustainable returns for shareholders. A post-vesting holding period helps align the interests of Executive Directors with those of the Company's shareholders.</p>	<p>Executive Directors can receive PSP Awards, granted annually.</p> <p>Performance is normally measured over three financial years.</p> <p>The value of dividends or other distributions will accrue during the performance and holding periods and will be received with any shares that vest. Value of accrued dividends will normally be accrued and paid in shares.</p> <p>The Committee has the ability to adjust the awards if the formulaic outcome is not considered reflective of individual or business performance or the broader shareholder experience.</p> <p>A malus and clawback mechanism applies to all participants. The discovery period for the event that would give rise to the clawback is three years from the date of payment.</p>	<p>The maximum award is normally over shares with a face value of 200% of salary. In exceptional circumstances this can be increased up to 300% of salary.</p> <p>Awards vest at 25% for threshold performance.</p>	<p>The performance conditions are aligned to the long term business strategy.</p> <p>The Committee may vary the measures that are included in the plan and the weightings between the measures from year to year.</p>
<b>Pension</b>	<p>The Company aims to provide competitive retirement benefits.</p>	<p>Pension benefits are provided through one or more of the following arrangements:</p> <ul style="list-style-type: none"> <li>• Personal Choice Plan; or</li> <li>• as a cash allowance.</li> </ul>	<p>Company contributions to any pension scheme, or any amount paid as a cash allowance, in respect of current Executive Directors or a new Executive Director will be in line with the pension contribution rate applying to the majority of the workforce, currently 10% of salary.</p>	<p>N/A</p>





## Remuneration Committee report continued

Element	Purpose and link to strategy	Operation	Maximum	Performance targets
<b>All-employee share plans</b>	All employees including Executive Directors are encouraged to become shareholders through the operation of all-employee share plans such as the HMRC tax-advantaged Sharesave plan and a Share Incentive Plan (SIP).	The Sharesave plan and SIP have standard terms under which all UK employees with at least three months' service can participate.	<p>Sharesave: Employees can elect for a savings contract of either three or five years, with a maximum monthly saving. Options can be exercised during the six months following the end of the contract.</p> <p>SIP: Employees can elect to contribute an amount per month or by one or more lump sums per tax year.</p> <p>The maximum saving or contribution level for the Sharesave and SIP are approved by the Remuneration Committee and the Board within the limits prescribed by legislation or Government from time to time.</p>	N/A
<b>Shareholding guidelines</b>	Encourages greater levels of shareholding and aligns employees' interests with those of shareholders.	<p>Executive Directors are expected to achieve and maintain a holding of the Company's shares at least equal to 200% of salary and until this level is achieved, are required to retain no less than 50% of the value of any vested EIS, deferred bonus shares or PSP Awards, after tax.</p> <p>A post-employment shareholding requirement will require Executive Directors to hold 200% of salary, or their shareholding level at the time of cessation if their 200% shareholding requirement has not yet been met, for at least two years. This requirement may be reduced by the Committee in exceptional circumstances, such as serious ill-health.</p>	Executive Directors: 200% of salary.	N/A

The Committee may amend this shareholder approved Policy to take account of changes to legislation, taxation and other supplemental and administrative matters without the necessity to seek shareholder approval for those changes.

### Service contracts and letters of appointment

The tables below set out the dates of each of the Executive Directors' service contracts and the dates of the Non Executive Directors' letters of appointment. Directors are required to retire at each AGM and seek re-election by shareholders.

Service contracts for each Executive Director and letters of appointments for each Non Executive Director are available for inspection at the Company's registered office during normal business hours and at the AGM.

Executive Director	Service contract commencement date	Unexpired term (months)
Jennie Daly <sup>(a)</sup>	26 April 2022	12
Chris Carney	20 April 2018	12

Non Executive Director	Date of appointment	Notice period by Company and Director (months)
Robert Noel <sup>(b)</sup>	15 December 2022	6
Mark Castle	1 June 2022	6
Irene Dorner	1 December 2019	6
Jitesh Gadhia	1 March 2021	6
Scilla Grimble	1 March 2021	6
Clodagh Moriarty	1 June 2022	6
Humphrey Singer	9 December 2015	6

(a) Jennie Daly signed a new service contract when she was appointed as Chief Executive that superseded her original service agreement dated 20 April 2018.

(b) Robert Noel signed a new letter of appointment when he was appointed as Chair that superseded his original service agreement dated 1 October 2019.

## Remuneration Committee report continued

### Annual Report on Remuneration

This section sets out how the Policy was applied for the year ended 31 December 2023. The Annual Report on Remuneration, including the Chair's annual statement on pages 131 to 133, will be put to an advisory shareholder vote at the AGM on 23 April 2024. Details of the resolution are set out in the Notice of Meeting on page 231.

During the year, the Policy (as approved by shareholders at the 2023 AGM), operated as intended providing a robust link between Company performance and remuneration and the Committee has not used discretion or adjusted performance measures and the respective targets during the year.

### Complying with the UK Corporate Governance Code in 2023

**Clarity** – remuneration arrangements should be transparent and promote effective engagement with shareholders and the workforce.

- A consistent approach to Directors' remuneration has operated over many years and our disclosures in the Directors' Remuneration Reports are set out in a transparent manner.
- There is a proactive and open approach to engaging with shareholders and the wider workforce, as described on page 133.

**Simplicity** – remuneration structures should avoid complexity and their rationale and operation should be easy to understand.

- Executive Director remuneration arrangements have been designed to be as simple as possible.
- The tables on pages 134 and 135 show the different elements of Executive Director remuneration and how the performance measures are linked to our strategic cornerstones, KPIs and stakeholders.

**Risk** – remuneration arrangements should ensure reputational and other risks from excessive rewards, and behavioural risks that can arise from target-based plans, are identified and mitigated.

- Risk is mitigated through careful plan design, including long term performance measurement, deferral, shareholding requirements (including post cessation of employment requirements), discretion and clawback mechanisms.
- The performance measures and targets used for the incentive plans do not encourage the Executive Directors to take reputational or behavioural risks.

**Predictability** – the range of possible values of rewards to individual Directors and any other limits or discretions should be identified and explained at the time of approving the policy.

- The range of likely performance outcomes is considered when setting performance target ranges and discretion is used where necessary.

**Proportionality** – the link between individual awards, the delivery of strategy and the long term performance of the Company should be clear. Outcomes should not reward poor performance.

- Incentive plans are determined based on a proportion of base salary so there is a sensible balance between fixed pay and performance-linked elements.
- Performance conditions are aligned to the business strategy and shareholder experience.
- There are provisions to override the formula-driven outcome of incentive arrangements, as well as deferral and clawback mechanisms to ensure that poor performance is not rewarded.

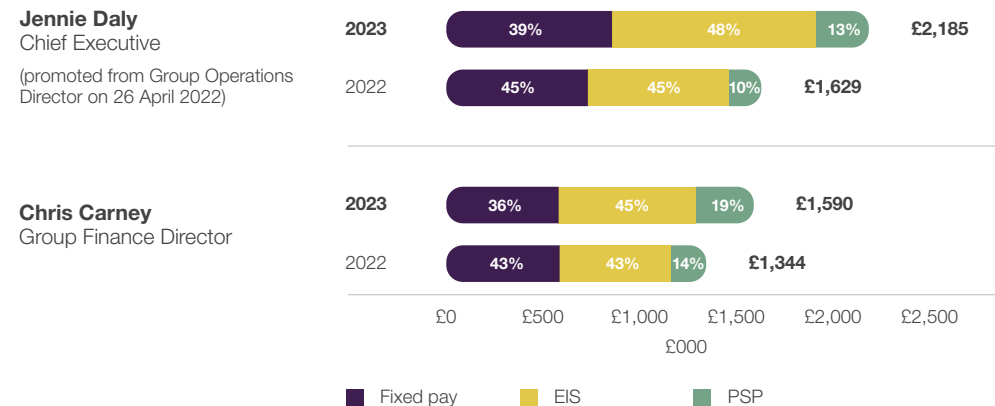
**Alignment to culture** – incentive arrangements should drive behaviours consistent with Company purpose, values and strategy.

- Our overall reward framework embeds our purpose and values. Decisions on executive pay are taken in the context of the wider stakeholder experience.

### Implementation in 2023

#### Total remuneration received (£000) (audited)

The chart below compares the 2023 single figure total remuneration for each of the Executive Directors with the equivalent figure for 2022.





## Remuneration Committee report continued

### Single total figure of remuneration for Executive Directors (audited)

The table below sets out the single total figure of remuneration received by each Executive Director for their service and performance in 2023 and 2022.

£000	Jennie Daly <sup>(a)</sup>		Chris Carney	
	2023	2022	2023	2022
Base salary	767	642	516	501
Benefits <sup>(b)</sup>	13	19	13	12
Pension <sup>(c)</sup>	77	71	52	73
<b>Total fixed pay</b>	<b>857</b>	<b>732</b>	<b>581</b>	<b>586</b>
EIS <sup>(d)</sup>	1,054	730	710	575
PSP <sup>(e)</sup>	274	167	299	183
<b>Total variable pay</b>	<b>1,328</b>	<b>897</b>	<b>1,009</b>	<b>758</b>
<b>Total pay</b>	<b>2,185</b>	<b>1,629</b>	<b>1,590</b>	<b>1,344</b>

(a) Jennie Daly – Jennie became Chief Executive on 26 April 2022 and her 2022 EIS payment was pro-rated to time as Group Operations Director and Chief Executive.

(b) Benefits – corresponds to the value of taxable benefits in respect of the year ended 31 December 2023, as set out in the table below.

(c) Pension – these figures represent pension contributions up to the amount permissible under HMRC rules and cash allowances beyond that level.

(d) EIS – the 2023 EIS outcome was 91% and further details can be found on this page and page 142. The 2022 EIS outcome was 76%. For both years, one third of the Executive Directors bonus is deferred into shares for three years. These shares will not be subject to any further performance or non-performance measures.

(e) PSP – the outcomes of the 2020 and 2021 PSP Awards included in the 2022 and 2023 columns can be found on page 143. Both figures include the value of dividends accrued during the performance period and are payable in shares. There is a compulsory two year holding period for any vested PSP shares and the dividend shares will also be subject to this holding period. The 2022 figure has been restated to reflect the share price on the date the Award vested. The 2023 figure has been calculated using a share price of 123.30 pence as this was the average share price for the dealing days in the last three months of the financial year.

### Salaries in 2023 (audited)

The Committee awarded Jennie Daly and Chris Carney a 3% increase, with effect from 1 April 2023, which was lower than the average increase for the general workforce.

### Benefits (audited)

£000 Benefits	Jennie Daly 2023	Chris Carney 2023
Car	5	2
Healthcare	2	6
Life assurance	4	3
All-employee share schemes <sup>(a)</sup>	2	2
<b>Total</b>	<b>13</b>	<b>13</b>

(a) These figures represent the value of matching shares under the Share Incentive Plan. The Executive Directors did not exercise any Sharesave options during the year.

### Directors' pension entitlements (audited)

With effect from 1 January 2023, the Executive Directors' pension contributions was 10%, which is the same rate available to the majority of the workforce (10%) and as such, the Company was compliant with Provision 38 of the Code from 1 January 2023.

The value of Company pension contributions in 2023 for Jennie Daly and Chris Carney was:

Director	2023 (£)	2022 (£)
Jennie Daly	8,500	3,974
Chris Carney	8,500	3,994

Jennie and Chris also received pension allowances of £68,183 (2022: £67,407) and £43,103 (2022: £68,600) respectively in lieu of Company pension contributions over the Tapered Annual Allowance limit introduced in April 2016. No additional benefit is accrued if an Executive Director retires early.

### EIS in 2023 (audited)

At the start of the year, the Committee carefully considered the approach to target setting for the 2023 EIS, in light of the sharp and sudden downturn in market conditions during Autumn 2022, relating to volume and the continuing volatility in build cost inflation.

As noted in last year's Directors' Remuneration Report, recognising that the uncertain market conditions required an enhanced focus on financial performance, the proportion based on financial measures was increased from 60% to 70% of the overall bonus opportunity. It was also noted that the finalisation of the precise weightings and targets would be delayed slightly until after the publication of the 2022 Annual Report and Accounts.

The Committee finalised the weightings and targets in early April 2023. Within the 70% financial element, the balance between operating profit, operating profit margin and cash conversion changed slightly from the 2022 EIS, to give a higher proportionate focus on margin and cash conversion. The timing of the target-setting process enabled more appropriate target ranges to be set for the financial measures, which were higher than the ranges that would have been set around the original business plan numbers at the start of the year, with the target level of performance set ahead of the budget level.



## Remuneration Committee report continued

The outcome of the 2023 EIS is 91% of the maximum and the chart below shows the performance against the targets set and the payout level under each element.

Performance measure	Weighting	Summary of targets			Result	Payout (%)
		Entry (10%)	Target (50%)	Stretch (100%)		
Operating profit	30%	£353m	£413m	£453m	£470.2m	30%
Operating profit margin	20%	10.0%	11.8%	13.0%	13.4%	20%
Cash conversion	20%	160%	180%	200%	181.8%	11%
Build quality <sup>(a)</sup>	15%	92.0%	93.0%	94.0%	95.6%	15%
Customer service 8-week <sup>(b)</sup>	15%	90.5%	91.0%	92.0%	92.1%	15%
<b>Total</b>	<b>100%</b>					<b>91%</b>

(a) Build quality is measured externally through the NHBC Construction Quality Reviews (CQR).

(b) Percentage of customers who would recommend Taylor Wimpey to a friend from the independently measured NHBC 8-week survey.

At the end of the year the Committee assessed the formula-driven outturn and determined that the level of payout across the EIS measures was appropriate and reflective of strong management performance with a rigorous focus on cost discipline and volumes delivering full year profit at the top end of guidance in light of significant market uncertainty. The Committee also considered shareholder and broader stakeholder experience over the year. In particular, the differentiated dividend policy underpinning shareholder returns and the payout levels under the broader all employee bonus plans which is broadly reflective of the 2023 EIS. Accordingly, the Committee did not exercise any discretion to adjust any formula driven outturns in relation to the EIS.

One third of the Executive Directors' EIS will be paid in shares and be required to be retained in the Company's Employee Benefit Trust for three years. These shares will not be subject to any further performance or non-performance measures.

## PSP in 2023 (audited)

### 2021 PSP Award outcome

The PSP awarded in 2021, measuring performance in the 2021 to 2023 period, will vest at 40% of maximum. The Company did not meet threshold performance for RONO, operating profit margin and customer service but Taylor Wimpey's TSR of +7.7% placed the Company in the top quartile of the housebuilding peer group over this period. The Committee determined that the outcome was not inflated by windfall gains as the 2021 Award was granted using a share price of 174.02 pence.

The chart below shows the performance against the 2021 PSP Award measures.

Performance measure	Weighting	Threshold (20% vesting)	Maximum (100% vesting)	Result	% of maximum
TSR v peer group <sup>(a)</sup>	40%	Median	Upper quartile	TW: 7.7% Upper quartile: 7.3%	40%
RONOA <sup>(b)</sup>	20%	22.0%	25.0%	21.1%	0%
Operating profit margin <sup>(b)</sup>	20%	18.5%	20.5%	17.9%	0%
Customer service 9-month <sup>(c)</sup>	20%	78.0%	81.0%	77.7%	0%
<b>Total</b>	<b>100%</b>				<b>40%</b>

(a) The peer group is comprised of Barratt Developments, Bellway, Berkeley Homes, Countryside Partnerships (formerly Countryside Properties), Crest Nicholson, Persimmon, Redrow and Vistry Group. Countryside Partnerships was acquired by Vistry Group in November 2022. For the purpose of assessing the TSR performance of Countryside Partnerships, its performance has been tracked forward using the performance of Vistry Group (the acquirer) from the date trading in the shares was suspended (11 November 2022).

(b) The target ranges for the RONO and operating profit margin measures, which are based on the average annual performance over the three-year performance period.

(c) The customer service measure is based on the single question 'Would you recommend your builder to a friend?' from the independently measured NHBC 8-week survey.

## Remuneration Committee report continued

### PSP Awards included in the 2022 and 2023 single total figure of remuneration table

The table below sets out the number of shares each Executive Director received after the vesting of the 2020 and 2021 PSP Awards.

	Name	Number of shares granted	Value of award at grant (£000)	End of performance period	Proportion of award vesting	Number of shares vesting	Number of dividend equivalent shares	Total number of shares	Vesting date	Value attributable to share price increase	Value of proportion of PSP (single figure) (£000)
2023 <sup>(a)</sup>	Jennie Daly	459,726	800	31/12/2023	40.0%	183,890	37,898	221,788	28/02/2024	–	274
	Chris Carney	503,400	877	31/12/2023	40.0%	201,360	41,499	242,859	28/02/2024	–	299
2022 <sup>(b)</sup>	Jennie Daly	391,581	800	31/12/2022	32.3%	126,480	16,395	142,875	02/03/2023	–	167
	Chris Carney	429,368	877	31/12/2022	32.3%	138,685	17,977	156,662	02/03/2023	–	183

(a) The 2021 PSP Award is included in the 2023 single total remuneration figure. The performance against each of the performance measures is noted in the graph on page 142. A share price of 123.30 pence was used to calculate the value of the Award vesting on 28 February 2024 as this was the average share price for the dealing days in the last three months of the financial year. This figure will be recalculated in the Annual Report and Accounts 2024 to reflect the share price on the date the Award vests. Dividend equivalents will be paid in shares.

(b) The 2020 PSP Award is included in the 2022 single total remuneration figure. The overall performance of the Award can be seen on page 139 of the Annual Report and Accounts 2022. The closing share price on the date the Award vested (116.75 pence) has been used to recalculate the Award. Dividend equivalents were paid in shares.

### PSP Awards granted during 2023

The tables below set out the PSP Awards granted during the year and the performance measures for the Award. The Committee consider that they provide a good overall balance in assessing our longer term performance against the business strategy. The targets were reviewed to reflect current market conditions and business forecasts for the Group.

Recognising the outlook over the performance period for lower profitability across the entire housing sector and continuing economic uncertainty, the Committee set the target ranges for operating profit margin and RONO A at lower levels and with a broader range between threshold and maximum than in previous years, to provide the appropriate balance between setting targets that are achievable, but at the same time stretching. The target ranges for all measures are, in the view of the Committee, equivalently challenging to the ranges set in prior years. Operating profit margin and RONO A will be assessed based on performance in 2025. This was considered preferable to measuring performance based on a three-year average, due to continued unusually high volatility in the market in 2023 and which was considered likely to continue into 2024.

Executive Director	Award type	% of salary	Grant date	Face value of award at maximum vesting	Number of shares granted	End of performance period
Jennie Daly <sup>(a)</sup>	Nil-cost option	200	28/04/2023	£1,500,000	1,207,243	31/12/2025
Chris Carney <sup>(a)</sup>	Nil-cost option	200	28/04/2023	£1,009,400	812,394	31/12/2025

(a) The share price (124.25 pence) used to calculate the number of shares awarded to Jennie and Chris was based on the average closing share price over the three business days prior to grant (25, 26 and 27 April 2023).

Performance measure	Weighting	Threshold (25%)	Maximum (100%)
TSR v peer group <sup>(a)</sup>	40%	Median	Upper quartile
Operating profit margin in 2025	15%	13%	18%
RONO A in 2025	15%	14%	19%
Customer service in 2025 <sup>(b)</sup>	15%	78.5%	81.5%
Carbon reduction in 2025 (from a 2019 baseline) <sup>(c)</sup>	15%	-34%	-38%

(a) The peer group comprises Barratt Developments, Bellway, Berkeley Homes, Crest Nicholson, Persimmon, Redrow and Vistry Group.

(b) This will be based on the single question 'Would you recommend your builder to a friend?' from the independently measured NHBC 9-month survey, therefore is measured on a different basis to the 2023 EIS customer service measure.

(c) This will be based on a reduction in absolute Scope 1 and 2 carbon emissions based on the 2019 baseline.



## Remuneration Committee report continued

### Payments for loss of office and payments to former Directors (audited)

No payments have been made for loss of office during 2023.

Pete Redfern, former Chief Executive, received a 2021 PSP Award of 1,004,687 shares, which has been pro-rated to the date he left the business on 8 December 2022. The basis for the treatment of this Award, together with other elements of his remuneration, was set out in the Annual Report and Accounts 2022 and as set out on page 142 of this report, the Award will vest at 40% of maximum based on performance from 1 January 2021 to 31 December 2023. Accordingly, Pete will receive 309,665 shares (which includes accrued dividend shares) on 28 February 2024, which are equivalent in value to £381,817. Pete will be required to retain the vested shares for a two year holding period. This is consistent with Pete's remuneration arrangements as disclosed in the Annual Report and Accounts 2022.

### Approach to remuneration in 2024

#### 2024 salary review

The Committee has approved a tiered approach to the Group salary review process for 2024, ensuring that lower paid employees receive a higher percentage. The salary increases approved by the Committee range from 3% to 6%, and the Executive Directors and Senior Management will all receive 3%.

<b>Executive Director</b>	As at 1 April 2023	As at <b>1 April 2024</b>	% Change
Jennie Daly	£772,500	<b>£795,675</b>	3%
Chris Carney	£519,841	<b>£535,436</b>	3%

### 2024 EIS

Directors will be able to earn up to 150% of salary under the 2024 EIS. The EIS performance measures for 2024 also remain in line with 2023, with a 70% weighting on financial performance recognising the importance in a challenging market. The measures are set out below together with the strategic rationale. We carefully consider the target ranges each year, ensuring an appropriate balance between achievability and stretch. Detailed retrospective disclosure of the weightings, targets and performance against them will be provided next year in the usual way.

Performance measure	Weighting	Rationale
Operating profit	30%	Maximise aggregate profit
Operating profit margin	20%	Optimise sales prices and improving cost discipline
Cash conversion	20%	Maximise the generation of cashflow from profits
Build quality <sup>(a)</sup>	15%	Deliver high quality homes with the need for less remediation
Customer service (8-week) <sup>(b)</sup>	15%	Maintain customer trust and endorse the Company's reputation

(a) Build quality is measured externally through the NHBC CQR.

(b) Percentage of customers who would recommend Taylor Wimpey to a friend from the independently measured NHBC 8-week survey.





## Remuneration Committee report continued

### 2024 PSP Awards

The 2024 PSP awards will operate in accordance with the Policy as set out on page 138. In line with normal practice, it is expected that Directors will be granted awards to the value of 200% of salary.

The measures and weightings will be in line with the 2023 Awards, which for the first time included an ESG measure based on a reduction to our Scope 1 and 2 targets linked to our zero carbon strategy. This provides a balanced approach to assessing long-term performance including financial, shareholder and customer metrics.

Performance measure	Rationale	Weighting	Threshold (25%)	Maximum (100%)
TSR v peer group <sup>(a)</sup>	Align the rewards received by executives with the returns received by shareholders	40%	Median	Upper quartile
Operating profit margin (2026) <sup>(b)</sup>	Optimise sales prices and improving cost discipline	15%	13%	17%
RONOA (2026)	Maintain focus on driving increased capital efficiency	15%	14%	19%
Customer service (2026) <sup>(c)</sup>	Maintain customer trust and endorse Company reputation	15%	78.5%	81.5%
Carbon reduction (from a 2019 baseline) (2026) <sup>(d)</sup>	Support the Board's strategy on carbon emissions reductions across our operations	15%	-34%	-40%

(a) The peer group comprises Barratt Developments, Bellway, Berkeley Homes, Crest Nicholson, Persimmon, Redrow and Vistry Group. Should the proposed acquisition of Redrow PLC by Barratt Developments complete, Redrow would be removed from the peer group. It may be replaced by another housebuilder and the basis for measuring TSR performance may change from a peer group approach to a different methodology, including basing the performance assessment on an index of the housebuilding sector.

(b) An operating profit margin measure will also operate in both the EIS and PSP in 2024. As there continues to be uncertainty in relation to the housing market, we believe that this is a critical measure at both an operational level for the EIS and for the longer term for the PSP (where margin will be assessed as an aggregate across the full three-year period). This will ensure that our priority remains delivering our sustained profitability with an unremitting focus on long term decisions with cost and process discipline to drive shareholder returns over the medium term.

(c) This will be based on the single question 'Would you recommend your builder to a friend?' from the independently measured NHBC 9-month survey, therefore is measured on a different basis to the 2024 EIS customer service measure. Customer Service continues to be an extremely important area of focus for the Company and we are comfortable that this should be incorporated in both the EIS and PSP. The customer service element of the EIS will continue to be based on the one key question in the shorter term NHBC 8-week survey focusing on the customers' service before and moving in experience. The customer service element of the PSP will continue to be based on the one key question in the longer term NHBC 9-month survey focusing on the customers' experience of living longer term in one of our developments. In this way we will be capturing different aspects of our customer service performance, measured over different timeframes and measuring different customer experiences and there is no doubling up of reward for the same performance.

(d) This will be based on a reduction in absolute Scope 1 and 2 carbon emissions and the target range takes into account the anticipated higher volumes in 2026.



## Remuneration Committee report continued

### Executive Directors' interests in the Company's share schemes (audited)

Details of the options and conditional awards over shares held by the Executive Directors who served during the year are as follows:

	Maximum potential shares as at 01/01/2023	Additional maximum potential shares awarded during the year	Exercised/ released during the year	Lapsed during the year	Maximum potential shares as at 31/12/2023 <sup>(a)</sup>	Maximum shares vesting / available in:			
						2024	2025	2026	2027
<b>Jennie Daly</b>									
Deferred shares (EIS) <sup>(b)</sup>	98,670	–	98,670	–	–	–	–	–	–
PSP <sup>(c)</sup>	1,992,859	1,207,243	126,480	265,101	2,808,521	<b>459,726</b>	<b>1,141,552</b>	<b>1,207,243</b>	–
Sharesave plan <sup>(d)</sup>	36,057	–	–	–	36,057	–	–	–	<b>36,057</b>
<b>Total</b>	<b>2,127,586</b>	<b>1,207,243</b>	<b>225,150</b>	<b>265,101</b>	<b>2,844,578</b>	<b>459,726</b>	<b>1,141,552</b>	<b>1,207,243</b>	<b>36,057</b>
<b>Chris Carney</b>									
Deferred shares (EIS) <sup>(b)</sup>	108,191	–	108,191	–	–	–	–	–	–
PSP <sup>(c)</sup>	1,682,481	812,394	138,685	290,683	2,065,507	<b>503,400</b>	<b>749,713</b>	<b>812,394</b>	–
Sharesave plan <sup>(d)</sup>	45,488	–	–	9,431	36,057	–	–	–	<b>36,057</b>
<b>Total</b>	<b>1,836,160</b>	<b>812,394</b>	<b>246,876</b>	<b>300,114</b>	<b>2,101,564</b>	<b>503,400</b>	<b>749,713</b>	<b>812,394</b>	<b>36,057</b>

(a) All outstanding awards are options. The Directors do not hold any vested but unexercised share options.

(b) The Executive Directors exercised an EIS deferred share award on 27 March 2023 when the share price was 117.13 pence. These shares were awarded on 25 March 2020 using a share price of 116.30 pence to calculate the number of shares awarded. From March 2022, all EIS deferred shares are now beneficially owned from the outset and are included in the table on page 147. The beneficially owned EIS deferred shares are not subject to further performance conditions.

(c) The Executive Directors exercised their 2020 PSP Award on 2 March 2023 when the share price was 117.7 pence. These shares were awarded on 4 March 2020 using a share price of 204.30 pence to calculate the Award.

(d) Chris Carney had 9,431 Sharesave options lapse on 31 May 2023. Jennie Daly and Chris each hold 36,057 Sharesave options which were granted on 3 October 2022 at an option price of 83.20 pence, which offered a 20% discount to the share price at the start of the invitation window. The face value of these options on the date of grant for Jennie and Chris was £32,603 each. The Sharesave options are not subject to any performance conditions.

The vesting of the PSP is subject to the achievement of performance conditions and for 2023 Awards onwards 25% of maximum is receivable if threshold performance is achieved (2022 Awards and prior, 20% of maximum is receivable if threshold performance is achieved). There have been no variations to the terms and conditions or performance criteria for outstanding share awards during the financial year. The closing share price on 29 December 2023 was 147.05 pence and the range during the year was 99.70 pence to 147.05 pence.

## Remuneration Committee report continued

### Single total figure of remuneration for the Chair and Non Executive Directors (audited)

	Total fees (£000)	
	2023	2022
Robert Noel <sup>(a)</sup>	257	89
Mark Castle <sup>(a)/(b)</sup>	72	38
Irene Dorner <sup>(a)</sup>	152	335
Jitesh Gadhia <sup>(c)</sup>	83	77
Scilla Grimble	65	65
Clodagh Moriarty <sup>(b)</sup>	65	38
Humphrey Singer <sup>(a)</sup>	94	83

(a) On 27 April 2023, Irene Dorner stood down as Chair; Robert Noel became Chair and stood down as the Senior Independent Director and Employee Champion; Humphrey Singer became the Senior Independent Director and Mark Castle became the Employee Champion.

(b) Mark Castle and Clodagh Moriarty both joined the Board on 1 June 2022.

(c) Jitesh Gadhia became Chair of the Remuneration Committee with effect from 26 April 2022 and therefore received the additional Remuneration Committee Chair fee for the remainder of the year.

### Chair and Non Executive Director fees

The Committee reviewed the Chair's fee and agreed an increase of 3%, in line with the increase provided to the Executive Directors. The Board, excluding the Non Executive Directors who were conflicted, also reviewed the fees payable to the Non Executive Directors and agreed the same increase of 3%. The 3% increase will also be applied to the additional fees for the roles of Chair of the Audit Committee, Chair of the Remuneration Committee, Senior Independent Director and Employee Champion.

Role	As at 1 April 2023	As at 1 April 2024	% change
Chair of the Board	£335,000	£345,050	3%
Independent Non Executive Director	£65,000	£66,950	3%
Senior Independent Director	£17,500	£18,025	3%
Audit/Remuneration Committee Chair	£17,500	£18,025	3%
Employee Champion	£10,000	£10,300	3%

### Statement of Directors' shareholdings and share interests (audited)

In line with the Policy, Executive Directors' shareholding requirement is to hold 200% of their base salary. Further details on how this element of the Policy is operated can be found on page 139. In addition, a post-employment shareholding guideline requires Executive Directors to retain shares worth 200% of their base salary, or their shareholding at the time of cessation if their shareholding requirement has not yet been met, for at least two years. Executive Directors are required to retain any shares received from shares in the Employee Benefit Trust.

The Chair and the Non Executive Directors are also encouraged to hold shares in the Company in order to align their interests with those of shareholders.

Director	Beneficially owned		Outstanding interests in share schemes		Value of beneficially owned shares as at 31/12/2023 <sup>(c)</sup>	Share interests expressed as a % of shareholding requirement
	at 01/01/2023	at 31/12/2023 <sup>(a)</sup>	PSP <sup>(b)</sup>	Sharesave		
	Robert Noel	84,100				
Jennie Daly <sup>(d)</sup>	423,374	679,767	2,808,521	36,057	£999,597	129%
Chris Carney <sup>(d)</sup>	625,770	870,153	2,065,507	36,057	£1,279,560	246%
Mark Castle	41,678	44,711	–	–	–	–
Irene Dorner	164,952	164,952	–	–	–	–
Jitesh Gadhia	100,000	100,000	–	–	–	–
Scilla Grimble	15,000	15,000	–	–	–	–
Clodagh Moriarty	25,025	25,025	–	–	–	–
Humphrey Singer	31,896	31,896	–	–	–	–

(a) Shares owned outright includes the net-of-tax shares received by the Executive Directors in March 2022 and March 2023 following the one third deferral of the EIS paid in respect of 2021 and 2022 performance. The EIS deferred shares are not subject to further performance conditions.

(b) Vesting is subject to the achievement of performance conditions.

(c) This has been calculated on the basis of beneficially owned shares. The share price on 29 December 2023 (147.05 pence) has been used to calculate Jennie Daly and Chris Carney's share interest expressed as a percentage of salary as at 31 December 2023.

(d) A proportion of shares are held by a connected person.

The only changes to the Directors' interests as set out above during the period between 31 December 2023 and 27 February 2024 were the regular monthly purchases of shares and 1:1 matching by the Company under the Share Incentive Plan by Jennie Daly and Chris Carney who both acquired 410 shares each.



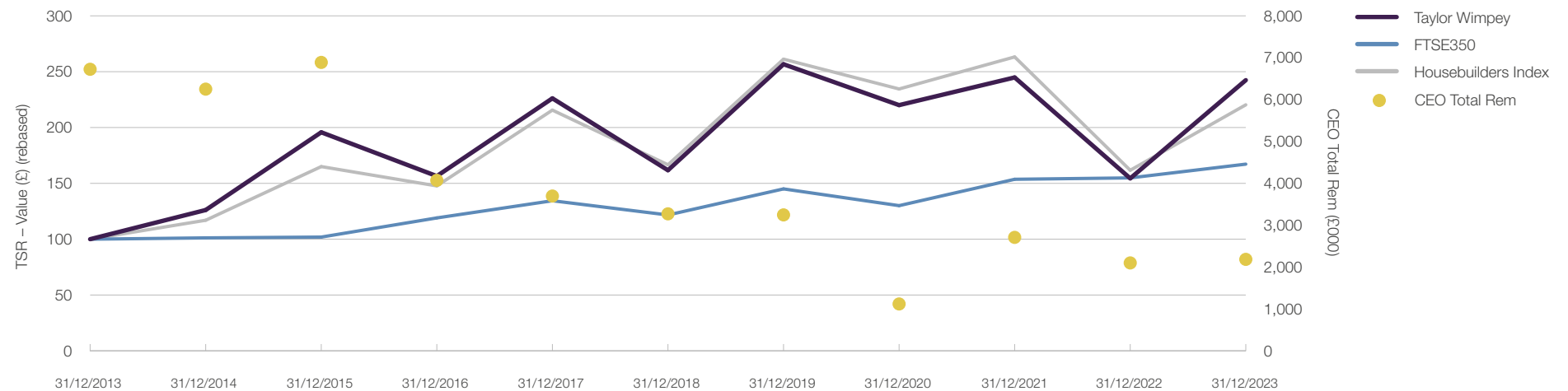
## Remuneration Committee report continued

### Historic TSR performance and Chief Executive historic remuneration

The graph below shows Taylor Wimpey's TSR performance against the performance of the FTSE 350 and the average of the Housebuilders Index. These benchmarks have been chosen as Taylor Wimpey is a constituent of both.

The graph also shows the Chief Executive's single total figure of remuneration over the same ten-year period.

#### TSR versus CEO Total Single Figure



	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Single total figure (£000)</b>										
Jennie Daly	-	-	-	-	-	-	-	-	1,175 <sup>(a)</sup>	<b>2,185</b>
Pete Redfern	6,250	6,888	4,072	3,697	3,272	3,247	1,120	2,710	925 <sup>(b)</sup>	-
<b>Annual bonus (% of maximum)</b>										
Jennie Daly	-	-	-	-	-	-	-	-	76	<b>91</b>
Pete Redfern	90	78	80	66	96	50.6	-	95	76	-
<b>PSP (% of maximum)</b>										
Jennie Daly	-	-	-	-	-	-	-	-	32.3	<b>40</b>
Pete Redfern	94	100	81	78	50	62.8	6.6	22.1	32.3	-

(a) Relates to the period Jennie Daly was Chief Executive from 26 April 2022.

(b) Relates to the period Pete Redfern was Chief Executive from 1 January 2022 to 26 April 2022.



## Remuneration Committee report continued

### Wider workforce remuneration in 2023

The Committee regularly monitors and reviews the Company-wide remuneration arrangements to ensure the Executive Directors' remuneration is aligned to incentives and rewards across the Company. During 2023, the Committee reviewed by employee level, the different elements of pay and benefits across the Company. The Committee considers that all employees receive a reward package that is aligned to the Company's purpose and culture; and is market competitive, transparent and fair. A summary of the remuneration arrangements across the workforce can be found below. In addition, when considering the performance measures for variable incentive schemes, the Committee ensures that there is a clear link between the performance measures in the various variable incentive schemes.



#### Executive Directors, GMT and senior managers

Increases of 3% approved by the Committee

All employees eligible for a bonus. Performance measures aligned with strategy

Executive Directors and GMT members defer one third of any annual bonus paid for three years

Eligible to participate in a long term incentive plan, SIP and Sharesave. Shareholding requirements are in place

10% pension contribution

All employees receive private medical healthcare



**Salary**

**Bonus**

**Deferred shares**

**Share based incentive schemes**

**Pension**

**Private healthcare**



#### Wider workforce

Increases of 3% to 6% approved by the Committee

All employees eligible for a bonus. Performance measures aligned with strategy

Many employees can elect to take their bonus payment in shares (and benefit from a 20% uplift) and are required to retain the shares for one year

Eligible for SIP and Sharesave

10% pension contribution available to the majority of the workforce

All employees receive private medical healthcare





## Remuneration Committee report continued

### Wider workforce salary review

In recognition of the high levels of inflation that have created the cost of living crisis impacting lower paid employees most, the Committee also approved a tiered approach to the salary reviews in 2023 and 2024, to ensure that those that are impacted most receive higher levels of support.

### CEO pay ratio

Year	Method	CEO single figure <sup>(a)</sup>		Lower quartile	Median	Upper quartile
2023 <sup>(b)</sup>	Option B	£2,185,041	<b>Ratio</b>	<b>68:1</b>	<b>42:1</b>	<b>32:1</b>
			<b>Salary</b>	<b>£27,693</b>	<b>£37,877</b>	<b>£56,025</b>
			<b>Total pay and benefits</b>	<b>£32,355</b>	<b>£52,296</b>	<b>£68,305</b>
2022	Option B	£2,100,044	Ratio	62:1	41:1	26:1
2021	Option B	£2,764,290	Ratio	87:1	60:1	40:1
2020	Option B	£1,120,451	Ratio	39:1	26:1	20:1
2019	Option B	£3,023,654	Ratio	93:1	73:1	48:1
2018	Option B	£3,151,748	Ratio	103:1	77:1	41:1

(a) The previous CEO single figures in this table have not been restated to reflect the share price on the date the relevant PSP Award vested. We have chosen to do this for transparency purposes so that we are comparing the ratios disclosed in previous reports.

(b) The three representative employees were determined on 31 December 2023.

Under Option B, using the hourly rate from our 2023 gender pay gap data, three employees have been identified as the best equivalents of our lower quartile, median and upper quartile. Option B provides a clear methodology involving fewer adjustments to calculate full-time equivalent earnings and is likely to produce more robust reporting year on year. The Company believes that the median pay ratio for the year ending 31 December 2023 is consistent with the pay and reward policies for UK employees taken as a whole.

The Committee has reviewed the results of the calculations and is satisfied that they continue to be representative of the respective quartiles. Total pay and benefit figures, not including temporary allowances, paid during the financial year ending 31 December 2023, have been calculated for the employee at each quartile and for employees either side of the identified employees, to ensure that the employees selected are a reasonable representative based on their full year's remuneration.

Due to an increase in the CEO single figure for 2023, all three ratios have increased. The increase in the CEO single figure was predominately a result of a higher annual bonus payout (91% outcome in 2023 versus 76% in 2022) coupled with the 2022 CEO single figure having been calculated on a pro-rated basis taking into account the appointment of Jennie Daly as CEO in April 2022.

### Gender pay gap

As part of its review of wider workforce remuneration, the Committee also considers 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.

Our mean pay gap is 6%, which means that the mean pay is 6% higher for males than females. The movement compared to last year is largely down to a reduction in the number of employees during the year with a larger percentage decrease in male employees. Additionally, we have seen more highly paid women leave than men, as well as lower commissions being paid reflecting the downturn in our external market which impacts our sales teams which are mostly female.

Our median pay gap is 2% higher for males than females. The gap is slightly larger than last year and again is impacted by the reduction in headcount.

**i** Further information can be found in our Diversity and Inclusion Report which is available on our website.

**6%**

**Gender pay gap (mean)**  
(2022: -2%)

**2%**

**Gender pay gap (median)**  
(2022: 1%)





## Remuneration Committee report continued

### Annual percentage change in remuneration of Directors and employees

The table below shows the percentage change in salary or fee, taxable benefits and annual bonus of each current Director and the average Taylor Wimpey employee in respect of the periods from 2020 to 2023.

	Salary/fee <sup>(a)</sup>				Benefits				Annual bonus scheme <sup>(a)</sup>			
	2023	2022	2021	2020	2023	2022	2021	2020	2023	2022	2021	2020
Average pay of a Taylor Wimpey employee <sup>(b)</sup>	8%	4%	6%	–	4%	3%	3%	–	10%	(10)%	163%	(46)%
Jennie Daly <sup>(c)</sup>	19%	58%	13%	(10)%	(32)%	(55)%	12%	(6)%	44%	26%	n/a	n/a
Chris Carney <sup>(c)</sup>	3%	7%	18%	(10)%	8%	(40)%	(11)%	(55)%	23%	(14)%	n/a	n/a
Robert Noel <sup>(d)</sup>	189%	11%	23%	n/a	–	–	–	–	–	–	–	–
Irene Dorner <sup>(e)</sup>	(55)%	2%	32%	n/a	–	–	–	–	–	–	–	–
Mark Castle <sup>(f)</sup>	n/a	n/a	n/a	n/a	–	–	–	–	–	–	–	–
Jitesh Gadhia <sup>(g)</sup>	8%	n/a	n/a	n/a	–	–	–	–	–	–	–	–
Scilla Grimble <sup>(g)</sup>	–	n/a	n/a	n/a	–	–	–	–	–	–	–	–
Clodagh Moriarty <sup>(f)</sup>	n/a	n/a	n/a	n/a	–	–	–	–	–	–	–	–
Humphrey Singer <sup>(h)</sup>	13%	4%	14%	(10)%	–	–	–	–	–	–	–	–

(a) In light of the COVID-19 pandemic the Executive and Non Executive Directors took a voluntary 30% reduction in base salary and fees from 1 April 2020 to 31 July 2020. The Executive Directors' 2020 annual bonus (EIS) was also cancelled.

(b) Taylor Wimpey plc does not have any employees and these figures are in relation to Taylor Wimpey UK Limited employees.

(c) Jennie Daly was appointed as Chief Executive with effect from 26 April 2022 and Chris Carney received a salary increase on 1 July 2021.

(d) Robert Noel was appointed in October 2019 and subsequently appointed as the Company's Senior Independent Director on 20 April 2020 and Employee Champion on 26 April 2022. Robert was then appointed Chair of the Board and stood down as the Company's Senior Independent Director and Employee Champion on 27 April 2023.

(e) Irene Dorner was appointed in December 2019 and received a fee increase on 1 July 2021. Irene stood down as Chair and became a Non Executive Director on 27 April 2023.

(f) Mark Castle and Clodagh Moriarty were appointed to the Board on 1 June 2022. Mark was appointed Employee Champion on 27 April 2023.

(g) Jitesh Gadhia and Scilla Grimble were appointed to the Board on 1 March 2021. Jitesh was appointed Chair of the Remuneration Committee on 26 April 2022.

(h) Humphrey Singer was appointed as the Company's Senior Independent Director on 27 April 2023.

### Relative importance of spend on pay

#### Change in Company performance relative to change in remuneration (audited)

	2023	2022	Change (%)
Operating profit <sup>(a)</sup>	£470.2m	£923.4m	(49)
Distributions to shareholders			
Aggregate dividends paid during the year	£337.9m	£323.8m	4
Share buyback	–	£150.0m	n/a
Employee pay in aggregate <sup>(b)</sup>	£285.8m	£305.4m	(6)
Employee pay average per employee <sup>(b)</sup>	£60,564	£58,327	4

(a) Operating profit is defined as profit on ordinary activities before financing, exceptional items and tax, after share of results of joint ventures. Operating profit has been chosen as it is one of the Company's primary measures of performance.

(b) See note 7 to the financial statements on page 184.



## Remuneration Committee report continued

# The Remuneration Committee

### The Remuneration Committee members in 2023

There were five Committee meetings during 2023 and all Committee members attended the meetings they were eligible to attend. The Committee met the Code requirement to have three independent Non Executive Directors as members of the Committee following the appointment of Mark Castle and Clodagh Moriarty to the Committee on 27 April 2023.

Name	Title
Jitesh Gadhia	Committee Chair and Independent Non Executive Director
Mark Castle <sup>(a)</sup>	Independent Non Executive Director
Clodagh Moriarty <sup>(a)</sup>	Independent Non Executive Director
Robert Noel	Chair of the Board
Irene Dorner <sup>(b)</sup>	Non Executive Director

(a) Mark Castle and Clodagh Moriarty were appointed to the Committee on 27 April 2023.

(b) Irene Dorner stood down from the Committee on 27 April 2023.

Internal attendees consisted of the Chief Executive, Group HR Director, Head of Reward and members of the Company Secretariat team. These attendees provided important information to the Committee and were not involved in any decisions relating to their own remuneration.

### Main activities during 2023

Over the course of the year since the last Annual Report and Accounts, the Committee has:

- Determined the 2022 EIS and 2020 PSP outcomes.
- Determined the 2023 salary levels for the Chief Executive and Group Finance Director.
- Agreed the targets applicable to the 2023 EIS scheme and 2023 PSP Awards.
- Reviewed base salary levels for Senior Management.
- Considered wider workforce remuneration arrangements.
- Considered how the Policy should be applied in 2024.

### Committee's performance

The Committee reviewed its Terms of Reference in 2023 and evaluated its own performance against them. Following this review, the Committee confirmed that the Terms of Reference remain appropriate.

As part of the 2023 externally facilitated Board Evaluation it was concluded that the Committee was fulfilling its Terms of Reference effectively and the Committee Chair was effective.

### Advice to the Committee in 2023

The Committee keeps itself fully informed on developments and best practice in the field of remuneration and it seeks advice from external advisers when appropriate.

The Committee appoints its own independent remuneration advisers and during the year it continued to retain the services of Korn Ferry. Korn Ferry is a member of the Remuneration Consultants Group and signatory to its Code of Conduct. During 2023 Korn Ferry also provided other ad hoc remuneration services outside the scope of the Committee to the Company. Korn Ferry were appointed following a comprehensive tender process. Korn Ferry do not have any connection with the Company or any of the individual Directors.

The Committee also receives legal advice from Slaughter and May as and when necessary. During 2023 this advice related to the renewal of the Company's Sharesave Plan and Share Incentive Plan.

The Committee has considered the advice provided by Korn Ferry and Slaughter and May during the year, and is comfortable that the advice has been objective and independent.

The fees paid to the Committee's advisers in 2023 were: Korn Ferry £120,197 (including VAT) on a time and materials basis (2022: £139,689); and Slaughter and May £27,000 (including VAT) (2022: £nil).

### Shareholding voting

The table below sets out the voting by shareholders in respect of Directors' remuneration resolutions.

Resolution	For	Against	Total votes cast	Withheld
Directors' Remuneration Report for 2022 (2023 AGM)	2,202,778,799 (93.70%)	148,139,405 (6.30%)	2,350,918,204	587,640
Directors' Remuneration Policy (2023 AGM)	2,155,740,993 (91.69%)	195,311,797 (8.31%)	2,351,052,790	453,054

Lord Jitesh Gadhia  
Chair of the Remuneration Committee  
27 February 2024