

Building trust, enhancing resilience and creating lasting value

Taylor Wimpey plc
Sustainability Summary 2025





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Our 2025 reporting suite

Annual Report

Our 2025 Annual Report includes key sustainability and financial disclosures.



Sustainability Summary

More on our sustainability framework, targets, activities, and policies.



Business overview

About our business

We are one of the UK's leading homebuilders, delivering over 10,600 new homes and contributing £359 million to local communities in 2025.

Our purpose is to build great homes and create thriving communities.



Taylor Wimpey plc Sustainability Summary 2025

Where we operate

We operate across five divisions and at a local level from 22 regional businesses in the UK, with a small operation in Spain.

Scotland, North East and North Yorkshire



North West and Yorkshire



Midlands and Wales



London and South East



Central and South West



Spain



Map key

- Head office
- Regional offices

Introduction from our Chief Executive

Embedding sustainability

Well-designed, quality homes have a demonstrable positive impact across all areas of life, including educational attainment and health outcomes. The homes we build enable growth, support communities and contribute to a more resilient, inclusive future.

We are proud to have delivered over 10,600 new energy-efficient homes across the UK in 2025, while increasing our build quality scores and maintaining our five-star rating for customer service. We continued to embed our Placemaking Charter, to ensure every development becomes a successful and sustainable new community.

We believe that it is possible to deliver the new homes the UK needs while protecting and enhancing nature and reducing greenhouse gas emissions, playing our part in the UK's journey to net zero. We are proud to have reduced scope 1 and 2 greenhouse gas emissions intensity by

44% since 2019, to have installed 8,800 wildlife enhancements on our sites since 2021 and to have reached 99% construction waste diversion from landfill this year.

Our achievements reflect the hard work and commitment of our people and partners across the business, supported by our strong, positive work culture, and evidenced by our high employee engagement scores and low turnover rate. We continue to embed equality, diversity and inclusion into our business, and health and safety remains our first priority, reflected in the reduction in our Annual Injury Incidence Rate this year.

There is more we want to achieve and we have launched our Sustainability Framework with clear targets, metrics and delivery plans to guide the next phase of our journey. I look forward to updating you on our progress in 2026.

Jennie Daly CBE
Chief Executive

“The high-quality homes we build enable growth, support communities and contribute to a more resilient, inclusive future.”



Financial and operational highlights

11,229

Group completions including joint ventures
(2024: 10,593)

£420.6m

adjusted operating profit
(2024: £416.2m)

9.33p

total dividend per share paid in the year
(2024: 9.59p)

£3,844.6m

revenue
(2024: £3,401.2m)

c.77k

plots in UK short term landbank
(2024: c.79k)

£374k

average UK selling price on private completions
(2024: £356k)

Performance summary

Highlights from 2025



Homes and places

4.96

out of 6, average Construction Quality Review score
(2024: 4.93)

21%

of completions in the UK designated as affordable
(2024: 22%)

79%

of plots include PV panels
(2024: 48%)



Our people

27%

female representation in our GMT and direct reports
(2024: 26%)

5.6%

ethnic representation in our GMT and direct reports
(2024: 6.9%)

12%

voluntary employee turnover rate
(2024: 12%)



Supply chain partners

617

hours of CPD training on sustainability topics completed by Group suppliers via Supply Chain Sustainability School

97.5%

of timber supplied by Group suppliers is FSC or PEFC certified.
(2024: 98.5%)

68%

of Group suppliers have set a target to reach net zero



Environmental impact

44%

reduction in operational carbon emissions intensity since 2019
(2024: 21%)

8,800

wildlife enhancements installed on our sites since 2021
(2024: 5,500)

99%

of construction waste sent to be diverted from landfill
(2024: 98%)



Responsible and resilient business

200

Annual Injury Incidence Rate (per 100,000 employees and contractors)
(2024: 212)

c.£1.2m

donated and fundraised for charities and community partners
(2024: c.£1.2m)

A

rating from CDP Climate and included on the CDP A List
(2024: A-)

Sustainability framework and targets

Sustainability framework

At Taylor Wimpey, we are defined by our clear purpose to build great homes and create thriving communities.



We work in communities across the UK to deliver much-needed new homes and places that will be lived in for decades to come. This brings responsibilities and we're committed to doing business in the right way, to benefit our colleagues, partners, customers, communities and investors, while protecting and enhancing the environment and contributing to a better tomorrow.

In 2025, we developed our sustainability framework to guide how we integrate sustainable practices into the way we work, the homes and places we build and our interactions with

stakeholders. We've identified five key priorities for our business and stakeholders, and set targets and metrics across each to guide and drive improvement in our performance. We have also updated our environmental governance to further strengthen oversight and accountability, (see page 50).

Our sustainability targets for 2026 onwards are listed on page 7. These will be reviewed annually and updated where needed to ensure they continue to drive performance improvements against our priorities.




“

Sustainability is one of our strategic cornerstones and influences every part of our business, from the homes we build and the new communities we create to our impact on the environment and relationships with stakeholders. Our new framework articulates the importance of sustainability to our work, and makes it clear for employees and other stakeholders what we stand for and want to achieve. By setting strategic, focused targets across our five priorities that are supported by clear implementation work plans, we provide clarity and direction to our teams, empowering them to deliver significant performance improvements year on year that benefit all.”

Rose Sandell, Group Communities Director

Sustainability framework and targets continued

 Homes and places	Priority issues	Targets for 2026 onwards			
<p>We plan, design, and build our homes and developments to enable our customers to enjoy a good quality of life, adopt sustainable living habits, and feel part of a community. We invest in improving our customer service and work with partners to deliver quality homes and quality places that enhance nature.</p>	<ul style="list-style-type: none"> Build quality Customer services Placemaking Nature Energy-efficient homes Social value 	<p>Build quality</p> <ul style="list-style-type: none"> All business units to achieve a Construction Quality Review (CQR) score of at least 4.5 At least 94% of build stages in all regional businesses to achieve a CQR score of 4 or above 	<p>Customer service</p> <ul style="list-style-type: none"> Resolve at least 75% of customer issues within 30 days Resolve at least 85% of complaints within 56 days Maintain a Customer Satisfaction Survey score of 4.15, which equates to a five-star rating 	<p>Placemaking</p> <ul style="list-style-type: none"> From 2026, assess all developments against our Placemaking Charter framework, prior to planning application. <p>Nature</p> <ul style="list-style-type: none"> Install a bird-nesting brick or box for every new house we build Create a hedgehog highway on every new development 	<p>Energy-efficient homes</p> <ul style="list-style-type: none"> Achieve an average EPC rating of at least B for new homes Design all new homes to a maximum internal water use of 100 litres per person per day
<p>We aim to be recognised as an employer of choice within our sector and beyond, by fostering inclusive workplaces, empowering and enabling our people to be the best they can be.</p>	<ul style="list-style-type: none"> Attraction Development and succession Reward and remuneration Equality, diversity and inclusion Engagement and retention 	<p>Equality, diversity and inclusion</p> <ul style="list-style-type: none"> 40% female representation in GMT and direct reports by 2030 9.7% ethnic representation in GMT and direct reports by 2027 50% female representation in regional business leadership roles by 2030 	<ul style="list-style-type: none"> 12.5% ethnic representation in regional business leadership roles by 2030 50% female and 25% ethnic representation on our graduate programme by 2030 	<ul style="list-style-type: none"> 50% female and 25% ethnic representation on our early entry talent programmes by 2030 (management trainees and apprentices) 	<p>Engagement and retention</p> <ul style="list-style-type: none"> Maintain an Engagement Index score above 90% (based on our employee survey) 80% onboard success rate (employee retention in first year of employment)
<p>We engage our suppliers and subcontractors to contribute towards growth, innovation, cost efficiency, and sustainability, to support our delivery of quality homes and places.</p>	<ul style="list-style-type: none"> Subcontractor engagement Supplier relationship management Future skills Sustainable procurement Modern slavery 	<p>Sustainable procurement</p> <ul style="list-style-type: none"> 100% of Group suppliers to be rated for their ESG risk profile Purchase 100% of UK electricity from (REGO-backed) renewable sources 	<ul style="list-style-type: none"> Increase timber frame usage to 30% of our completions by 2030 100% of timber purchased through group suppliers to be FSC or PEFC certified 	<p>Subcontractor engagement</p> <ul style="list-style-type: none"> Pay 100% of invoices received within agreed payment terms 	<ul style="list-style-type: none"> Subcontractors and service company employees to be paid at least the real Living Wage, as set by the Living Wage Foundation
<p>We support a more sustainable future for our customers, colleagues, and communities by reducing and mitigating environmental impacts from our business operations, our homes, and our supply chain.</p>	<ul style="list-style-type: none"> Climate change and carbon Waste reduction Water 	<p>Climate change</p> <ul style="list-style-type: none"> By 2045, we will reach net zero greenhouse gas emissions on a 2019 base year 	<ul style="list-style-type: none"> Reduce absolute scope 1 and 2 and scope 3 greenhouse gas (GHG) emissions by 46.2% by 2030 from a 2019 base year 	<p>Waste reduction</p> <ul style="list-style-type: none"> In 2026, reduce construction waste intensity by 2% compared with 2025 	<p>Water</p> <ul style="list-style-type: none"> In 2026, reduce operational water use intensity by 5% compared with 2025
<p>We are a responsible business, guided by our values. We put in place robust policies and governance processes and engage with our stakeholders to help us deliver quality homes and places in a safe and responsible way.</p>	<ul style="list-style-type: none"> Health, safety and environment Corporate governance Internal audit and business continuity External report Digital innovation/cyber security Charitable endeavours 	<p>Health and safety</p> <ul style="list-style-type: none"> Lower our Annual Injury Incidence Rate (AIIR) compared with 2025 	<p>Internal audit</p> <ul style="list-style-type: none"> External quality assessment of our internal audit processes conducted every five years Conform to Global Internal Audit Standards 	<p>Corporate governance</p> <ul style="list-style-type: none"> Implement the recommendations of the Parker Review and FTSE Women Leaders initiative 	

Update on our environment strategy

Our environment strategy – how did we do?

Our environment strategy, Building a Better World, was launched in 2021 with ambitious targets for taking action to reduce our environmental impact. We have made strong progress in key areas, including reducing our carbon footprint and waste and embedding nature initiatives into our developments to create space and homes for wildlife.

Many of the targets in our strategy concluded in 2025 and we have taken the opportunity to look back at the progress we've made so far and to refresh our targets for the next phase of our journey.

i A full breakdown of progress against our targets up to 2025 is on pages 56-59 and our new targets are listed on page 7



What we are proud of

- **Emissions reduction:** We have reduced total greenhouse gas emissions by 42% since 2019, and are on track towards net zero, and reduced scope 1 and 2 emissions intensity by 44%.
- **Renewable electricity sourcing:** We sourced 88% REGO-backed renewable electricity in 2025, up from 39% in 2019.
- **Waste reduction:** We have reduced waste intensity by 21% since 2019, with 99% of construction waste diverted from landfill.
- **Nature:** Since launching our strategy, we've installed 8,800 nature interventions on our sites and also contributed to the launch of the UK housebuilding sector's Home for Nature commitment.

Where we faced challenges

- **A challenging environment:** We set ambitious, market-leading targets during a period of significant economic and planning challenge. This constrained delivery in some areas, particularly where homes output remained below our 2019 baseline, meaning some targets were not fully achieved.
- **Embedding our approach:** Ensuring that everyone in the business, and our key suppliers and partners, understand their role in achieving our targets is an ongoing process. In updating our strategy we've focused on making our priorities even clearer, with a shorter list of targets supported by implementation work plans to provide clarity and direction to our teams. We have also strengthened our governance to ensure oversight and accountability (see page 50).

The next phase of our journey

Our new environmental targets are embedded into our Sustainability framework, see page 6. These will drive our teams to further reduce our climate, waste and water impacts across our operations, homes, developments and supply chain, and to further support nature.



Homes and places

We plan, design, and build our homes and developments to enable our customers to enjoy a good quality of life, adopt sustainable living habits, and feel part of a community. We invest in improving our customer service and work with partners to deliver quality homes and quality places that enhance nature.



Taylor Wimpey plc Sustainability Summary 2025

Performance in 2025

B

average Energy Performance Certificate (EPC) rating for our completions in 2025

79%

of homes included integrated PV panels (2024: 49%)

97.8%

of build stages achieved a Construction Quality Review score of 4 or above (out of 6) based on independent NHBC inspections (2024: 97.1%)

4.24

HBF customer service satisfaction, equating to a five-star rating (2024: five-star rating)

21%

of completions in the UK are affordable homes (2024: 22%)

Energy-efficient homes

We build new homes that are highly energy-efficient, reducing carbon emissions and running costs for customers.

Features of our homes include energy-efficient walls and windows, 100% low-energy light fittings and energy-efficient appliances. Our latest specification includes enhanced fabric standards, further energy-efficiency measures and low carbon technologies, including triple glazing, wastewater heat recovery systems, high-efficiency boilers, thermally enhanced lintels and photovoltaic (PV) panels. These changes result in an average 31% reduction in carbon emissions from our homes in England, compared with our previous specification, with similar reductions in Wales and Scotland.

We submit photographic records at key build stages as part of our quality control processes to demonstrate that our homes are built to the energy efficiency standards specified, and these are shared with the customer as part of the customer experience.

We are continuing to develop our specification for zero carbon ready homes as we prepare for the introduction of the Future Homes Standard, which is now expected in 2026. Our Net Zero Carbon Working Group is guiding our preparations.



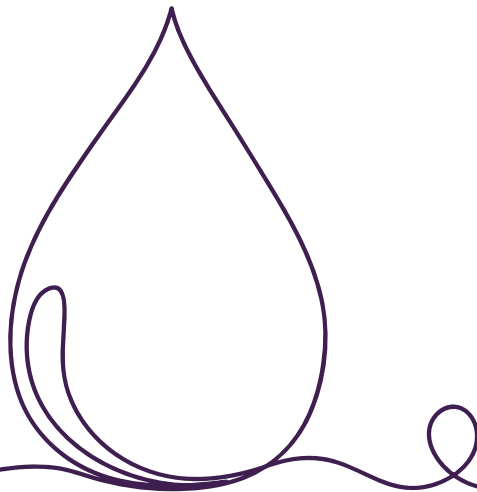
Homes and places continued

Water efficiency

Our water-efficient homes are fitted with water meters (England and Wales), low flow taps and showers, and dual flush toilets. From 2026, our homes will be designed to achieve a maximum water use of 100 litres per person per day, exceeding industry building standards. This can help reduce running costs for customers.

Keeping customers informed

We provide information and advice to ensure customers understand the energy-efficient, low carbon features in their new homes and know how to use new technologies. We have



developed videos and interactive and augmented reality visuals that support customers' understanding of how technologies including air source heat pumps (ASHPs) and wastewater heat recovery systems operate.

Customers are also provided with information on the sustainability features of our homes and tips on saving energy, reducing waste, nature friendly gardening and maintaining good internal air quality via our website, marketing materials, and, once they've moved in, our 'From House to Home' manual and maintenance guide.

Modern methods of construction

Off site construction techniques can improve the energy performance of our homes and have a lower environmental footprint as they can be manufactured efficiently, with less waste. Around 85% of our homes use off site components such as spandrel panels, panellised timber floor and roof cassettes, cassette timber floors and prefabricated porches, canopies and dormers¹. We have our own timber frame manufacturing facility.

Energy-efficient homes Performance in 2025

28%

of completions achieved an EPC A rating

11.4

kgCO₂e per m² average dwelling emission rate (DER) for our homes (2024: 13.2)

12%

of our completions include air source heat pumps

4,000

water butts installed in customer homes since 2021 and 5,300 customers received a voucher for 20% off the purchase price of a water butt

3,700

completions included integrated recycling bins since 2022

Research and innovation

We invest in research and product trials to help us continuously enhance and improve the homes and places we build for customers, to align with evolving regulation and ensure the business and our customers benefit from technological advancements.

Our Director of Research and Technical Innovation oversees our research strategy and chairs our Innovation Group for New Ideas, Transformation and Excellence (IGNITE) and Road to Net Zero Carbon working group.

During 2025, we refreshed our research strategy, incorporating learnings from recent large-scale research projects such as our Future Homes Trial in Sudbury. Our updated strategy includes a focus on regulatory compliance, skills, supply chain resilience, product innovation, efficiency and risk mitigation. Recent research projects have included:

- Working closely with our industry partners and supply chain to identify and develop solutions and specifications which may support us to meet the requirements of the Future Homes Standard, which is expected in 2026.
- Research into using energy efficiency measures, combined with renewable technologies, smart optimisation, and innovative energy tariffs, to reduce customer energy costs and support grid capacity improvements.

¹ Over 69% of completions use category 2 panelised systems, as defined in the MMC Definition Framework.



Homes and places continued

- Testing the next generation of bathroom products that can be more efficiently installed, supporting build quality, performance for customers and operational efficiency.
- Partnering with key supply chain partners to trial in-roof ASHPs which can reduce noise for customers while increasing useable internal floor space.
- In addition, we are testing an off site manufactured component in partnership with a supply chain partner to make it easier to install ASHPs and other technology in the roof space. This can improve efficiency in construction while supporting the adoption of low carbon technology and reducing risks from working at height. Following the trials, this innovation is now being rolled out for use in our smaller house types with ASHPs.
- Testing brick slip and external facade systems with several of our suppliers to understand the potential to reduce materials use, enable more off-site manufacturing to improve build efficiency, and reduce embodied carbon.

In 2026, we will be running projects focusing on home water efficiency and water management on our developments; advancing training and resources in relation to installation of low carbon technologies; and reviewing processes for introducing new products.

We participate in regulatory and non-regulatory industry working groups, to shape and support the evolution of future legislation and best practice standards. We are involved in a number of working groups with the Future Homes Hub and Home Builders Federation, looking at areas such as grid capacity, heat networks, sustainability metrics, biodiversity net gain, overheating, the new Home Energy Model (HEM), PV and ventilation.

Build quality

We aim to lead the industry in quality standards, investing in upskilling our teams and strengthening our policies and processes.

Getting things right first time meets customer expectations, reduces costs and is important from an environmental perspective, as fewer mistakes mean less waste, fewer deliveries and visits to sites, and homes that perform to the energy efficiency standards we expect.

We make quality inspections throughout the build process, and every home must pass our Home Quality Inspection before the customer can move in. The National House Building Council (NHBC) carries out an independent Construction Quality

Review (CQR) for each site twice a year, measuring build quality at key build stages. They also carry out a pre-handover inspection of each completed home.

We are digitising many of our quality processes, and in 2025, successfully tested a digital version of our Build Quality Checklist which will be fully rolled out in 2026. The tests showed this improves accountability by enabling Site Managers to more easily view photographic evidence of work completed and assess whether subcontractors have met our quality standards.

We set a quality improvement plan for any sites not fully meeting our quality targets and we work with our commercial, technical and production teams to swiftly implement the actions. Progress on each plan is reviewed monthly by our Group Management Team (GMT).

Our GMT of executive leaders reviews progress on our quality standards and KPIs. Build quality on site is overseen by our UK Head of Production, who works closely with our Group Customer Director. We have Quality Managers in all regional businesses who work closely with Production Directors, Customer Directors, site teams, contractors and suppliers to review performance and address quality issues. We are also appointing a Group Quality Manager to further strengthen our approach.

Quality is integrated into our employee incentive schemes based on CQR scores and the average reportable items per inspection found during NHBC inspections.

Case study

Pride in the Job Awards

The NHBC Pride in the Job Awards celebrate the role of Site Managers in building high-quality new homes based on independent site inspections. In 2025, we were proud to win 50 Quality Awards, 12 Seal of Excellence Awards and three Regional Awards. Our Site Manager Lee Dewing in North Yorkshire, was honoured with the NHBC Supreme Award in the Large Builder category.

50

Quality Awards in the NHBC Pride in the Job Awards (2024: 62)





Homes and places continued



Upskilling our teams

Our Academy of Production Excellence helps us to upskill our workforce, keep improving our quality scores and support employee engagement and retention. Participants, including our Assistant Site Managers, Site Managers and Production Managers, complete an NVQ at the relevant level, from construction site supervision to construction senior management. They can also complete technical courses developed by the NHBC and adapted to reflect our business, and complete development programmes that support progression to more senior roles in the business.

We also run training on our finishing standards for our Customer Relationship Managers. Trade subcontractors attend training sessions run by our quality, site and HSE teams, and by the NHBC.

Build quality Performance in 2025

4.96

average NHBC CQR score out of 6 (2024: 4.93) compared to an industry benchmark average of 4.75 (2024: 4.70).

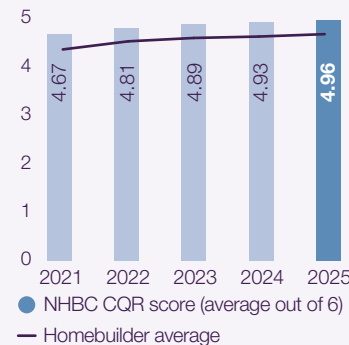
97.8%

of build stages score 4 or above in all regional businesses (2024: 97.1%), compared to a 94.0% industry benchmark.

0.17

average reportable items per NHBC inspection (2024: 0.18)

Construction Quality Review score (out of 6)



Building safety

We prioritise the safety of the homes we build, and it is something our teams and partners take incredibly seriously.

The introduction of the Building Safety Act in England introduces enhanced safety and compliance measures for the design, construction and management of buildings, with additional requirements for high-rise buildings. It includes obligations for both our business and any consultants or contractors working on our sites. Our GMT, the Managing Directors of our regional businesses, and the production, commercial and technical teams have completed training on the requirements of the Act. Training is also integrated into new starter training that must be completed before a new employee can work on site. All contractors working on site are required to demonstrate they have the relevant qualifications or have completed training.

Our house type designs are reviewed by our Group technical and Group health and safety teams to ensure they are safe to build and live in. For information on safety on site, see page 41 and for fire safety, see page 48.



Product quality and safety

When we specify a new product for use in our homes it must first go through a rigorous review process involving our health and safety, technical, sales, procurement and production teams. This assesses whether it meets our high technical performance requirements (such as performance, durability and longevity, warranty, efficiency and ease of installation), whether it is safe to install, maintain and use, and whether it can be procured in sufficient quantities. Our Innovation Group for New Ideas, Transformation and Excellence (IGNITE), chaired by our Director of Research and Technical Innovation, oversees research and trials of new products.

The products we use in our homes are manufactured and tested in line with relevant British and European standards. In addition, most products have also undergone a third party independent assessment in line with NHBC standards.

At the start of a new site or build phase, product suppliers are invited to train our subcontractors, Site Managers and Quality Managers on the correct installation of their products to ensure a quality build. Key supply chain partners carry out an on-site inspection to ensure products have been installed correctly and safely.



Homes and places continued

Contractor safety systems

Contractors working on our sites, principal contractors and design contractors must obtain third party health and safety (H&S) accreditation to demonstrate they have a robust health, safety and environment (HSE) management system, training process and risk assessment.

Customer service

We want every customer to receive a great service and clear communication during the sales process and once they have moved into their new home. If issues arise we aim to resolve them promptly.

Each of our regional businesses has a Customer Director who sits on the management team, to elevate the voice of the customer in our regions. They review data on customer issues, complaints and defects to identify any trends or recurring issues and put measures in place to address them and keep improving our service.

We have signed up to the New Homes Quality Code and aligned our governance and processes to its requirements.

Our training and skills programmes help us to equip employees to deliver great customer service. Key programmes include:

- Our Academy of Customer Excellence for customer service teams and Academy of Sales Excellence for sales teams, see page 25;
- A comprehensive induction training for all new joiners in our customer service teams;
- Upskilling for our Customer Service Managers, to help them develop the skills needed to transition to a Senior Customer Service Manager or Customer Director role; and
- Training on the New Homes Quality Code for all customer-facing employees and key colleagues in our commercial and technical functions and for our subcontractors.



4.24 out of 5

HBF customer satisfaction score, equating to a five-star rating (2024: five-star)

4 out of 5

Trustpilot score at the end of 2025, with over 11,000 reviews (2024: 4 out of 5) with a trust score of 4.0 out of 5 (2024: 4.0 out of 5)

Incentivising strong performance

Customer service is integrated into our incentive schemes, including the Executive Incentive Scheme, the performance-related bonus for senior leaders and the corporate bonus scheme for all employees. This is calculated based on performance measures such as the HBF customer service score.

Monitoring progress on customer service

We track customer satisfaction metrics to identify where we are performing well and how we can improve. The HBF independent survey provides insight into customer satisfaction at eight weeks and nine months after completion. In addition, our InHouse survey gathers customer feedback at two weeks and six months post-completion, focusing on service, build quality, aftercare and customer experiences of living on our developments. We compare scores from different regional businesses and developments to identify and learn from stronger performers and address issues contributing to lower scores.

In 2025, we extended our customer journey to include further follow-ups with customers across the first two years of living in their new home. This will provide insight into the experience of living in our homes and on our developments and the performance of the estate management companies we work with.

If customer service scores in one of our regional businesses fall below our minimum level, we put in place a customer service improvement plan to address the causes. Progress is reviewed monthly by our Group Customer Director and our GMT. We have a similar process for underperforming sites, with progress reviewed monthly and the lowest-performing sites monitored by our Operational Management Team (OMT). In 2026, we appointed our first Customer Experience Director to Taylor Wimpey as a member of the GMT, to ensure the continued delivery of a cohesive journey for all our customers.





Homes and places continued

Resolving issues and complaints

When issues arise for our customers, we want to address them as quickly as possible. Our MyTask portal enables us to monitor subcontractors' response times to customer issues such as snagging items. We follow up with a call to our customer after the subcontractor has visited to confirm the issue has been resolved satisfactorily.

If issues aren't resolved to our customers' satisfaction, they can raise a complaint with our customer service teams, who are trained on handling complaints effectively and sympathetically. We aim to resolve all complaints or have an agreed action plan in place within eight weeks.

Any complaints that can't be resolved are referred to the regional Customer Director. This process is overseen by our Group Customer Director. If customers are dissatisfied with our final response, or with any delay in providing our final response, they can ask the New Homes Ombudsman Service to investigate.

Progress against customer service targets is regularly reviewed by our Customer Directors, Managing Directors, Divisional Chairs and other senior leaders.



Customer service Performance in 2025

5-star

HBF customer satisfaction score (2024: 5-star)

94%

of customers would recommend us to a friend, based on the 8-week survey (2024: 96%)

86%

of customers would recommend us to a friend, based on the 9-month survey (2024: 80%)

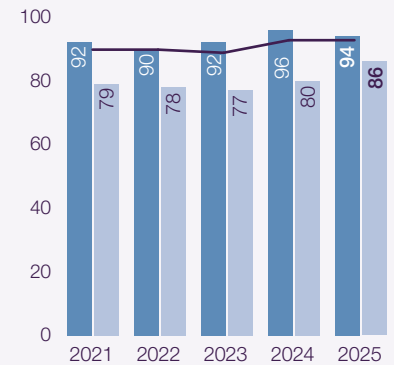
68%

of customer issues resolved within 30 days (2024: 66%), against our target of 75%

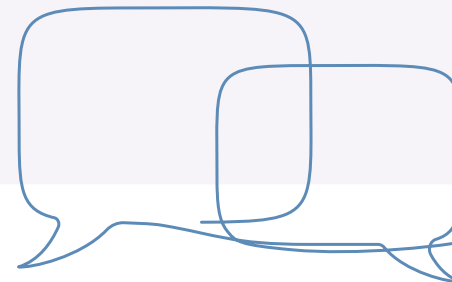
82%

of complaints were resolved or had an agreed action plan in place within 56 days (2024: 77%) against our target of 85%

Customer satisfaction: 'Would you recommend us to a friend?' (%)



- Customers who would recommend us to a friend (8 weeks)
- Customers who would recommend us to a friend (9 months)
- Homebuilder average (8 weeks)





Homes and places continued

Placemaking and design

At Taylor Wimpey, placemaking is about more than building homes. It's about creating places where people feel comfortable, connected and proud to live. We aim to create sustainable, connected neighbourhoods for our customers that integrate well into surrounding communities. Our Placemaking Charter guides our approach and is based around five key principles:

- **Connected communities:** Customers can access local facilities by walking and cycling as well as by car;
- **Places where life happens:** Customers have space for recreation, relaxation and social interaction, enabling them to be part of a community;
- **Attractive and welcoming places:** Public spaces, streets, buildings and landscapes are designed to create places where customers want to live;
- **Safe places:** Customers feel safe on our developments and feel that their families, children and visitors are safe; and
- **Places designed with nature:** Developments are designed with nature in mind, to support customer wellbeing and contribute to nature's recovery.

The Charter is aligned to Building for a Healthy Life, national and local planning policy (including the National Design Guide and National Model Design Code) and other best practice. The five principles are supported by detailed design and delivery points in our Placemaking Charter Design Assessment Framework. Sustainability aspects are integrated across each of the five principles.

Embedding our placemaking standards

The design and layout for our new schemes undergo assessment at several stages to ensure they meet our placemaking expectations. This includes:

- A self-assessment by the design team against our placemaking standards. From 2026, all schemes will be rated using our Placemaking Charter Design Assessment Framework as part of our governance process to ensure implementation.
- At least one in-process design review by our Group design team (whose members have qualifications in architecture, urban design and chartered town planning) to identify placemaking improvements at an early stage.
- Review and sign-off of the proposed layout and design by our Director of Design or Head of Urban Design before it can proceed to planning application.

We will be introducing two further assessment stages as part of the roll-out of our Placemaking Charter. The first of these will take place once planning is complete but before construction has started, to assess how placemaking plans have been integrated into build and landscaping plans, and will support our sales teams in communicating the placemaking features to customers. A final assessment at site completion will evaluate whether we have achieved our goals and help us keep improving. We also conduct post-occupancy research to understand customer views on our design and placemaking approach and make improvements. In 2025, this included follow-up research on our Future Homes Trial at our development in Sudbury, Suffolk.

Once planning permission has been obtained, any proposed design changes must be reviewed and signed off by a member of the regional management team, or, for significant changes, a Group director to ensure the customer remains at the forefront of our proposals.



21%
of completions in the UK are affordable homes (2024: 22%)

£359m
contribution to communities through our planning agreement obligations (2024: £345m)



Homes and places continued

Training our teams

We run regular training, design surgeries, workshops and masterclasses to build competencies in our teams. Design teams complete our Design Academy training on the core principles of urban design and sustainable communities. The 14 online modules include: Good design, Our design process, Site appraisal, Design concept, Appraising character, Creating character, Integration and structure, Street hierarchy, Designing blocks, Key buildings and spaces, Frontages, Public realm, Green infrastructure, and Car parking. Our Placemaking Compendium, includes practical advice and case study examples to help implement our standards.

During 2025, we have been focusing on training and upskilling all our teams to enable them to implement our Charter and conduct initial design assessments effectively. Face-to-face training was run in every business unit, with colleagues from the regional management team, sales, land, planning and other functions.

Our Placemaking Competition

We celebrate good design and placemaking through our annual internal competition, aimed at raising the profile of design around the business. Entries are judged by our Design Leads, members of our GMT, and Heads of Functions. Environmental impact is one of the criteria considered.

Every regional business submitted at least one entry demonstrating how 'live' development proposals are being molded by our Charter.

External engagement

We work with many organisations on placemaking to share our views and listen, learn and collaborate. In 2025, organisations we engaged with included Design for Homes, the Home Builders Federation, Homes England, the Ministry of Housing, Communities and Local Government, the Royal Town Planning Institute, the Urban Design Group BOB-MK (a design network for Berkshire, Oxfordshire, Buckinghamshire and Milton Keynes). Our Design Director chairs the Place and Nature workstream for the Future Homes Hub (FHH). Our Chief Executive was appointed Chair of the FHH, effective from 10 June 2026.

Our 2025 design conference included talks from external experts on placemaking and urban design topics.



Measuring social value

Our developments bring a range of benefits to local communities, from new homes and jobs to new local infrastructure and facilities.

Our Social Value Toolkit helps our teams to assess and communicate social impacts to Local Planning Authorities and local communities during the planning process. The Toolkit assesses social value generated during construction and when a development is complete, under three key headings:

- **Thriving local economy** – Including local economic growth, employment, education and skills development;
- **Strong communities** – Including affordable housing and the health and well-being of local communities; and
- **Sustainable way of life** – Including sustainable transport, energy use and waste.

We also use our Economic Benefits Toolkit to estimate and communicate economic impacts, including the number of direct site and indirect supply chain jobs that our developments will create, expected revenue gains for local businesses, the impact of new infrastructure and amenities, and new revenue for Local Authorities from council tax and business rates.

Affordable homes

In the UK, access to affordable housing is a major challenge with many people unable to afford to buy or rent their own home. We play a part in addressing the undersupply of new housing in the UK and we aim to make our homes affordable to a wide range of people.

Our approach includes:

- Building houses and apartments to suit a wide range of budgets;
- Supporting new initiatives that can improve affordability and mortgage availability; and
- Working with Local Authorities and registered provider partners (housing associations) to build and integrate high-quality social housing on our developments.

We continue to engage with the UK Government to support planning reform that will support growth in housebuilding and we are working with the New Homes Accelerator Unit on several large developments to speed up the delivery of new homes. Read more on page 53.



Homes and places continued

We run or participate in several initiatives that help customers to buy their own home or make it easier to get a mortgage. In 2025, these included:

- **Key worker discount:** Customers working in education, the NHS, the police and fire services and other public sector roles can benefit from up to £15,000 off the purchase price of a new home at many developments.
- **Armed forces discount:** Worth up to £500 off for every £25,000 spent on one of our homes. At some sites we also participate in Forces Help to Buy, a Government-run scheme. We are also a signatory to the Armed Forces Covenant.
- **First Homes:** A Government backed initiative enabling first-time buyers to purchase a new home at a discount of at least 30% off the market price.

Read more about support for buyers at www.taylorwimpey.co.uk/ways-to-buy

Green mortgages are offered by some UK banks and building societies to encourage homeowners to buy energy-efficient and environmentally friendly homes. Benefits can include a cheaper rate, a higher loan or a standard rate with cashback.

Integrating social housing

Most of our developments include affordable and social housing (homes made available at below market rates, including social rent, affordable rent, low cost home ownership and discount market sale tenures), which are negotiated as part of planning obligations.

We aim to be a developer of choice for social housing providers. Our standard affordable house types integrate feedback from housing associations on optimal sizes and layouts. We apply and maintain the same rigorous build quality control standards for our affordable homes as for our private homes.

Inclusive and accessible homes

The majority of our standard house types offer improved accessibility for people with reduced mobility, in line with the optional requirements in Building Regulations Part M (4)2. Over 55% of homes planned in the last year meet this standard and we expect this to increase over the next few years as we roll out our latest house types. We also have six house types designed to be fully wheelchair accessible. Ground floor flats in our new standard apartment range are also compliant with the optional requirements in Building Regulations Part M (4)2.

Affordable homes Performance in 2025

11,229

new homes completed (2024: 10,593), including joint ventures across the Group

This is consistent with the previous year, reflecting ongoing challenging market conditions.

£374k

average selling price of our homes in the UK (private sales) (2024: £356k)

31%

of private completions were sold to first time buyers (2024: 31%)

13.5%

of completions (including joint ventures) were apartments (2024: 11%)

2,241

affordable homes including joint ventures (2024: 2,199), equivalent to 21% of completions (2024: 22%)





Homes and places continued

Community infrastructure

We integrate community and social infrastructure and facilities on our developments, to benefit customers and the local community. We estimate that well over 90% of our schemes contribute to community infrastructure.

We make significant contributions towards affordable housing (see page 17); green spaces; community, commercial and leisure facilities; transport infrastructure; heritage buildings; and public art. These are funded through our planning agreement obligations (Section 106 agreements in England and Wales, Section 75 agreements in Scotland, and Community Infrastructure Levy payments). Our planning agreement obligations are negotiated with Local Authorities and reflect local needs, council policy and feedback gained through our community engagement. In 2025, we contributed £359 million to communities through our planning agreement obligations.

We aim to install infrastructure at an early stage of the build process to support the establishment of new communities from the start. Our teams use our Community Communications Plan, which includes a range of recommended actions and activities for use throughout the development process to support engagement and foster a sense of community among new residents.

More sustainable transport

We design our developments to create walkable neighbourhoods where customers can enjoy an active lifestyle, cycle safely, access public transport and use electric vehicles. Our layouts integrate paths and cycle routes that connect with existing networks, and street design that encourages slower vehicle speeds and safer cycling conditions. This supports the existing community as well as our new residents.

Through our planning obligations, we invest in public and community transport infrastructure, contributing £4.6 million to local public transport provision in 2025.

We install electric vehicle (EV) charging points on our homes and developments and integrate study areas to support working from home.



Community infrastructure Performance in 2025

£359m

contribution to communities through our planning agreement obligations (2024: £345m)

62%

of our UK completions were within 500 metres of a public transport node (2024: 67%), 87% were within 1,000 metres (2024: 92%)

13,200

EV charging points on our homes and developments since 2021

4,400

homes have included a study in their floorplan since 2021 to support working from home, potentially reducing the need to travel

28%

of homes included secure cycle storage in 2025

Sustainability and landbuying

The land we buy and develop is our most important asset. We integrate sustainability factors into our land selection process, including aspects such as proximity and access to local infrastructure and services, sustainable transport, community wellbeing, Biodiversity Net Gain, flood risk, and local economic development.

We review each potential piece of land against the Government’s revised National Planning Policy Framework (and equivalents in Scotland and Wales), which aims to ensure that developments are economically, socially and environmentally sustainable, and guidance including the National Design Guide.

We use a digital platform, LEADR (Land and Environment Assessment of Development Risk), for assessing and managing sustainability and technical risks such as remediation, flooding, biodiversity, air quality and ground stability. It includes a pre-acquisition screening and risk assessment process for potential new sites. Risks during construction are managed through our environmental management system.

We integrate sustainability topics into briefings and training sessions for our land and planning teams, with recent sessions covering areas including ecology, flood risk sequential testing and design.



Homes and places continued

Climate resilience

We build our homes and developments to be resilient to the impacts of a changing climate.

We have a rigorous process for managing flood risk. We carry out a flood risk assessment on all our sites and do not buy land unless we can mitigate flood risk. We use the Environment Agency’s flood mapping tools, and take account of their input during our planning consultations. We integrate sustainable drainage systems (SuDS) that decrease flow rates to watercourses, increase infiltration into the ground and improve water quality. These include ponds, swales, permeable paving, retention basins, wetlands, green roofs, infiltration trenches and soakaways, with guidance for our teams in our Green Infrastructure Guide. These features also support and develop good placemaking, benefiting residents and the surrounding community. We are complying with the updated National standards for sustainable drainage systems (SuDS) in England.

19%

of completions built on brownfield land (2024: 22%)

We minimise overheating risks in our homes by reducing the potential for solar gain through the design and positioning of windows and the use of triple glazing and ventilation systems, complying with Building Regulations Part O. We also consider the location and impact of planting and trees to help reduce temperatures, preventing heat build-up in urban areas while supporting nature.

Many parts of the UK are already experiencing water stress and this will increase with climate change, see page 67. We are improving water efficiency in our homes, see page 10, and working with local authorities on issues such as water and nutrient neutrality.

More information on our approach to climate risk is included in our Annual Report and Accounts.

Greenfield and brownfield sites

We often transform previously developed, derelict or contaminated land (brownfield land) into new communities, which helps support urban redevelopment and regeneration. In 2025, around 19% of our homes (excluding joint ventures) were built on brownfield land (2024: 22%), which includes infill sites.

Case study

Developing community heat networks

On some of our larger sites, community heat networks can offer an efficient, low carbon approach to replacing gas boilers.

We’ve already installed one such system on our Chilton Woods development in Sudbury, Suffolk. Here we worked in partnership with utility provider GTC to create a community heat hub that uses large scale ASHPs to supply homes with heat and hot water. Both ground and air source heat networks create opportunities to reduce the electrical load from new developments on the national grid and can offer a useful solution in areas of constraint.

A further heat hub is now planned for one of our sites in Yorkshire, while in Scotland we are collaborating with another developer to trial a ground source heat network. We have an internal working group that is developing our approach to planning and implementing heat network systems.

We are pleased that OfGem is now the Regulator for Heat Networks, which provides further reassurance and protection for consumers.





Homes and places continued

Every site we develop – whether it’s a greenfield or previously developed site – is built to our environmental and placemaking standards, and complies with environmental and planning regulations and social and environmental standards set by the Local Planning Authority.

We aim to use land efficiently, factoring in on-site constraints and prevailing planning policies. Our plotting efficiency template tool helps teams to make best use of available land while enhancing design and placemaking to ensure that the customer and community remains at the centre of our decision making and design. Read more on page 68.

2,700

bee bricks and bug hotels installed on our developments since 2021

4,000

bird boxes installed on our developments since 2021

Nature on our developments

We believe that places designed with nature are better for our customers and biodiversity, and this is one of the key principles in our Placemaking Charter. We aim to understand the ecological context of each site, to protect and enhance existing habitats and create new ones, and to design sites which enable residents to support and interact with nature on a daily basis.

Our approach starts with site design and layout. With the support of ecologists and landscape architects we integrate green infrastructure, habitat improvements, wildlife enhancements and wildlife friendly planting from the beginning. We partner with nature organisations to ensure our actions reflect best practice. In 2025, our partners were Hedgehog Street, a campaign by the British Hedgehog Preservation Society and People’s Trust for Endangered Species, and Buglife – the Invertebrate Conservation Trust.

Biodiversity net gain

New sites in England submitting their first planning application must now include a minimum Biodiversity Net Gain (BNG) of at least 10% in line with regulation. We have published guidance and held training sessions for our regional businesses to support them to manage the risks, costs and opportunities associated with BNG and ensure the best outcomes for nature and the local community. We are updating our Production Manual to ensure site teams and contractors understand what’s required in relation to BNG during the groundwork and construction phases of each development. Our aim is for BNG to be delivered on site where possible.





Homes and places continued

Supporting native species

We integrate wildlife enhancements into new sites to support native species, including bug hotels, bee bricks, bird bricks and boxes, bat boxes and hedgehog highways.

We co-developed and signed the Homes for Nature commitment via the Future Homes Hub, committing to install a bird-nesting brick or box for every home built and hedgehog highways as standard on new sites.

We have guidance for our regional businesses on the installation of bird and bat boxes, hedgehog highways, bee bricks and bug hotels, which have been developed with input from our nature partners where relevant.

Engaging our customers on nature

Gardens account for an important share of the green space on our sites, so we engage with customers to encourage them to adopt nature friendly gardening techniques.

We have distributed home welcome packs with wildflower seeds, bug hotels and other products to customers and added how-to guides on creating a more nature friendly garden to our website in partnership with Hedgehog Street and Buglife. We have developed communication tools our regional businesses can use to engage customers and local communities in nature-based activities. In 2025, we also partnered with a gardening business to offer customers a discount on a pollinator friendly planting scheme for their garden.

We've installed beehives on a selection of sites to encourage residents to engage with nature, and some sites include features such as community orchards and allotments.

Ecological impact assessment

We conduct an ecological impact assessment for all sites, which identifies protected species or habitats. We use ecologists' reports to identify the mitigation measures needed and their recommendations are embedded into the Site Specific Environmental Action Plan, part of our Environmental Management System. Our LEADR system also assesses biodiversity risks, such as proximity to sites of particular importance for biodiversity or protected areas.

Nature on our developments Performance in 2025

8,800

wildlife enhancements installed on our sites since 2021, including bug hotels, bee bricks, bird bricks and boxes and bat boxes

7,800

home welcome packs with wildflower seeds, bug hotels and other products distributed to help customers create a more nature friendly garden since 2022

382

sites have included hedgehog highways since 2021

105

beehives installed on our sites since 2021

13%

average biodiversity net gain for sites granted outline planning permission in 2025





Our people

We are committed to being a responsible, inclusive and values-driven business, and an employer of choice in our sector. Our ability to recruit, retain and develop the best people is critical to our success, particularly given the skills shortage in the UK construction industry.



Performance in 2025

11.9%

voluntary employee turnover (2024: 12.1%)

92%

overall engagement score in our employee survey (2024: 93%)

27%

women on our GMT and direct reports (2024: 26%)

5.6%

ethnic representation on our GMT and direct reports (2024: 6.9%)

95%

employees know how to access mental health support at work (2024: 93%)

During 2025, we directly employed, on average, 4,393 people across the UK (2024: 4,354) and provided opportunities for, on average, around 9,600 operatives on our sites (2024: 9,400).

We are implementing a digital human resources system that is helping to improve the efficiency of our HR programmes and better monitor aspects such as completion of training, diversity in recruitment, performance reviews and succession planning.

Attraction, engagement and retention

We are proud of our strong, positive work culture, guided by our purpose and values and reinforced through regular communication and engagement.

'Make a Home at Taylor Wimpey', our employee value proposition (EVP), plays a key role in strengthening our culture, enhancing the employee experience and supporting our commitment to sustainability. It is designed to help us attract, engage and retain the best people, to communicate the benefits of working at Taylor Wimpey and to ensure existing employees feel valued and engaged. It articulates what makes life at Taylor Wimpey unique – our collective impact, our welcoming culture, and the opportunities we create for every employee to unlock their potential.

In 2025, we ran focus groups with over 200 employees to assess how well our EVP is embedded in our operations and to explore



Our people continued

factors that increase retention. Local action plans have been produced in each regional business to enhance employee experience. We also recruited and trained over 100 employee advocates, as part of our ‘brand builder’ programme, aimed at helping employees to understand and champion the Taylor Wimpey brand, including all of our early entry talent.

We track voluntary employee turnover (11.9% in 2025) and aim to keep this below 15%. Our onboard success rate (employee retention in first year of employment) was 87%. We have an exit interview process to provide insights into why people leave the business.

Employee survey results

We use annual surveys to understand employee views and assess the impact of our policies, strategies and communication. In 2025, 72% of employees participated (2024: 73%) and we achieved a 92% engagement score (2024: 93%). Stronger scoring areas included: health and safety; equality, diversity and inclusion; engagement; sustainability; and line management. Lower scoring areas included remuneration, post-survey action, simplification

and standardisation. Each regional business develops an action plan to address key findings.

Employee forums

Our employee forums provide a structured way for us to ensure that employee views on matters affecting the business are heard and represented. We have a National Employee Forum (NEF) with members representing all parts of the business and which is chaired by a regional Managing Director. The NEF met four times in 2025 and discussed a range of issues, including the introduction of our new Learning Management System (LMS), our recognition awards, which have been widened further to include new categories, and our EVP.

Each regional business and our strategic land division, head office and logistics business has its own Local Employee Forum (LEF) with elected employees from key functions. LEFs meet at least

twice a year. Feedback from the sessions is reviewed by regional and Group management and informs the agenda for our NEF meetings.

In 2025, we refreshed the format of our Young Persons Forum (YPF), which meets twice a year to help us engage our young talent and potential future leaders. All members are aged under 27. Topics covered included our Benefits and Reward strategy, the LMS and future strategy. Two representatives also join our NEF meetings to ensure young people are represented.

Our Board has an appointed Employee Champion to strengthen engagement with employees and champion the ‘employee voice’ in the boardroom. In 2025, this was Mark Castle, a Non Executive Director.

Development and training

Our focus on progression and skills development, aims to empower employees to unlock their future through tools, resources, and opportunities that support long term capability building and make sure we have the skills we need to meet our business objectives. We also work closely with



Attraction, engagement and retention Performance in 2025

6%

entry level roles in our workforce, including graduates, trainees and apprentices (2024: 5.5%)

87%

employees report that they have the training and development available to enable them to do their job well

95%

employees are proud to work for Taylor Wimpey (2024: 96%)

85%

employees feel fully supported to do their job well (2024: 90%)

58%

employees hold shares in the Company, or participate in a share plan (2024: 60%)



Our people continued

subcontractors, suppliers, schools, universities and others on skills development and the future workforce for the wider industry, see page 25.

Entry level roles

Encouraging young people and career changers into our sector is important to tackle current and future skills gaps. We work with specialist recruitment partners to help us to reach a diverse range of candidates. Entry level roles made up around 6% of our workforce in 2025 (2024: 5.5%) and included:

- **Trade apprenticeships** – Three to four-year placements for bricklayers, carpenters and joiners. Apprentices are supported by a dedicated Apprentice Manager. Apprentices work with our direct trade colleagues or our subcontractors on our sites for four days a week and spend one day a week in college. After completion, some of our apprentices will be hired by our regional businesses to join our directly employed workforce, while we support others to secure jobs with our trusted subcontractors.
- **Management trainees** – A three-year development programme with professional qualifications including Trainee Assistant Site Manager, Commercial Trainee, and Technical Trainee roles.

- **Graduates** – Placements, formal training, special projects and coaching over two to three years to develop our future leaders.

Our Early Entry Talent Board works to ensure our programmes deliver the right results for our entry level people and the business. We provide a skills matrix, performance review framework and transparency on pay and progression for entry level roles. Training and support for entry level employees includes:

- **Early in Career** – Helping participants to develop presence and impact, negotiation skills, giving and receiving feedback and working with others.
- **Future Leaders programme** – Supports graduates to develop skills in collaboration, innovation, project management, stakeholder management, emotional intelligence, time management, networking, problem solving and communication.
- **Brightsparks** – Training to help line managers create a supportive working environment for young people in the early stages of their career.

We also encourage career converters to join the business, with a focus on supporting ex-service personnel to join our Fast Track Trainee Assistant Site Manager programme.



To promote careers in our sector, each of our regional businesses has a schools engagement plan, see page 34.

Training our teams

Our training focuses on: management and leadership, personal development skills, and technical knowledge and capabilities. We are rolling out a new LMS that will make it easier for employees to access online learning and for line managers to assign and monitor training completion rates.

We use a range of measures to assess the impact of our training, including customer and employee feedback, productivity, quality and customer service scores, sales figures and employee turnover rates. In 2025, our employee survey showed that 87% of colleagues agree that the training opportunities available to them enable them to do their job well (2024: 88%).

Our leadership training and coaching, including our director development and aspiring managing director programmes, help equip senior colleagues to take on leadership roles. In 2025, we piloted our first female Aspire programme helping future female leaders develop the confidence and self-belief to thrive in future roles.

We support line managers with a range of virtual and face-to-face training covering topics such as coaching, onboarding, performance management, development planning and managing underperformance.

Performance reviews

Regular and open dialogue about performance is key to setting the cultural tone and performance level we want our employees to aspire to.

Our quarterly conversation review process provides a structured approach, with performance objectives set and reviewed four times a year. Our performance reviews assess behaviours as well as performance and are aligned with our Company values: Take responsibility; Be proud; Better tomorrow; Respectful and fair.

Line managers are trained on our performance management principles and how to have honest and constructive conversations about performance. All new Directors and Managing Directors are invited to complete a 360 feedback session.





Our people continued

Case study

Our functional academies

Our functional academies cover production, technical, sales and customer service, providing structured career and skills development, supporting employee retention.

Our Academy Board meets quarterly to review our academies, and how they are impacting business performance. We plan to launch academies for our land and commercial functions in 2026.

- **Technical Academy** – Provides structured knowledge, skills and competency development for each career path in our technical function. This enables colleagues to identify development opportunities for their current and potential future roles

- **Academy of Customer Excellence** – Covers our product range, Customer Journey, consumer protection legislation, technical standards, and health, safety and the environment for customer service teams.
- **Academy of Sales Excellence** – Builds the skills, knowledge and expertise of our sales teams to deliver excellent customer service and consistent sales in all market conditions
- **Academy of Production Excellence** – Enables Assistant Site Managers, Site Managers and Production Managers to complete an NVQ at the relevant level, as well as technical courses developed by the NHBC and our own development programmes that support progression to more senior roles and enhance our succession pipeline

Succession planning

We develop defined career paths and development programmes to enable all employees to advance their career with us, as well as clear succession pathways for individuals with potential to become future leaders.

We have succession plans in place for our senior leadership roles, including the Board, the GMT and Heads of Functions, as well as Managing Directors and regional business management teams.

We identify employees who have potential to succeed into these roles in the short, medium and long term. This helps us to put the right development programmes in place, plan for and anticipate changes in senior leadership roles and act quickly to ensure smooth succession.

We integrate diversity into our succession planning and in 2025, we piloted *Aspire*, a female development programme for potential successors to director roles.

Our divisional talent meetings regularly review succession plans and related development requirements across roles in the Company, with a formal review at least once a year. Our Nomination and Governance Committee has oversight of our succession planning and development programmes across the business.

Reward and remuneration

Competitive pay and a range of benefits, as part of our EVP, help us to attract and retain talented employees. Our approach to reward includes:

- Competitive pay and bonuses linked to clear targets, enabling employees to benefit from our business success
- Core benefits including pension, private healthcare (read more on page 30) and life assurance
- Optional benefits such as buying extra holiday days, a cycle to work scheme, a salary sacrifice car scheme and discounts on gym membership and shopping. Our house purchase discount scheme enables employees to buy one of our homes at a 5% discount
- Encouraging employee share ownership through two all-employee share plans (Share Incentive Plan and Save As You Earn). Around 58% of eligible employees participate in one or both plans or are otherwise shareholders of the Company (2024: 60%)
- All employees, whether full or part time, paid weekly or monthly, have equivalent core benefits and choice, and we regularly benchmark our approach. Through our reward engagement strategy we are focusing on ensuring that all employees are aware of and use the benefits available. All employees are entitled to paid annual leave. We are an accredited Living Wage Employer, meaning that all our directly employed staff and all those working for us via a subcontractor or service company are paid at least the real living wage, as set by the Living Wage Foundation.





Our people continued

Labour relations

The Construction Industry Joint Council (CIJC) Working Rule Agreement is an industry-wide collective agreement between employer and trade union representatives. It governs the pay rates of operatives on our sites as well as factors such as fare and travel allowances, holidays and sick pay. Pay rates are above the voluntary living wage. Around 35% of direct employees are also covered by the agreement.

Our Joining Taylor Wimpey Policy clarifies standard and maximum working hours and, in relation to overtime, approval procedures and limits.

Equality, diversity and inclusion (ED&I)

We strive to create a sense of community and belonging, ensuring there is room for everyone at Taylor Wimpey. Our approach aims to embed ED&I across our business to ensure that all colleagues feel valued and engaged, that we reflect the diversity of our customers and communities, and that we recruit from the widest possible talent pool. Historically, the housebuilding sector has attracted fewer women and fewer people from ethnic minorities.

This is changing, but more work is needed before our business and sector is fully reflective of the UK's diversity.

Our ED&I strategy aims to increase inclusivity and representation, focusing on three pillars:



Our ED&I Committee oversees implementation of our strategy and is chaired by a member of our GMT. Each regional business has an ED&I Champion and diversity targets. ED&I performance is reviewed twice-yearly by the Nomination and Governance Committee of the Board of Directors and by our GMT.

5.6%

ethnic representation on our GMT and direct reports (2024: 6.9%)

27%

women in our GMT and direct reports (2024: 26%)





Our people continued

Each regional business also has an Ethnicity Action Plan, with actions and targets to increase diversity and community outreach, while taking into account local demographics.

At a Group level, our Menopause Action Plan is helping us to put the right policies, practices, training and communication in place to support colleagues going through perimenopause and the menopause. We are a Level 2 Disability Confident Employer and have a Disability Action Plan aimed at improving disability awareness and inclusion. We are fully committed to equality of opportunity in all our employment practices and have a zero tolerance approach to discrimination or harassment of any kind, including on the grounds

of age, disability, gender, gender reassignment, marital status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We publish our ED&I Policy online. This is supported by more detailed policies in areas such as maternity and other family friendly policies, and the menopause.

Learning interventions help us to embed our diversity commitments, and ED&I is embedded into our mandatory induction training. In 2025, we re-ran our Respectful Workplace training in all businesses (see page 29). We will launch training on supporting colleagues going through the menopause for line managers in 2026.

Inclusive recruitment and retention

We embed inclusion into our recruitment and retention practices. To help us reach diverse candidates, we work with specialist recruitment firms, job boards and organisations such as Sanctuary, experts in diversity recruitment for

early career roles. We offer internships for diverse candidates, and are participating in the HBF's Women into Homebuilding scheme by offering two-week placements for women to gain experience in site management. We provide diversity training for hiring managers and review job adverts, careers sites and candidate communication to ensure they are inclusive. We are committed to using diverse long lists in recruitment and we track candidate ethnicity, and gender.

The introduction of our new HR system is enabling us to better monitor the diversity of candidates coming through from our own recruitment channels and via our partners, as well as among leavers. This will help us to identify potential barriers to progression within the candidate journey, ensure that career advancement is not disproportionate to any group, and monitor retention rates in relation to diversity. Early data suggests we are performing well in relation to attracting ethnically diverse candidates but have more to do in relation to women and people with disabilities.

Agile and flexible working can support a diverse and inclusive workplace. We support many flexible working arrangements. Traditionally, it has been more challenging to offer flexible and part-time working options for some on-site roles. We are running a pilot project to explore how part-time working patterns could be adapted for Assistant Site Managers and other site-based roles.



Our Maternity and Adoption Leave Policy includes a guaranteed four-week phased return to work after maternity and adoption leave, paid at a full-time rate. Our employees are offered coaching before, during and after parental leave. This is one-to-one for directors and offered in groups for other colleagues. Our Maternity, Paternity, and Adoption Policy and our Carers Leave Policy both exceed statutory requirements.



24%

ethnic representation among graduates (2024: 29%)

24%

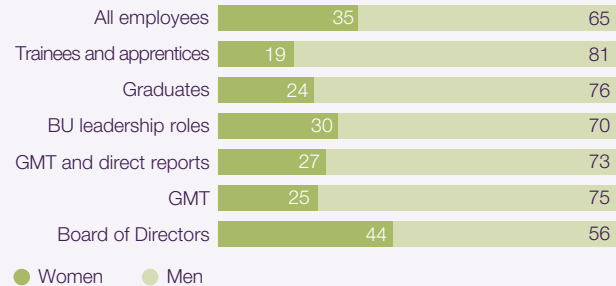
women in our graduate programme (2024: 33%)



Our people continued

Equality, diversity and inclusion (ED&I) Performance in 2025

Gender balance in our workforce (%)



25%

women in our GMT
(2024: 33%)

30%

of regional business leadership
roles held by women
(2024: 28%)

27%

women in our GMT and
direct reports (2024: 26%)

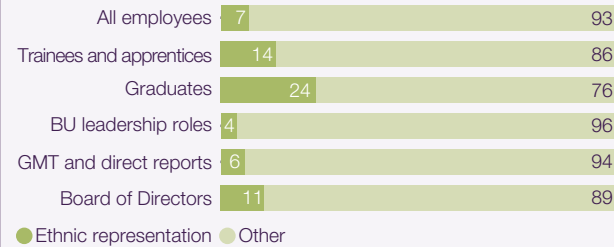
44%

women on our Board of
Directors (2024: 44%)

24%

women in our graduate
programme (2024: 33%)

Ethnic representation in our workforce (%)



5.6%

ethnic representation in our
GMT and direct reports
(2024: 6.9%)

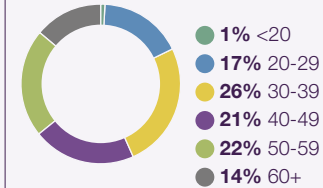
3.6%

ethnic representation in
regional business leadership
roles (2024: 2.5%)

24%

ethnic representation among
graduates (2024: 29%) and
14% in our other early entry
talent programmes
(2024: 11%)

Age diversity in our workforce



6.4%

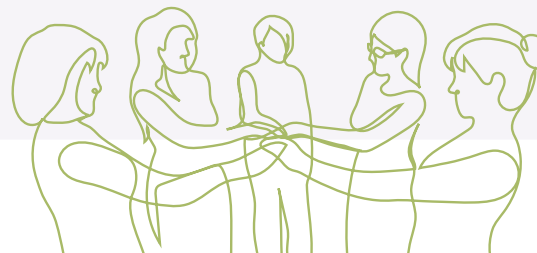
of employees report having
a disability, based on 40%
employees self-declaring

2%

of employees identified
as LGBTQ+ (2024: 1%),
based on 76% of employees
self-declaring (2024: 65%)

95%

participants in our employee
survey find our culture
welcoming and inclusive





Our people continued

Engaging our people on inclusion

Throughout the year we engage employees and leaders on the importance of diversity. We support colleagues to form networks (employee resource groups) where they can share experiences, support each other, and help to create a fully inclusive workplace. We now have six networks: Embracing the Change Menopause network, EnAble, Proud2B network, Race and Cultural Equality network, Women in Production network and Working Families and Carers network. Each network is sponsored by a member of our GMT.

We hold an annual diversity conference, attended by over 300 colleagues in 2025. The event included an external expert speaker, panel sessions, and talks hosted by our employee networks. Topics covered included: inclusive recruitment, the role of diversity in addressing skills shortages and supporting business growth, authentic self and the link to employee performance, the role of male allyship, the importance of employee data for shaping wellbeing strategy, and the role of leadership in modelling inclusive practices.

We celebrate diversity events throughout the year. In 2025 this included Black History Month, Carers week, International Women's Day, LGBTQ+ Pride events, Menopause Awareness Day, National Inclusion Week, Neurodiversity Celebration Week, and Race Equality Week.

We partner with expert organisations to develop our approach to ED&I, including the WorkLife Central, Henpicked and the Tall Wall.

Gender equal pay

We are committed to equal pay for work of equal value. We routinely monitor pay to ensure equal remuneration for men and women.

We calculate our Gender Pay Gap using the methodology published by the UK Government (last updated in August 2025). Our reference date is 5th April 2025. Our latest data shows that our mean gender pay gap was 3% in favour of men (2024: 8% in favour of men) and our median pay gap 0% (2024: 6% in favour of men).

The shift in our pay gap this year reflects a number of factors, including: a more standardised approach to calculating pay increases across different pay levels, and an increase in sales commission (due to market conditions) which impacts more female employees (women make up 81% of sales employees).

Case study

Respectful workplaces

Our Respectful Workplace culture change programme supports our leaders to ensure that all sites are inclusive and welcoming, with zero tolerance for bullying, harassment, and inappropriate comments and behaviours. It includes management training, respectful workplace training for all employees, an updated site induction, and training to build employees' confidence to call out unacceptable behaviour.

Subcontractors receive guidance on respectful workplace practices during their site induction.

We are rolling out an updated site compound design which includes improved facilities for female employees, as well as faith spaces and other improvements.





Our people continued

Wellbeing

Performance in 2025

142

trained Mental Health First Aiders to support employees and managers

95%

employees know how to access mental health support at work (2024: 93%)

82%

employees feel that Taylor Wimpey genuinely cares about their wellbeing

87%

employees would feel comfortable discussing mental health with their line manager (2024: 87%)

Wellbeing

We aim to create space for what matters so employees can thrive professionally and personally. Our Wellbeing Policy commits us to create a workplace where health and wellbeing concerns are addressed in an open and supportive way. Our ED&I Committee coordinates our efforts, supported by Health and Wellbeing Champions in our regional businesses.

Our Employee Assistance Programme (EAP) offers counselling, financial advice and a confidential support line. We run wellbeing campaigns throughout the year, with our 2025 campaigns focusing on building healthy habits, exercise and heart health.

Our latest employee survey showed that employees know how to access support and would feel comfortable talking to their line manager about mental health.

Mental health: We are a signatory to the Building Mental Health Charter, recognising that mental health is a significant concern in the construction industry. Our Mental Health First Aiders (MHFAs) support managers and employees when mental health issues arise. We aim to have an MHFA at every site, and had 142 in 2025. We have rolled out training on managing mental health in the workplace to our regional businesses, in partnership with Lighthouse Club (a charity providing wellbeing support to the construction community). This equips line managers to support colleagues experiencing mental health issues or returning to work from a mental health-related absence. We use the Thrive mental health app, approved by the NHS, which provides tools to manage and improve mental wellbeing. This is pre-loaded on work mobile devices.

Physical health: Our core benefits package includes healthcare for all employees, through private medical insurance or health cash plans. All office-based employees are entitled to regular health assessments after completing two years' service. All colleagues can use our virtual GP offer to get an appointment with a GP to discuss any health concerns, obtain advice, and get treatment such as medical prescriptions. Regular events and classes encourage employees to look after their physical health, such as drop-in yoga, pilates and HIIT sessions.

Financial health: We offer a range of benefits to support everyone's financial wellbeing, see Reward and remuneration on page 25. We also run regular employee sessions on pensions, benefits and managing money and budgeting, to help employees manage their finances well.





Supply chain partners

Suppliers and subcontractors play a critical role in our business, providing the materials we use to build our homes and most of the labour force working on our sites.

We select our supply chain partners carefully and work with them to ensure they align with our standards on important issues such as health and safety, environmental protection and ED&I. We also partner with suppliers and contractors to test new approaches to tackling sustainability topics.



Performance in 2025

68%

Group suppliers have a net zero target. Of these, 53% align with our target date of 2045 (or earlier) and 47% have a target date of 2050

77%

Group suppliers registered with the Supply Chain Sustainability School

97.5%

of timber supplied by Group suppliers is FSC or PEFC certified.

B

rating in CDP Forests, the investor-led disclosure initiative (2024: B-)

9m

recycled glass equivalent to 9 million wine bottles was used to create our insulation in 2025

Responsible and sustainable sourcing

Our Supply Chain Policy sets standards for suppliers on safety, quality, ethics, human rights and the environment. Our Supplier Code of Conduct requires suppliers to respect workers' human rights and prohibits all forms of modern slavery. It is embedded into our Framework Agreements (contracts) with Group suppliers (those managed by our Group procurement team).

We conduct an annual risk assessment of our Group supply chain, with each Group supplier assigned a risk rating based on factors including cost and security of supply, as well as ESG-related risks. This enables us to prioritise higher-risk suppliers for engagement and follow-up. High-risk suppliers are re-assessed quarterly.

We include sustainability disclosure requirements in our digital supplier relationship management system for Group suppliers. This is used for onboarding and supplier reviews and covers areas including employment standards, modern slavery, real living wage, environmental management, climate change, waste, packaging, nature and water.

We have quarterly review meetings with national partner suppliers who provide strategically important products. Depending on supplier category, these reviews cover sustainability issues such as waste, carbon emissions, modern slavery and real living wage.



Supply chain partners continued

In 2025, Group suppliers were asked to complete questionnaires on their approach to risk, environmental topics and ED&I. Key findings will be communicated back to suppliers at our annual conference in 2026 to encourage further action and best practice sharing. Our supplier environmental survey showed that 68% of Group suppliers have a net zero target. Of these, 53% are aligned with our target to reach net zero by 2045 and 47% have a target date of 2050.

Embedding environmental considerations into procurement

We are engaging with suppliers on carbon reduction, focusing on materials suppliers in the 15 most carbon-intensive categories. We are increasingly integrating embodied carbon as one of the factors considered in tender processes for carbon-intensive materials.

We ask suppliers to provide Environmental Product Declarations (EPDs) which are based on life cycle assessments (LCAs) and quantify embodied carbon. Use of EPDs informs our procurement decision making, but not all products currently have EPDs.

Our recent survey showed that 47% of Group suppliers have EPDs for products and systems they supply to us.

In 2026, we will focus our engagement on suppliers in carbon-intensive sectors who aren't currently aligned with our target to reach net zero by 2045.

We are developing an app for our planning, commercial, technical and procurement teams to use when specifying or procuring bricks. This will rate products according to factors such as cost, availability and CO₂ emissions from transport, making it easier for our teams to select the most cost- and carbon-efficient options. We hope to extend it to other products and add more carbon data as the quality of supplier EPDs improves.

We are working with suppliers to increase our use of recycled materials, which can also lower embodied carbon. Current examples of products in use in our homes include:

- Glass mineral wool insulation, supplied by Knauf Insulation, is made from recycled glass. The equivalent of around 9 million wine bottles were used to create our insulation in 2025
- Many of our window frames integrate recycled uPVC content and we are exploring opportunities to integrate other low carbon materials
- Our kitchen suppliers integrate recycled board and chipboard in our kitchen ranges
- Vinyl flooring that includes recycled content from offcuts
- Plasterboard sizes specified to suit our configurations, reducing waste from offcuts

Case study

Working with the Supply Chain Sustainability School

We use the Supply Chain Sustainability School (SCSS), an industry collaboration, to help engage our suppliers on sustainability.

Suppliers completed 144 company-level self-assessments or re-assessments to help them identify and manage sustainability performance.

In 2025, 77% of our priority (Group) suppliers were registered with SCSS and attended over 617 hours of CPD virtual training on sustainability topics such as modern slavery, waste, climate change, diversity and inclusion, social value, and mental health and wellbeing.

We are also working through the SCSS on collaborative projects on improving carbon data in the supply chain, waste management, plastic packaging and human rights.

617

hours of CPD training on sustainability topics completed by suppliers

77%

of Group suppliers registered with the Supply Chain Sustainability School





Supply chain partners continued

Responsible timber sourcing

Our Sustainable Timber Policy commits us to procure timber and timber products from well-managed forests with full chain of custody certification from either the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC).

We survey Group timber suppliers annually to understand the origin of the timber used in Taylor Wimpey homes, to confirm compliance with our policy on timber certification and to identify higher-risk areas of the supply chain. We require any companies sourcing from higher-risk countries to carry out due diligence to ensure timber meets our standards. If any non-compliances are identified, we work with the supplier to ensure remedial action is taken.

At our timber frame manufacturing facility, responsible timber sourcing requirements are integrated into supplier contracts, and the facility has achieved certification by PEFC.

We participate in CDP Forests, the investor-led disclosure initiative, and in 2025 we scored B (2024: B-).

B

Score in CDP Forests (2024: B-)

Human rights and modern slavery

We respect the human rights of employees, workers in our supply chain, customers, local communities and others affected by our business activities. We are guided by international standards such as the United Nations' Universal Declaration of Human Rights and the European Convention on Human Rights.

We respect the labour rights of our employees and those working on our behalf, including the rights to freedom of assembly and association, and non-discrimination. We address these rights through our human resources policies and our work on issues such as health, safety and diversity.

We do not tolerate any form of slavery, forced labour, child labour or human trafficking in our business or supply chain. We have two e-learning modules for employees to raise awareness of modern slavery risks and how to engage with suppliers on this issue. We require our tier 1 suppliers to confirm their compliance with our modern slavery policy during the tender process and via our framework agreements. We also engage with subcontractors working on our sites to ensure they are implementing appropriate policies and processes to mitigate modern slavery risks.

We have been involved in a project with the Supply Chain Sustainability School to better understand human rights risks in the PV panel supply chain and have engaged with our PV panel suppliers on their approach to mitigating human rights risks.

Read our Modern Slavery Act Transparency statement www.taylorwimpey.co.uk/corporate/sustainability/modern-slavery-act

Subcontractor engagement

Subcontractors provide essential labour, trades and services to our construction sites.

We work closely with subcontractors to ensure they meet our standards in areas such as health and safety (see page 43), build quality (page 11), inclusion (page 29) and customer service (page 14).

Our scope of operations for subcontractors sets our high expectations for build quality and finishing standards. It is included in our framework agreement with subcontractors, along with our Customer Service Policy and requirement to deal with customer issues within agreed timeframes. All subcontractors must confirm compliance with our policies on the real living wage and modern slavery before they can participate in a tender process.



Each regional business hosts a biannual seminar to update subcontractors on business performance, future plans, key messages and priorities relating to topics such as quality, safety, diversity and the environment. All subcontractors are invited. These topics are also discussed at quarterly meetings between our Group Commercial Director and leadership of our key subcontractors.

Many of our subcontractors are small, local and family-run businesses and working with them supports the local economy around our sites. We hold regular engagement and 'Meet the Buyer' events to help SME businesses to work with us and we support them to comply with our HSE procedures. We also partner with the Construction Industry Training Board and the Home Building Skills Partnership to support some of our mid-sized subcontractors to hire apprentices.



Supply chain partners continued

We are committed to treating subcontractors and suppliers fairly and paying on time. Our standard payment terms are to pay by the end of the following month after receipt of invoice. The payment terms for contractors are 37 days. We have self-billing arrangements in place for subcontractors which automate and speed up invoicing and payment. This can particularly benefit small firms working with us.

Future skills

Our industry is facing a skills shortage due to an ageing workforce and a shortfall in the number of young people joining, particularly in the skilled trades workforce. At the same time, changes to Building Regulations, the introduction of regulation such as the Future Homes Standard, and developments in technology mean the types of skills we need are changing. For example, we may need significantly more people qualified to install air source heat pumps in future but fewer gas engineers.

We work closely with our sub-contractors and others within and beyond our sector to understand our skills needs, attract more people into our industry and ensure the right training is in place to address skills gaps. We run our own trade apprenticeship scheme, see page 24, and many of our apprentices go on to roles with our subcontractors.

We have worked with the industry and the HBF to create the Home Building Sector Skills Plan, which is driving the development of multi-trade skills hubs around the UK. In 2025, our CEO Jennie Daly attended the first meeting of the Construction Skills Mission Board which aims to bring together government and industry to recruit 100,000 new workers into the construction sector.

We are participating in the Building Bridges Network, which brings together housebuilders and suppliers to develop and share best practice for equality, diversity and inclusion in our industry to help address the skills gap.

Engaging schools and universities

To promote careers in our sector, each of our regional businesses has a schools engagement plan. We are relaunching our schools programme in 2026, with a target to reach 600,000 students across secondary and primary schools over the next 12 months. Each business unit will invest in training ambassadors to visit schools and run interactive events and assemblies, careers talks and workshops.

Regional businesses also engage with local universities and colleges. For example, Taylor Wimpey North East is working with Gateshead College to enable students on their construction courses to gain hands on experience.





Environmental impact

We support a more sustainable future for our customers, colleagues, and communities by reducing and mitigating environmental impacts from our business operations, our homes, and our supply chain.



Performance in 2025

44%

reduction in operational (scope 1 and 2) carbon emissions intensity (tonnes CO₂e/100 sqm) since 2019

19%

reduction in our scope 3 emissions intensity (tonnes CO₂e/100 sqm) since 2019, and 7% since 2024

88%

electricity purchased from REGO-backed renewable sources in 2025 (2024: 85%)

99%

of construction waste sent to be diverted from landfill (2024: 98%)

A

rating from CDP Climate, and included on the CDP A List (2024: A-)

Climate change

We have committed to reaching net zero emissions ahead of the UK's national target and have published our Net Zero Transition Plan with a four-stage roadmap.

Our net zero target for 2045 has been validated by the Science Based Targets initiative (SBTi). In 2025, we updated our near term target for scope 1 and 2 emissions, aiming to achieve a 46.2% reduction in absolute emissions by 2030. This is in line with the trajectory of reductions needed to achieve our 2045 target. We are working to adopt the SBTi Buildings Sector Science-Based Target-Setting Criteria and then expect to submit our scope 1 and 2 target to the SBTi for validation.

A scope 1 and 2 carbon reduction measure was included in the incentive plans for executive directors, senior management and regional management in 2025 to support progress on reducing emissions.

We achieved an A rating from CDP Climate and were included on the CDP Corporate A List, putting us in the top 4% of companies scored globally. We were also included on the Financial Times Europe's Climate Leaders list 2025.

[Read our Net Zero Transition Plan](#)



Environmental impact continued

Scope 1 and 2 emissions

We are reducing direct emissions from our operations by focusing on purchasing electricity from sources backed by Renewable Energy Guarantees of Origin (REGO) certificates and reducing diesel usage (which accounted for around 46% of our operational emissions at our baseline), as well as through energy efficiency measures, early connections to electricity grid for new construction compounds, using hybrid electric/diesel generators when needed, switching our fleet to EV and hybrid vehicles and replacing a proportion of our site diesel use with HVO (hydrotreated vegetable oil).

We've made it mandatory for new sites to use hybrid generators and have set an internal target to increase HVO use. In 2025, we strengthened our monitoring systems to ensure that all HVO suppliers are approved under the UK Government 'Renewable Fuels Assurance Scheme' and only supply HVO refined from waste feedstocks.

Our company car schemes incentivise employees to choose electric or hybrid vehicles. We only offer cars with a CO₂ rating of less than 110g/km and do not offer diesel cars. We have installed electric vehicle charging points at many of our offices. Electric or zero emission alternatives do not yet exist for much of the heavy machinery and plant used in the construction process. We are also focusing on how technology can improve logistics efficiency, including planning for deliveries to sites to ensure efficient unloading and use of forklifts.

Scope 1 and 2 emissions Performance in 2025

Scope 1 and 2 greenhouse gas emissions per 100 sqm of completed homes (tonnes CO₂e)



44%

reduction in operational (scope 1 and 2) carbon emissions intensity (tonnes CO₂e/100 sqm) since 2019, and 29% since 2024

This reflects the impact of our carbon reduction measures, including sourcing of renewable electricity and a reduction in the use of diesel due to roll-out of hybrid generators and use of HVO.

60%

reduction in absolute emissions from our operations (scope 1 and 2 market based) since 2019 (2024: 47%)

This reflects fewer completions in 2025 compared to 2019, as well as the impact of our carbon reduction measures.

88%

electricity purchased from REGO-backed renewable sources in 2025

27%

reduction in company car fleet emissions since 2019

91%

of vehicles in company car fleet are now electric or hybrid (2024: 88%)





Environmental Impact continued

Scope 3 emissions

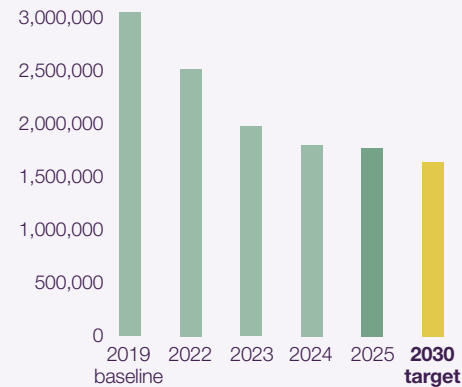
To tackle scope 3 emissions, we are working with suppliers to reduce embodied carbon in the materials we use to construct our homes and we are rolling out homes built to our latest specification which are more carbon and energy-efficient.

Emissions from embodied carbon in the materials used to build our homes accounts for a significant portion of our footprint. Our Roadmap to Net Zero Carbon Working Group is steering our work on reducing embodied carbon. We have identified the 15 most carbon-intensive material categories and are working with suppliers to identify lower carbon alternatives. We have also calculated the embodied carbon for a sample of our standard house types to help inform future decision making on materials use and supplier engagement. Timber frame construction can reduce upfront embodied carbon by around 10%¹ compared with brick and block techniques. 18% of completions in 2025 used timber frame and we are working towards 30% by 2030.

We are rolling out homes built to our latest specification, which is 31% more carbon-efficient than our previous specification², and preparing for the introduction of the Future Homes Standard, see page 9. We also invest in research and development projects to help us integrate low carbon technologies into the new homes we build, see page 10.

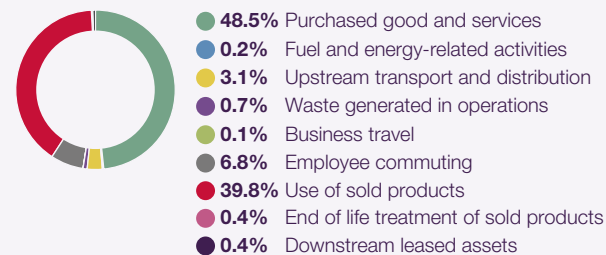
Scope 3 emissions Performance in 2025

Scope 3 greenhouse gas emissions (tonnes CO₂e)



● Target
● Tonnes CO₂e/100 sqm

Scope 3 emissions



42%

reduction in our total footprint (absolute), including scope 3 emissions, since 2019 and 2% since 2024

This reflects a reduction in the number of completions compared with 2019 (around a third fewer) and factors including sourcing of renewable electricity, reduced use of diesel, the roll-out of homes built to our latest specification, a reduction in waste volumes, improvements in our methodology and changes to some of the emissions factors used to calculate emissions.

19%

reduction in our scope 3 emissions intensity (tonnes CO₂e/100 sqm) since 2019, and 8% since 2024

11.42

average dwelling emission rate (DER) for our homes was 11.42 kgCO₂e per m² per year (2024: 13.22), a 26% reduction on 2019



1 Research by the Future Homes Hub published in 2025 showed a mean upfront embodied carbon value of 253 kgCO₂e/m² for masonry homes and 228 kgCO₂e/m² for timber frame homes. See knowledge.futurehomes.org.uk/wp-content/uploads/WLC-Benchmarking-report-v2.pdf.
2 In line with Building Regulations. See www.gov.uk/government/news/new-homes-to-produce-nearly-a-third-less-carbon



Environmental Impact continued

Energy use

Our Energy Dos and Don'ts guide helps site teams to reduce energy use, focusing on areas such as using natural ventilation methods for drying out homes and checking thermostats in show homes to ensure heating is only used when necessary. We are rolling out updated compounds on new sites that are designed to reduce heat loss from drying rooms.

The Energy Savings Opportunity Scheme (ESOS) is a mandatory energy assessment scheme for large organisations in the UK. We comply with ESOS Phase 4 by conducting audits of the energy used in our buildings, industrial processes and transport, and identifying potential energy-saving measures, and we have an ESOS Action Plan which shows how we plan to reduce energy consumption over the next few years. Our ESOS compliance strategy is available to view on our website.

Reducing waste

We aim to reduce resource use and waste and to increase recycling. During 2025, we continued to focus on improving waste segregation, site waste audits, performance monitoring and designing out waste from our processes.

We engage our teams on the importance of reducing waste and increasing recycling through induction training and regular communications for site teams. Each site has a waste score which is updated quarterly and displayed on site, and we use internal waste league tables to encourage action across our regional businesses. 15% of the potential bonus for Site Managers is linked to performance on waste reduction.

Key construction waste streams on our sites include packaging, plasterboard and wood, and these are priorities for reduction. Examples of our approach include:

- **Just in time delivery:** Taylor Wimpey Logistics (TWL) consolidates many of the materials from suppliers and provides 'build packs' of key materials to our sites that can be requested on a 'just in time' basis by site teams. This reduces the need to store materials on site, which can result in more wastage.
- **Reducing plastics use:** TWL now uses perforated shrink wrap sheets, reducing the thickness of shrink wrap from 125 microns to 75 microns, and self-sealing clear plastics bags for ironmongery. This has reduced plastics use by around 16 tonnes so far. In 2026, we will be working with Valpak and Reconomy to identify further cost and waste reductions by optimising the packaging on our build packs.

- **Plasterboard:** We've worked with our main plasterboard supplier, British Gypsum, to specify plasterboard sizes to suit our configurations, to reduce waste from offcuts.

- **Materials reduction:** We have worked with a supplier to reduce the amount of board used in the off-site manufactured Smartroof system for our 'room in the roof' house types. Our standard house types are designed to use timber studs and sheet materials of a consistent size, which allows us to use pre-cut and treated timber and reduce waste from offcuts.

- **Reusable temporary decking:** We worked with a supplier to develop a reusable alternative to temporary decking and joists (used to prevent accidents by covering stairwell holes during construction). This is now in use across our sites and we expect to save over 3,000 tonnes of timber and avoid up to 1,000 tonnes of CO₂ over five years.

We often reuse appropriate excavation waste and crushed bricks and blocks on our sites. We continue to review how earthworks are managed on our sites, with the aim of improving efficiency and reducing the amount of soil that needs to be excavated, moved or disposed of, considering factors such as build sequence, layout and design efficiency.

We are strengthening best-practice guidance for our technical and engineering teams in groundworks engineering design and on-site management, including guidance on sustainable urban drainage, site investigations, the design process and engineering remedial works through the adoption process.

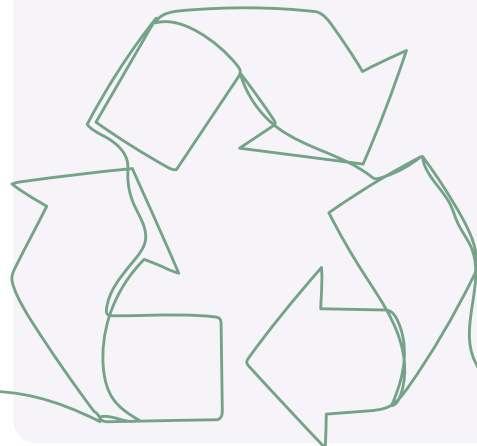




Environmental Impact continued

Reducing waste Performance in 2025

Waste (tonnes of construction waste per 100 sqm build)



Construction waste recycling



- **99%** Waste diverted from landfill
- **1%** Waste sent to landfill

Data is for UK only.

192,800

pallets picked up from our sites (2024: 132,000), and 51% of these were sent for reuse (2024: 47%)

5.9

tonnes of construction waste generated per 100 sqm build (2024: 6.4)

21%

reduction in construction waste intensity against our 2019 baseline, and 8% compared with 2024

The decrease year on year reflects the reduction year on year reflects the work to engage our site teams on waste and to encourage reuse of inert waste on site.

99%

of construction waste sent to be diverted from landfill (2024: 98%)

46%

reduction in total waste volumes since 2019

This reflects the impact of our waste reduction measures and the lower number of completions in 2025 compared with our baseline year.

44,800

paint pots returned for recycling from our sites (2024: 62,000)



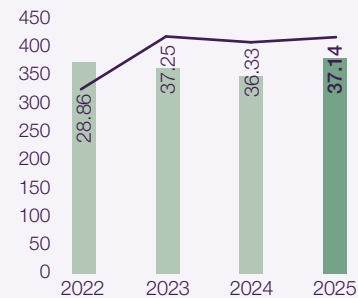


Environmental Impact continued

Water

Performance in 2025

Operational water use UK (000 m³)



- Consumption of metered mains water (000 m³)
- Consumption of metered mains water per 100sqm of completed build (m³/100sqm)

Operational water use includes water used on building sites, in sales areas, show homes, plots before sale, offices and our logistics business. Data is for UK and metered water only. A water footprint method statement summary can be found on our website.

25%

reduction in water use since 2019 (2024: 31%)

9%

increase in water use intensity since 2019 (2024: 7%). This partly reflects the lower number of completions relative to 2019. While we completed fewer homes, we continued to use water for activities such as dust suppression and in our offices and site compounds.

Water

We aim to reduce water use from our operations, protect water quality during construction and integrate measures to manage surface water on developments, such as sustainable drainage systems.

We work with local authorities to address challenges associated with nutrient and water neutrality issues. On several developments, we are integrating measures on and off site to address nutrient neutrality concerns such as wetland areas and wastewater treatment plants. Our Nutrient Working Group helps guide our approach and we have engaged with the UK Government, Natural England, water authorities and the Home Builders Federation on this issue.

We are increasing the water efficiency of the homes we build, see page 10.

Air quality

We manage air quality on our sites during construction through dust control and the use of protective equipment (read more on page 44). We have conducted research with the Building Research Establishment (BRE) to understand the factors that influence internal air quality in the homes we build. This highlighted the importance of correct installation and use of ventilation systems and extractor fans, and of engaging with subcontractors on our standards. We include guidance for customers on how to maintain good air quality at home in our home manual and maintenance guide.

Case study

Reducing waste timber

We work with Community Wood Recycling, a network of social enterprises, to avoid timber going to waste. They collected 1,740 tonnes of wood from our sites in 2025, of which 35% was reused, 53% was recycled into woodchip and 12% was processed into firewood.

This avoided 867 tonnes of CO₂ and supported paid jobs for around 17 people and training for 29.

1,740

tonnes of waste wood reused, recycled or processes



Responsible and resilient business

We are a responsible business, guided by our values. We put in place robust policies and governance processes and engage with our stakeholders to help us deliver quality homes and places in a safe and responsible way.



Performance in 2025

200

Annual Injury Incidence Rate (AIIR) (2024: 212)

50

AIIR for major injuries per 100,000 employees and contractors (2024: 59)

c.£1m

donated to registered charities and local community causes (2024: c.£1m)

£233k

fundraised for registered charities and local community causes (2024: £208k)

94%

of sites with implementable planning being built on as at 31 December 2025 with a further 4.7% due to start in first quarter of 2026 (2024: 92.8% and 5.6%)



Health and safety

Safety is our top priority and this starts from the highest levels of our business. We embed a safety culture through clear policies and procedures, training, communication and visible leadership.

Health, Safety and Environment (HSE) Management System

Our safety standards and procedures are set out in our HSE Operational Manual. Each development has a Site HSE Manual which identifies site-specific safety risks and controls and assigns roles and responsibilities. From 2026, we are using a digital and interactive version of our Site HSE Manual, designed to be more user-friendly and practical for day to day use on site.

Our regional and site HSE Advisers assist managers with understanding and implementing our standards, ensure tailored health and safety support is provided to every site, and hold monthly meetings with production management to review performance.

To continually improve performance, we develop HSE Improvement Plans at Group and regional level.



Responsible and resilient business continued

Monitoring and audit

Health and safety remains our number one priority and is covered in every Board, Group Management Team (GMT) and regional management team meeting across the business. Our Head of HSE reports directly to our Chief Executive.

Directors from our regional businesses conduct regular safety reviews during site visits, including making unannounced spot checks. Production Managers review performance with Site Managers on a monthly basis. Our Management Team Site Visit Toolkit provides visual guides and practical insights on how to assess site safety and helps managers to develop their knowledge about key safety topics. Leaders record safety findings through our Safety Observations System, ensuring that any issues or concerns are identified, addressed, and tracked in a consistent way and that good performance is recognised.

Consistency checks focusing on specific areas of our HSE Management System are run monthly across our developments to assess the effectiveness of safety controls and ensure contractor implementation.

Our HSE Management System is audited by our internal regional HSE Advisers and independent external site HSE Advisers. External Advisers carry out independent unannounced site inspections at least monthly, as well as planned visits.

Health and safety data is verified by the Managing Director for each regional business, validated by our internal HSE Advisors, and cross-checked by external advisers to ensure compliance and accurate reporting.

Responding to near misses

Where a serious near miss or unsafe practice (Category A) is identified, all related activities must cease immediately. Works may not resume until the Managing Director of the regional business has undertaken a site visit and verified that adequate control measures have been put in place. All Category As are reported to the CEO and GMT within 24 hours. They are also formally reported to the Board of Directors. By responding promptly to such events and sharing lessons learned across the business, we can reduce the likelihood of reoccurrence and help reduce future accidents.

Safety in Spain

In Spain, we have a comprehensive health and safety management system, supported by internal audits and quarterly visits from the responsible directors. Our independent HSE Adviser conducts regular site inspections and the results are shared monthly in meetings with the regional Directors. A risk assessment is carried out and required safety measures are identified for each project; these are included in a Health and Safety Study, provided to contractors before the contract is signed or work begins.

The External Health and Safety Coordinator is responsible for coordinating safety both during the project design phase and during construction at each site. We regularly update our HSE Manual and hold an annual meeting with production teams to discuss safety matters and share best practices.

Regulatory HSE compliance

During 2025, we were deeply saddened by the death of a contractor on a site that we own in Spain who was struck by a moving vehicle. We were not principal contractor at the time of the accident and therefore did not have operational control of the site. We are cooperating fully with the investigation by the Spanish Labor Inspectorate.

We received an £800,000 fine from the Health and Safety Executive in relation to an incident in 2023 when a temporary wooden stairwell covering collapsed, injuring an apprentice working on site. The covering had not been installed in line with our HSE standards. We have taken a number of steps to reinforce our safety controls and prevent a reoccurrence, including communication with employees to ensure awareness of approved methods for temporary covering of stairwells. We have also added an additional approval stage before mid-floors (the flooring structures used for storeys above ground level) can be temporarily loaded. In 2025, we worked with mid-flooring suppliers on a solution to reduce the need for under-propping (temporary

scaffolding) while making the construction process simpler and safer. We are also working with joist suppliers to further reduce instances where temporary floor support is required.

In 2025, we received seven notices of contravention from the Health and Safety Executive with a fee for intervention applied. There were no other safety or environmental fines in 2025.

In February 2026, we received a £660,000 fine in relation to the death in 2018 of a worker from a groundworks contractor who was struck by a telehandler on one of our sites. The judgement noted that following this tragic incident, we cooperated fully with the investigation by the Health and Safety Executive, undertook a nationwide review of safety policies and traffic management and implemented an improvement plan for all groundworks contractors.





Responsible and resilient business continued

Engagement and training

Employees and site operatives complete health and safety training and we require contractors to train their employees. Regular training includes:

- HSE induction training for all employees and site operatives, with additional training for higher-risk roles and activities such as groundworks;
- Annual one-day refresher training every year for production and site management teams;
- Senior management HSE training for all new Directors, including functional and regional Managing Directors;
- Training for customer service teams to assess for health and safety risks when responding to customer call-out;
- Continuing professional development and training for our regional HSE Advisers from internal and external providers; and
- Digital safety passports that show Site Managers whether apprentices, directly employed trade operatives and telehandlers have completed the relevant safety training before starting work on a new site.

To keep safety front of mind, we run regular interactive workshops for site teams on behavioural safety and tools for managing and communicating safety on site. Regular HSE newflashes and memos highlight updates to our HSE Management System or raise awareness of safety risks.

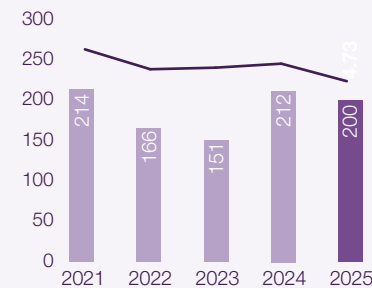
Partnering with contractors on safety

Many workers on site are employed by our contractors, so we work closely with them on safety. Our approach includes:

- **Risk assessment, vetting procedures and third party accreditation:** These confirm that all contractors have the right knowledge, skills, resources and experience to manage HSE to our standards. Contractors must obtain third party health and safety accreditation, renewed annually, to demonstrate they have an adequate HSE management system, training process and risk assessment. There was 98.0% compliance in 2025 (2024: 98.5%). We require contractors to check that safety-critical workers are medically fit to operate mobile plant.
- **Our 'Operative's Journey' process:** Ensures a consistent approach to safety, including our HSE site induction, regular poster campaigns and site safe briefings.
- **HSE site support teams:** Help to monitor and improve site safety and act as contact point for operatives. Team members are nominated by the Site Manager and given a blue hat in recognition of their role and to make them visible on site.

Health and safety Performance in 2025

Health and safety performance Annual injury incidence rate



- Taylor Wimpey annual injury incidence rate (AIIR) for all reportable injuries (Incidence rate per 100,000 employees and contractors)
- HBF Homebuilder average AIIR

200

Annual Injury Incidence Rate (AIIR) (2024: 212) compared with the average for the housebuilding sector of 224, as measured by the Home Builders Federation (2024: 246)

46%

of accidents were slips, trips and falls

50

AIIR for major injuries per 100,000 employees and contractors (2024: 59)

99%

of employees know how to manage health and safety issues related to their area of work (2024: 99%)

97%

agree that Taylor Wimpey takes health and safety in the workplace seriously (2024: 98%)

96%

would feel comfortable to challenge others on unsafe behaviours and working conditions (2024: 97%)





Responsible and resilient business continued

We work with contractors to identify and address areas of higher risk. For groundworkers, this includes risks relating to excavation and use of heavy plant. Groundwork supervisors must complete externally accredited Site Supervisors' Safety Training and our own bespoke one-day training course before working on our sites. Over 291 people from our groundwork contractors completed our course in 2025. We hold regular groundworks breakfast sessions in every regional business to reinforce our safety controls. In 2025, these focused on plant and equipment safety, working in proximity to buried services, and occupational health. Our site HSE Advisers followed up after the session to ensure all groundworkers were consistently applying the appropriate safety controls.

We work with groundworkers to prevent service strikes and ensure safe practices near buried services, including requiring use of ARC resistant personal protective equipment (PPE). We reviewed our controls in this area in 2025, including assessing the root causes of previous service strikes, and further strengthened our controls and training requirements for dig teams. We helped trial a new supplier product for improving safety around buried cables, known as StrikeMatz, and are now rolling this out to new sites from 2026.

To help manage risks associated with telehandlers, we use telemetry data to monitor whether drivers are applying the correct safety procedures such as wearing a seat belt, driving within site speed limits, and not driving with the boom elevated. Site Managers must confirm each week that they have reviewed the data and discussed any issues with telehandlers. We have a National Telehandler Forum to review risks in this area.

Occupational health

We manage a range of occupational health risks on our sites. In 2025, we introduced a mandatory one-day occupational health awareness course for all production and customer service teams, with further 'bitesize' training to be rolled out in 2026. Focus areas include:

- **Dust control:** We have clear procedures to reduce and control construction-related dust, including automated water suppression to control dust during groundworks. We use powered respirators on our sites to protect our employees from the impacts of dust. These are more effective than face masks at reducing dust inhalation, particularly for people with stubble and facial hair. We've made them available at a discounted rate to groundworkers and other contractors.

- **Defibrillators:** In partnership with the British Heart Foundation (BHF), we've installed defibrillators on all our construction sites and regional offices. We've trained our first aiders and site HSE Advisers on how to give CPR (cardiopulmonary resuscitation) and use a defibrillator. We donate the defibrillator to the community once construction has finished.
- **Sun safe:** We run a sun safe campaign in the summer months and provide free high factor sun screen for colleagues, contractors and visitors.
- **Mental health:** See page 30 for information on our Mental Health First Aiders.

Site HSE Advisers review contractors' occupational health management arrangements during monthly site inspections. In 2025, contractors were required to review and update their Safe System of Work, focusing on issues including noise, dust, sun exposure, control of substances hazardous to health, and manual handling risks.

Supporting industry safety initiatives

We are a member of the HBF Health and Safety Committee and are members of the British Safety Council. We contribute to the HBF's Action Plan for Health and Safety and participate in the HBF Steering Group on Working Near Live Buried Services. We have signed up to the Construction Logistics and Community Safety initiative (CLOCS).



28

reportable RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) injuries (2024: 27)

200

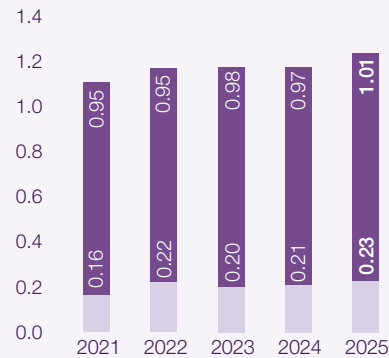
AllR for all reportable injuries per 100,000 employees and contractors (2024: 212)



Responsible and resilient business continued

Charity partners Performance in 2025

Charitable donations and fundraising (£m)



- Donations to registered charities and local community causes
- Value of employee fundraising

c.£1.2m

donated and fundraised for registered charities and local community causes (2024: c.£1.2m), including employee fundraising¹

322

employees participated in our annual Taylor Wimpey Challenge, raising £174k for the Youth Adventure Trust (YAT) and other charities

¹ This does not include investments made as a result of our planning obligations, or the value of employee time spent volunteering.

Charity partners

We aim to make a difference to good causes that are relevant to our business and matter to our colleagues and communities.

Our three priorities

In our charity partnerships, we focus on three priorities:

- **Aspiration and education:** Projects that promote aspiration and education in disadvantaged areas;
- **Tackling homelessness:** Intervening in and improving homelessness situations for seriously economically disadvantaged groups in the UK; and
- **Local projects:** Initiatives that have a direct link with our regional businesses and developments.

Our national charity partners are The Youth Adventure Trust, EveryYouth (previously End Youth Homelessness), Crisis, Magic Breakfast, and St Mungo's. Each regional business also has a charity budget to support organisations close to our sites.



Our Charity Committee oversees our charity partnerships. Its members include senior leaders such as our Group HR Director (Chair), a regional Land Director (vice Chair) and a variety of other employees including managers, personal assistants and graduate trainees. Any vacancies are advertised internally and we encourage a wide range of colleagues to apply. The committee works with our charity partners to select projects where we can make the most difference and monitors the impact of our giving.

Getting our colleagues involved

We hold regular Group and local fundraising challenges to get our colleagues involved in supporting our charity partners, and our Volunteering Policy enables all employees to take two full days, or four half days, paid time off to volunteer.

We promote fundraising and volunteering opportunities via our intranet, email and internal social media network.

We took part in CRASH's Christmas campaign, where our employees collected hats, gloves, and scarves for distribution to homeless shelters via our charity partners.





Responsible and resilient business continued

Case study

Hiking for the Youth Adventure Trust

In 2025, over 300 employees, across 56 teams, completed a 10km hike through the picturesque Yorkshire Dales, as part of our annual Taylor Wimpey Challenge. Teams also took part in tasks designed to test their strategy, teamwork, and endurance.

Collectively, our teams raised over £174,000, to help provide life-changing opportunities for the young people supported by the Youth Adventure Trust, as well as much-needed funds for the individual charities chosen by our teams.



Case study

Supporting EveryYouth to tackle youth homelessness

EveryYouth supports young people aged between 16-25 who are facing homelessness. In 2025, our funding enabled EveryYouth to support 294 homeless young people with education, employment and training. 142 of those went on to finish their education or start

a job. We were also one of EveryYouth's pledgers in The Big Give challenge, which enabled them to raise a further £90,000, while 10 of our colleagues participated in Sleep Out, giving up their bed for a night to raise money for the charity.



Responsible and resilient business continued

Case study

1 million free breakfasts to help children learn and thrive

Almost one in five children in the UK are at risk of going hungry each morning, which can impact their health, education and long term prospects. Our partnership with Magic Breakfast has helped them to provide over 1 million free, nutritious breakfasts to school children facing hunger since 2022. In addition to financial donations (which were worth over

£90,000 in the school year 2024/25), many Taylor Wimpey colleagues have volunteered at local schools through the Magic Makers initiative. This has included helping to renovate play spaces, participating in Aspiration Days and architecture workshops, and donating to the Christmas campaign which provides gifts to children at participating schools.



Case study

Tackling homelessness and expanding access to skilled jobs with St Mungo's

Our partnership with St Mungo's, the homelessness charity, helps people recovering from homelessness to gain new skills and find employment in the construction industry. In 2025, we donated £200,000, which helped St Mungo's to secure a location for their new Bristol Skills Centre which will open in 2026, and to move one of their London Skills Centres to a larger premises where they can help more clients. At the Skills Centres, St Mungo's clients can gain new skills, build their confidence, work towards an accredited City and Guilds Construction Skills qualification and access work placements. A Taylor Wimpey team also took part in a sponsored rig climb at the Cutty Sark ship in London, raising further funds.



“

Endsleigh Garden & Mare Street continue to deliver incredible outcomes for our clients. Made possible by the continued support of Taylor Wimpey – Thank you!”

Steve

Construction Skills Manager, St Mungo's

“

It has been life-changing for me. I believe it has helped me get through, it's like a sanctuary. I am learning new things and skills.”

St Mungo's client



Responsible and resilient business continued

Ethical business practices

We are committed to doing business ethically and responsibly, guided by clear policies and strong governance.

Our values and principles promote a culture of doing the right thing. We have clear policies, supported by systems and processes to manage risks and help us to continually improve our business practices.

Our Code of Conduct sets out the high standards of integrity and conduct we expect, and key policies are communicated to new colleagues through our induction process. All employees are appraised against our values as part of our performance review process.

Anti-bribery and corruption

We have a zero tolerance approach to bribery and corruption, as set out in our policies relating to anti-corruption, anti-money laundering and competition law. All regional businesses and key departments must provide written confirmation of compliance annually and complete our gifts and hospitality register. Anti-corruption provisions are included in our standard supplier contracts.

Whistleblowing

We encourage employees to share concerns or suspected breaches of our policies with their direct line manager or a member of our HR team or by reporting to our Group General Counsel and Company Secretary, Group HR Director or Head of Internal Audit. Our Board of Directors maintains responsibility for the Company's Whistleblowing Policy, which is communicated to employees, including those on site. It provides a clear reporting procedure for employees, including the option to use our third-party whistleblowing hotline, Safecall, available to all employees and subcontractors.

All whistleblowing cases are investigated by the Head of Internal Audit, Group HR Director and/or the Group General Counsel and Company Secretary, depending on the nature of the concern, and (where appropriate) the Head of HSE. The Board receives half-yearly whistleblowing updates which set out any whistleblowing issues raised during the period and interim updates on significant matters. The updates are anonymous and summarise the result of any investigation.

Cladding fire safety

The safety of our customers is of paramount importance, and we have always been guided by this principle. It is our long-held view that leaseholders should not have to pay for the cost of fire safety remediation and our priority has always been to ensure that customers in Taylor Wimpey buildings have a solution to cladding remediation.

We took early and proactive action, committing significant funding and resources to address fire safety and cladding issues on all affected Taylor Wimpey apartment buildings built since 1992.

In 2023, we signed Developer Remediation Contracts with the Department for Levelling Up, Housing and Communities (DLUHC) and Welsh Government and we also signed the Scottish Safer Buildings Accord. Prior to signing these, we had already begun working on affected Taylor Wimpey buildings.

In the first half of 2025 we increased our provision for cladding fire safety remediation by £222.2 million to reflect findings from updated fire risk assessments and investigations.





Responsible and resilient business continued

Approximately two thirds of the increase was to remediate historical building defects, relating to cavity barriers behind brickwork and render, which were not visible in earlier non-intrusive assessments. In the second half of the year, we have continued to make good progress with assessments, tenders and works. Since June 2025, the provision has increased by £3.6 million as a result of inflation, legal fees and other minor differences taking the total increase for 2025 to £225.8 million. Details on the financial provisions for these works is included in our Annual Report and Accounts.

We have 309 buildings within the scope of our provision, all of which have been assessed by our specialist team. To date, we have fully remediated 20% of our buildings in scope, with another 22% of the buildings having commenced remediation works. A further 9% of our buildings in scope have works tendered and 30% have been formally assessed and are in design. 19% have been internally assessed and are awaiting independent verification.

We include information on our website for leaseholders, see www.taylorwimpey.co.uk/support/contact-us/fire-safety.

Competition and Markets Authority (CMA)

In February 2024, the CMA launched an investigation into the conduct of seven UK housebuilders between January 2022 and February 2024, including Taylor Wimpey. In October 2025 the CMA accepted voluntary commitments from all parties involved in the investigation, and did not make any infringement finding against Taylor Wimpey or any of the housebuilders subject to investigation, and the voluntary commitments do not constitute an admission of any wrongdoing.

The voluntary commitments include: (i) agreeing not to share certain categories of information with housebuilders; (ii) supporting the Home Builders Federation and Homes for Scotland to develop and publish industry-wide guidance on information exchange; and (iii) a combined financial contribution by the seven housebuilders of £100 million to the Government's Affordable Homes Programme. Taylor Wimpey's share of the combined financial contribution is a payment of £15.84 million which has been made.

Compliance with planning requirements

We aim to work constructively with Local Planning Authorities to agree the details of our planning obligations for each development, including affordable housing, local infrastructure, and facilities. Applications integrate a development plan, enabling planning authorities to monitor progress.

Once planning permission is granted, our technical teams monitor compliance with planning agreements and obligations. We track build rates to make sure that each scheme is being managed efficiently, and new homes are delivered on time. This is overseen by the Managing Director in each regional business.

We had c.32k plots for first principle planning determination in the planning system as at 31 December 2025 (2024: c.27k). 94% of sites with implementable planning were being built on as at 31 December 2025 with a further 4.7% due to start in the first quarter of 2026 (2024: 92.8% and 5.6%).

Responsible marketing

We aim for all our marketing and advertising to be honest and accurate. We use a roster of advertising and marketing agencies which are

required to follow the guidelines established by the Advertising Standards Authority, the Committee of Advertising Practice, the Institute of Practitioners in Advertising, and the Construction Products Regulations as well as the New Homes Quality Code.

Our agencies have quality assurance and sign-off processes for work. Many agencies and their staff who work on our marketing are members of professional bodies such as the Institute of Practitioners in Advertising and the Chartered Institute of Public Relations and are bound by their Codes of Conduct.

During 2025, there were no complaints made to the Advertising Standards Authority about our advertising.





Responsible and resilient business continued

Information security

Risks relating to cyber security and data protection are a concern for all businesses. We implement advanced threat detection and incident response procedures supported by mandatory employee training. We monitor the cyber security policies of key technology suppliers and ensure that information security is embedded into the design of new IT solutions.

At Taylor Wimpey, we have business continuity plans in place and conduct vulnerability analysis, and our internal audit team audits our IT infrastructure and information security management systems and monitors training completion rates. We have a clear process for employees to report any incidents or concerns relating to information security.

The Audit Committee has accountability for overseeing the effectiveness of our risk management process, including in relation to information security. At executive level the Group Finance Director has responsibility for overseeing information security issues.

Our Information Security Policy states our commitment to protecting all information in an appropriate manner; driving a continual improvement strategy across our cyber security risk posture; having a well-established capability to monitor and respond to information security threats; and ensuring that all employees understand their responsibilities in this space.

Sustainability governance

We have established clear roles and responsibilities for managing sustainability/ ESG issues.

Board level: Our Board of Directors is responsible for oversight of ESG risks and opportunities, as stated in the schedule of Matters Reserved for the Board. The Board receives an ESG update at every meeting, including a quarterly ESG scorecard with key performance indicators and progress towards climate targets.

The Audit Committee supports the Board in the management of risk, reviewing the Company's internal controls and risk management systems, including in relation to ESG risks. Several of our Principal Risks relate to ESG matters, including 'Natural resources and climate change', 'Health, safety and environment', 'Quality and reputation', 'Attract and retain high-calibre employees, and 'Government policies, regulations and planning'. Our risk management process is described in detail in our Annual Report and Accounts.

The Remuneration Committee reviews and approves the inclusion of ESG-related performance measures in our variable incentive schemes, and associated targets.

Executive level: Our Chief Executive has ultimate responsibility for achieving our ESG targets. The GMT receives a monthly update from the Group Communities Director on sustainability.



Environmental Governance Group (EGG):

This committee, established in 2025, replaces our previous Legacy, Engagement and Action for the Future Committee. It sets environmental strategy, oversees performance against our environmental targets and reviews our Sustainability Risk Register. It is chaired by a member of our GMT. Its members are appointed by the GMT and include heads of and senior leaders from group functions (sustainability, finance, technical, production, procurement, commercial, customer and design) and representatives from our strategic land division and regional businesses. The EGG meets quarterly and is supported by three working groups – Net Zero Carbon, Sustainable Operations, and Homes for Nature – that oversee the delivery plans for specific environmental targets and report progress back to the EGG.

The Director of Sustainability is responsible for monitoring environment-related issues, updating our Climate Change and Sustainability Risk and Opportunity Register, overseeing reporting and disclosures on ESG and the assurance of ESG data. They report to our Group Communities Director, who has responsibility for the business's approach to sustainability, masterplanning and affordable housing strategies, and reports directly to our Chief Executive.

Operational level: The Managing Director in each regional business has responsibility for achieving our sustainability targets at the local level. They are assisted by a nominated senior Sustainability Sponsor from the regional business management team. Each regional business has annual carbon, energy reduction, nature, water efficiency and waste targets and progress is



Responsible and resilient business continued

tracked on a quarterly basis. Regional business management teams receive a quarterly report on carbon, energy, nature and resource use which enables them to compare performance between sites against targets and against other regional businesses.

Each regional business also has a Sustainability Champion to engage colleagues on resource efficiency and monitor progress at the regional level. Our Group sustainability team holds webinars with our Champions at regular times throughout the year to share updates and best practices.

At a project level, the sustainability aspects of a development are initially the responsibility of the land and planning, technical and design teams. Once work has begun on site, the production management team, including the Site Manager and contractors, ensures that a wide range of site-specific sustainability issues are addressed and monitored.

Incentivising performance

Sustainability measures were included in the incentive plans for executive directors, senior management and regional management in 2025 (Performance Share Plan and medium term incentive plan), relating to carbon reduction, customer service and build quality.

Internal Audit

Internal Audit considers ESG in the scope of its work, including during reviews of regional businesses and Group functions and as part of continuous monitoring of risk indicators. Internal Audit reports from regional business reviews include a section on ESG and culture, with commentary on progress against environmental targets. Reports are shared with regional business management teams, the GMT and external audit partners, with a summary of each report included in updates to the Audit Committee of the Board.

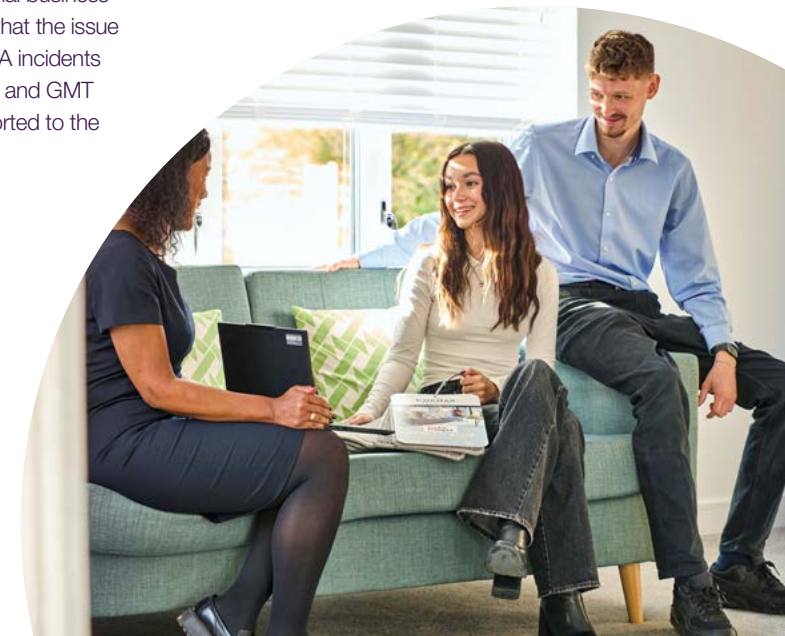
Environmental Management System (EMS)

Our EMS covers all site activities and helps us to keep noise, dust and disturbance to a minimum, to prevent pollution incidents and to protect biodiversity. Each site has a Site Specific Environmental Action Plan (SSEAP) to manage and mitigate any technical and environmental risks identified.

Site management teams are trained on our EMS and everyone on site, including subcontractors, completes an HSE induction. Production teams complete our one-day Environmental Protection Training. Bitesize training on key environmental controls is being rolled out through our Learning Management System and our external advisers run training on topics such as managing silt, dust and mud, and protecting watercourses.

Employees, contractors and site operatives can use our Environmental Advice Line to get advice or, in the case of an incident, obtain specialist environmental support immediately. If a serious near miss or potential breach of our environmental management standards (Category A) is identified on one of our sites, work must stop immediately and cannot recommence until the Managing Director of the regional business has visited the site and confirmed that the issue has been addressed. All Category A incidents are reported to the Chief Executive and GMT within 24 hours. They are also reported to the Board of Directors.

Monitoring includes: a quarterly environmental checklist for production teams which is reviewed by the technical team; a review of environmental checks and SSEAP during monthly site visits by local management team directors, including unannounced spot checks; annual internal audit of our EMS by our regional Health, Safety and Environment (HSE) Advisers; and independent, unannounced HSE audits at every operational site at least once a month by our external site HSE Advisers.





Responsible and resilient business continued

Stakeholder engagement

We engage with a wide range of stakeholders to run our business, including our employees, subcontractors and suppliers, customers and communities, shareholders, local, regional and national government, NGOs, industry bodies and experts. We seek feedback from stakeholders on our approach to sustainability issues and partner with suppliers and peers to tackle shared challenges.

Our approach to employee engagement is explained on page 22, partnering with suppliers and sub-contractors on pages 31-33 and customer engagement on page 13.



Communities

Community engagement plays an important role in developing effective schemes and supports good relationships with the communities we work in. We aim to reach a wide range of stakeholders, including neighbouring residents and property owners, potential customers, local authorities, businesses, schools and other groups.

Every one of our sites has a tailored planning and community engagement strategy and a clear point of contact. Engagement methods used to inform local people about our plans, include our website, meetings, exhibitions, workshops and information boards. Many consultations take place online and we use social media, online exhibitions and virtual forums to ensure a broad section of the community can participate.

Our Political and Community Engagement Toolkit helps our teams to consistently engage a wide range of stakeholders in the planning process and to use research to understand local needs and priorities. Our Community Communication Plan provides a step-by-step framework for our regional businesses to communicate with the community and prospective buyers throughout the lifecycle of a development.

We train our land and planning and technical teams to run best practice engagement processes, with training covering the planning process, the roles and responsibilities of local planning authorities and their members, legal requirements, the purpose of engagement, how to deal with difficult issues and questions, and a range of other topics.

Investor engagement

We proactively engage with investors on our approach to ESG issues throughout the year. We also participate in several global and sectoral benchmarks used by investors, including:

- CDP Climate Change A (2024: A-), CDP Water B (2024: C), and CDP Forests B (2024: B-). CDP Supplier Engagement (A);
- Constituent of the Dow Jones Sustainability Europe Index (Standard & Poor's Corporate Sustainability Assessment) and included in the S&P Sustainability Yearbook 2026;
- Constituent of the FTSE4Good Index series, have an MSCI AA rating and were included in the Sustainalytics 2025 Industry ESG Top-Rated Companies List; and
- Member of Next Generation, the sustainability benchmark for UK housebuilders, and ranked fifth with a silver rating in 2024, the latest score available.





Responsible and resilient business continued

Political engagement

Regulation has an impact on our business and we think it is important to share our views with policy makers at the local, regional and national level.

This includes direct engagement such as responding to Government consultations, engagement with local and regional government through the planning process and engagement via our membership of trade associations.

We engage with local authorities, parish councils, Homes England, the Greater London Authority (GLA), regional government, the Ministry of Housing, Communities and Local Government (MHCLG), Department for Environment, Food and Rural Affairs (DEFRA), Nature England and other public sector organisations to understand their priorities and share our views.

Public policy work is carried out in a way that reflects our values and cultural principles and key policies such as our Business Conduct Policy. We aim for clear, open and accurate communication. It is our policy not to make donations to political parties or organisations.

As well as site-specific engagement, we participate in the development of strategic frameworks, Local Plans and Neighbourhood Plans, which consider broader development needs and enable local people to shape new developments in their area. This often includes working closely with local authorities to develop the local design code as part of the local development plan.

Industry association memberships

We engage with Government through our membership of industry organisations such as the Home Builders Federation (HBF) and the British Property Federation (BPF). Regional businesses are also members of trade associations, for example our Scottish businesses are members of Homes for Scotland.

Industry organisations and experts

We partner with NGOs (non-governmental organisations) and expert organisations in areas such as urban design, ecology and innovation to help us create sustainable communities across the UK. For example, we are partnering with Hedgehog Street on nature interventions.

Many environmental issues for our sector are systemic and require collaboration among regulators, industry organisations, housebuilders and the supply chain. We work with others to tackle industry-wide challenges including through the HBF, the Future Homes Hub (see page 11) and the Supply Chain Sustainability School (see page 32). In 2026, Jennie Daly our Chief Executive will be Chair of the Future Homes Hub.

Recent public policy engagement

We engage with central and devolved government on issues relating to planning and sustainability, as well as with the UK's main political parties. We responded to consultations on proposed legislation and changes to the planning system, landfill tax, building safety, biodiversity and nature, and water management among other topics during 2025. Examples included:

- Planning system reform:** We responded to several consultations run by the MHCLG in 2025, including those relating to speeding up build out, improving build out transparency, reforming site thresholds and reform of planning committees, and also to the London Plan consultation. We shared our view that more needs to be done to improve the quality and speed of planning and decision making, with more transparency over development programmes and delivery rates. We also highlighted that proposed sanctions could lead to unintended consequences and would not speed up the delivery of homes. We recommended making it easier for councils to deal with planning permission variations, and more flexibility in housing typologies and tenure mix, and supported the HBF's call for a replacement for the first time buyers' scheme.
- Biodiversity and nature:** We responded to a DEFRA consultation on improving the implementation of BNG and an MHCLG planning reform working paper on development and nature recovery. We shared our view that proposals to introduce strategic delivery plans alongside nature restoration funds represent a positive opportunity to unlock growth while ensuring the future protection of designated habitats, provided the funds are set at a level that would not jeopardise development viability.
- New Homes Accelerator programme call for evidence:** We submitted sites to this programme which aims to speed up the delivery of large-scale housing developments across England by addressing the causes of delays and obstacles to development.
- Call for sites – New Towns Taskforce:** We submitted sites to this taskforce of The House of Lords Built Environment Committee and have an interest in one of the 12 shortlisted sites.





Responsible and resilient business continued

Materiality assessment

We focus on the sustainability risks, opportunities, impacts and dependencies that are most material to our business and our stakeholders.

We conduct regular materiality assessments (at least every three years), with our most recent assessment concluding in 2023. Our assessment used a ‘double materiality’ approach to identify the socio-economic and environmental issues that have most impact on the value of our business and those where our business activities have most impact on people or the environment. Issues do not have to be material from both a financial and stakeholder perspective to be included.



Key steps in the methodology included:

- **Identifying impacts** – A long list of impact areas was identified, based on our previous materiality processes and a review of external reporting standards;
- **Evaluation and prioritisation** – A range of inputs were used to prioritise the identified impact areas. This included stakeholder interviews, a media and policy review, reference to sector-specific standards, multi-stakeholder and corporate benchmarks, and alignment with our business strategy and risk management process; and
- **Review and validation** – The findings were reviewed by members of our senior leadership, and some minor adjustments were made to reflect business priorities.

We recognise the important link between the Company’s material impacts and risk management, and our material impacts have been aligned to our Principal Risks, as set out in our Annual Report.

We are preparing for the introduction of the UK Sustainability Reporting Standards (UK SRS), which are expected to introduce new requirements for materiality assessment. We will align with these requirements when conducting our next assessment.

Our material impacts



* Includes customer service.



Responsible and resilient business continued

ESG reporting and disclosure

We are committed to transparent reporting on environmental, social and governance (ESG) issues. We publish a range of information and performance data each year to enable investors and other stakeholders to assess our strategy and progress.

This summary report provides an overview of our performance and data for the period 1 January to 31 December 2025. It covers the whole of Taylor Wimpey plc except where stated. Data is for the calendar year 2025, except where stated. Detailed reporting methodologies for our greenhouse gas emissions and waste data are included on our website.



External assurance

We are continually working to improve the quality of our data and disclosures, to align with changing regulation and to meet stakeholder expectations. High-quality data also supports us to make well-informed decisions. In addition to our own internal processes and governance, we are extending the number of ESG metrics which undergo external assurance.

In 2025 PricewaterhouseCoopers LLP (PwC) performed external independent limited assurance procedures over selected ESG performance metrics for the year ended 31 December 2025, in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information' (ISAE 3000 (Revised)), issued by the International Auditing and Assurance Standards Board, and 'Assurance Engagements on Greenhouse Gas (GHG) Statements' (ISAE 3410).

A copy of PwC's report and our Methodology and Criteria Document is available on our website at: www.taylorwimpey.co.uk/corporate/investors/ESG-assurance.

Metrics in the external assurance scope

	ESG Performance metric	31 December 2025
Health and safety	Annual Injury Incidence Rate (per 100,000 employees and contractors)	200
Diversity and inclusion	Female representation in GMT and direct reports (%)	27
Diversity and inclusion	Ethnic representation in GMT and direct reports (%)	5.6
Environmental impact	Scope 1 GHG emissions (tCO ₂ e)	8,607
Environmental impact	Scope 2 location based GHG emissions (tCO ₂ e)	4,487
Environmental impact	Scope 2 market based GHG emissions (tCO ₂ e)	1,223
Environmental impact	Scope 1 and 2 market based GHG emissions (tCO ₂ e)	9,829
Environmental impact	Scope 1 and 2 market based intensity (tCO ₂ e per 100 sqm completed build)	0.90
Environmental impact	Scope 3 – Category 1 Purchased goods and services (tCO ₂ e)	861,435
Environmental impact	Scope 3 – Category 11 Use of Sold Goods (tCO ₂ e)	707,025
Environmental impact	Carbon emissions of homes (kgCO ₂ e per sqm completed build)	11.42
Environmental impact	Construction waste intensity (tonnes per 100 sqm completed build)	5.9
Environmental impact	% waste sent to be diverted from landfill	98.8
Environmental impact	Number of homes built using timber frame	1,947

Progress against targets

These were our targets during 2025. The list of targets we will use from 2026 to drive performance improvements is included on page 7.

Targets in 2025

Progress in 2025

Homes and places	
Build quality	
At least 94% of build stages to achieve a CQR score of 4 or above in all regional businesses	● In 2025, 97.8% of build stages scored 4 or above (from a possible score of 6) in all regional businesses, compared with a 94.0% industry benchmark. We scored an average of 4.96 (2024: 4.93), which compares with an industry benchmark group average score of 4.75. We rank second nationally against housebuilders that have more than 100 build stages (which excludes self build and very small housebuilders).
Customer service	
Resolve at least 70% of customer issues within 30 days	● 68% of customer issues were resolved within 30 days, an increase on 66% in 2024. Our MyTask portal enables us to monitor subcontractors' response times to customer issues, which is helping to improve response times.
Resolve all complaints or have agreed an action plan within 8 weeks	● We achieved this for 82% of complaints in 2025 (2024: 77%).
Maintain a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating	● 94% of customers in the 8-week survey would recommend us to a friend (2024: 96%). Our HBF rating is now determined on the basis of 8-week and 9-month customer service scores, equally weighted, instead of the 8-week 'Would you recommend?' score. Each question will receive a 1-5 score and an aggregate score of 4.15 will be the measure of 5-star builder status as at March 2026. For 2025, we achieved an HBF customer service score of 4.24, equating to a five-star rating.
Improve our 9-month customer satisfaction survey score.	● Our most recent score was 86% (2024: 80%), which is our highest to date, reflecting the investment we have made in customer service, build quality and placemaking.
Efficient homes	
Make it easier for close to 40,000 customers to work from home and enable more sustainable transport choices through 36,000 EV charging points and 3,000 additional bike stands by the mid 2020s	● We have installed over 13,200 EV charging points since 2021 (2024: 7,400) and around 280 additional bike stands. Over 4,400 homes have included a study in their floorplan since 2021. We were disappointed not to meet this target, which was partly due to lower annual completions compared with 2019 and a later than anticipated start to the roll-out of our updated standard house types and latest specification. We also identified a need for clearer communication of targets to business unit teams and this is a focus in our updated environment strategy.
Help 20,000 customers to increase recycling at home by 2025	● We have made integrated recycling bins part of the specification for kitchens in our new standard house types to help customers increase recycling. Around 3,700 completions have included integrated recycling bins since 2022.
Make it easier for 20,000 customer households in water-stressed regions to install a water butt by 2025	● We have installed over 4,000 water butts in customer homes since 2021, including 974 in 2025. We have partnered with a supplier to offer over 5,000 customers 20% off the purchase price of a water butt for their new home.
Nature	
Help customers engage with nature and create 20,000 more nature friendly gardens by 2025	● We have distributed over 7,800 home welcome packs with wildflower seeds, bug hotels and other products to help customers create a more nature friendly garden since 2022. We've also added how-to guides to our website in partnership with Hedgehog Street and Buglife and developed materials our regional businesses can use to engage customers and local communities in nature-based activities.
200 beehives on our sites by 2025	● We have installed 105 beehives since 2021, including 78 in 2025.

Key to progress

● Achieved
 ● In progress
 ● Not achieved

Progress against targets continued

Targets in 2025

Progress in 2025

Homes and places continued

<p>Increase natural habitats by 10% on new sites from 2023 and include our priority wildlife enhancements from 2021: hedgehog highways from 2021; bug hotels (at least 20% of homes) from 2021; bat boxes (at least 5% of homes) from 2022; bird boxes (at least 80% of homes) from 2023; wildlife ponds from 2024; reptile and amphibian hibernation sites from 2025</p>	<p>● Sites granted outline planning permission in 2025 included an average biodiversity net gain of 13%. We aim to integrate enhancements on all suitable new sites and have started with hedgehog highways, bee bricks and bug hotels, and bird and bat boxes. Since 2021, we have installed 2,693 bee bricks and bug hotels, 1,664 bat boxes, 3,990 bird boxes, 36 wildlife ponds and 50 reptile habitats to support native species. 382 sites have included hedgehog highways since 2021.</p>
<p>All new sites have planting that provides food for local species throughout the seasons</p>	<p>● We have engaged our business units on this topic to raise awareness of pollinator friendly planting guidance available from the Royal Horticultural Society.</p>

Our people

Equality, diversity and inclusion

<p>40% female representation in GMT and direct reports by 2030</p>	<p>● 27% women on GMT and direct reports (2024: 26%). Due to market conditions and relatively low employee turnover, we recruited and employed relatively low numbers of employees in 2025, which affected our ability to make progress on our diversity targets.</p>
<p>9.7% ethnic representation in GMT and direct reports by 2027</p>	<p>● 5.6% ethnic representation in our GMT and direct reports (2024: 6.9%).</p>
<p>50% female representation in regional business leadership roles by 2030</p>	<p>● 30% of regional business leadership roles held by women (2024: 28%).</p>
<p>12.5% ethnic representation in regional business leadership roles by 2030</p>	<p>● 3.6% ethnic representation in regional business leadership roles (2024: 2.5%). Each business unit now has an Ethnicity Action Plan, with actions and targets to help us increase the rate of progress on our ethnicity targets.</p>
<p>50% female and 25% ethnic representation on our graduate programme by 2030</p>	<p>● 24% women (2024: 33%) and 24% ethnic representation among graduates (2024: 29%).</p>
<p>50% female and 25% ethnic representation on our early entry talent programmes by 2030 (management trainees and apprentices)</p>	<p>● 19% women (2024: 14%) and 14% ethnic representation in our other early entry talent programmes (2024: 11%).</p>

Our supply chain partners

Responsible and sustainable sourcing

<p>Purchase 100% REGO-backed (Renewable Energy Guarantees of Origin) green electricity for all new sites</p>	<p>● Our policy is to purchase 100% REGO-backed renewable electricity for new sites during construction, and for offices, show homes, sales areas and plots before sale. This equated to 88% of purchased electricity in 2025 (2024: 85%).</p>
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Key to progress

- Achieved
- In progress
- Not achieved

Progress against targets continued

Targets in 2025

Progress in 2025

Our supply chain partners continued

Timber frame used for 30% of completed homes by 2030	●	Around 18% of completions used timber frame (2024: 16%).
Engage with suppliers to meaningfully reduce plastic packaging on our sites by 2025	●	In previous years, we have engaged with suppliers through two projects with the Supply Chain Sustainability School, which led to the publication of practical guidance for plastics and packaging reduction for the homebuilding industry. In 2026 we will be working with Valpak and Reconomy to identify cost and waste reductions by optimising packaging on our build packs.
Set improvement targets in relation to embodied carbon and waste for key supplier categories.	●	We are engaging with suppliers on carbon reduction, focusing on materials suppliers in the 15 most carbon-intensive categories. We are increasingly integrating embodied carbon as one of the factors considered in tender processes for materials such as concrete, plasterboard and insulation. We have also worked with suppliers to reduce waste, for example by specifying material sizes that reduce offcuts, see examples on page 32. We have not yet set targets for key supplier categories.

Environmental impact

Climate change

By 2045 we will reach net zero greenhouse gas emissions (scope 1, 2 & 3) across our value chain on a 2019 base year (comprising at least a 90% reduction and neutralising residual emissions).	●	Our total footprint, including scope 3 emissions, was 1,785,587 tCO2e (2024: 1,813,618), a 1.5% reduction compared with 2024. This reflects the impact of our carbon reduction measures on our scope 1 and 2 emissions. Absolute emissions were 42.0% lower than in 2019; however, this also reflects the lower number of completions in 2025 (around a third fewer than in 2019). This target has been validated by the SBTi.
36% reduction in operational carbon emissions intensity by 2025 from a 2019 baseline and be net zero aligned by 2035	●	We have reduced operational carbon emissions intensity (scope 1 and 2) by 44.2% against our baseline (2024: 21.1%) and absolute operational emissions by 60.0% (2024: 47.1%), exceeding our target. This reflects fewer completions in 2025 compared with 2019, as well as the impact of carbon reduction measures such as our sourcing of renewable electricity and a reduction in the use of diesel due to the roll-out of hybrid generators and use of HVO. In 2025, this target was integrated into our Performance Share Plan and medium term incentive plan. The emissions reduction element of this target has been validated by the SBTi.
Reduce Scope 3 emissions by 52.8% per 100 m ² of completed floor area from a 2019 base year (based on a reduction of 46.2% in absolute emissions against the base year)	●	We have reduced scope 3 carbon emissions intensity by 7.6% compared with 2024 and by 18.7% against our baseline. Absolute scope 3 emissions decreased by 1.4% compared with 2024 and by 41.8% against our baseline. This reflects improvements in the carbon efficiency of the homes we build, wider grid and supply chain decarbonisation, improvements in our footprinting methodology, and the lower number of completions in 2025 than in 2019. This target has been validated by the SBTi.
Reduce operational energy intensity by 32% for UK building sites by 2025	●	Operational energy use intensity on UK building sites has reduced by 5.4% against our 2019 baseline and by 15.0% year on year. Despite making progress we did not meet our target, which partly reflects the lower number of completions compared with 2019, but also continued energy use needed to run our sites. Absolute energy use reduced from 98,197 MWh in 2019 to 64,994 MWh in 2025.
Reduce car and grey fleet emissions by 50% by 2025	●	We have reduced car and grey fleet emissions by 26.8% since 2019 (2024: 28.2%). While we are disappointed not to meet our target, we are pleased that 91% of vehicles in our fleet are now electric or hybrid (2024: 88%).

Key to progress

- Achieved
- In progress
- Not achieved

Progress against targets continued

Targets in 2025

Progress in 2025

Environmental impact continued

By 2030 all our homes will be zero carbon ready (becoming truly net zero on decarbonisation of the electricity grid).	●	We are rolling out homes built to our new specification (in line with the updates to Building Regulations Parts L and F in England) which are, on average, 31% more carbon-efficient in use compared to our previous specification, with similar reductions in Scotland and Wales. We will move towards zero carbon ready homes in England and Wales following the introduction of the Future Homes Standard (which is now expected in 2026) and the New Build Heat Standard in Scotland (rolling out from 2024). Around 12% of completions in 2025 used air source heat pumps.
Reduce emissions from customer homes in use by 75% by 2030	●	The average dwelling emission rate (DER) for our homes was 11.42 kgCO ₂ e per m ² per year (2024: 13.22), a 25.8% reduction on 2019.
Reduce embodied carbon per home by 21% by 2030	●	We are not currently able to report progress on this target. However, emissions from scope 3 category 1 (purchased goods and services) have reduced by 38.5% since 2019 and by 2.6% since 2024.

Waste and resources

Cut our waste intensity by 15% by 2025 and use more recycled materials.	●	Our waste intensity has reduced by 21.4% against our 2019 baseline, and 8.1% compared with 2024. Total waste volumes decreased 1.9% year on year and by 45.7% against our baseline. The decrease year on year reflects work to engage our site teams on waste and to encourage reuse of inert waste on site. The decrease since 2019 also reflects the lower number of completions in 2024 compared with our baseline year. 98.8% of construction waste was sent to be diverted from landfill (2024: 97.9%).
Return 125,000 pallets per year for reuse and recycling by 2025	●	192,758 pallets were picked up from our sites (2024: 132,278). This represents around 3,470 tonnes of wood (2024: 2,381). 51% of these pallets are suitable and sent for reuse (2024: 46%).
Collect 70,000 used paint cans per year for recycling by 2025	●	44,756 paint pots were returned for recycling from our sites, reducing waste to landfill (2024: 61,635).
Reduce operational mains water intensity by 10% from a 2019 baseline by 2025	●	Water consumption has reduced by 24.7% since 2019 (2024: 31.1%); however, water intensity has increased by 9.0% over the same period (2024: 6.6%). We believe the increase in intensity reflects the lower number of completions relative to 2019. While we completed fewer homes, we continued to use water for activities such as dust suppression and in our offices and site compounds.
Measure the environmental footprint of the key materials in our homes and set a reduction target	●	We ask suppliers to provide Environmental Product Declarations (EPDs) which are based on life cycle assessments and quantify embodied carbon. Use of EPDs informs our procurement decision making, however not all products currently have EPDs. We have not yet set reduction targets for key materials.

Responsible and resilient business

Health and safety		
Maintain or lower our Annual Injury Incident Rate (AIIR), compared with 2024.	●	Our AIIR of 200 decreased year on year (2024: 212), and remains below the average for the housebuilding sector of 224 as measured by the Home Builders Federation (2024: 246). Around 46% of accidents are slips, trips and falls. Our AIIR for major injuries per 100,000 employees and contractors was 50 (2024: 59).

Key to progress

- Achieved
- In progress
- Not achieved

Performance data

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Homes and places									
Number of completions (including joint ventures)	UK	Number	10,735	10,089	10,438	13,773	14,087	9,609	15,719
Number of completions	Spain	Number	494	504	410	381	215	190	323
Number of completions (excluding joint ventures)	UK	Number	10,614	9,972	10,356	13,551	14,087	9,412	15,520
Number of outlets (average)	UK	Number	208	216	238	232	225	240	250
Affordability									
Completions designated as affordable ¹	UK	%	21	22	23	21	18	20	23
Number of affordable homes (excluding joint ventures)	UK	Units	2,220	2,178	2,351	2,920	2,501	1,904	3,548
First time buyers – % of completions	UK	%	31	31	29	45	41	40	36
Efficient homes									
Homes with on site PV panels (including joint ventures)	UK	%	79	49	21	18	17	13	9
Homes with on plot EV charging points (including joint ventures)	UK	%	54	33	13	11	7	–	–
Number of EV charging points installed (on plot and public) (including joint ventures)	UK	Number	5,810	3,534	1,385	1,639	988	–	–
Completions with air source heat pumps	UK	%	12	5	–	–	–	–	–
Average EPC rating of completed homes	UK	Rating	B	–	–	–	–	–	–
Homes achieving an EPC A rating	UK	%	28	–	–	–	–	–	–
Average dwelling emission rate	UK	kgCO ₂ e/m ²	11.4	13.2	–	–	–	–	–
Our developments									
Value of Section 106 (England and Wales) and Section 75 (Scotland) and CIL agreements delivered	UK	£m	359	345	405	455	418	287	447
Homes built on brownfield land (excluding joint ventures)	UK	%	19	22	21	17	21	25	29
Completions within 500m of a public transport node (excluding joint ventures)	UK	%	62	69	70	67	67	71	57
Completions within 1,000m of a public transport node (excluding joint ventures)	UK	%	87	92	90	90	86	88	74
Nature and biodiversity									
Total wildlife enhancements installed (cumulative since 2021)	UK	Number	8,815	5,544	3,529	2,443	1,089	–	–
Sites with hedgehog highways installed (cumulative since 2021)	UK	Number	382	326	277	203	110	–	–
Bug hotels and bee bricks installed	UK	Number	1,193	947	271	169	113	–	–
Bat boxes installed	UK	Number	628	357	237	442	–	–	–
Bird boxes installed	UK	Number	1,340	651	501	647	850	–	–
Sites where biodiversity risks assessed	UK	%	100	100	100	100	100	100	100
Sites exposed to biodiversity risks that have a biodiversity management plan	UK	%	100	100	100	100	100	100	100

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Homes and places continued									
Build quality									
Taylor Wimpey average NHBC CQR score ²	UK	Out of 6	4.96	4.93	4.89	4.81	4.67	4.45	4.13
Industry average NHBC CQR score	UK	Out of 6	4.75	4.70	4.67	4.6	4.43	4.32	4.01
Build stages scoring 4 or above in all regional businesses	UK	%	97.8	97.1	95.70	–	–	–	–
Average reportable items per NHBC inspection	UK	Number	0.17	0.18	0.28	0.32	0.26	0.24	0.28
Customers satisfied or very satisfied with quality of their home ²	UK	%	92	93	90	88	89	89	87
Customer service									
Taylor Wimpey HBF customer satisfaction rating ³	UK	Out of 5	4.24	–	–	–	–	–	–
Customers 'Would you recommend us to a friend?' (8-week score) ⁴	UK	%	94	96	92	90	92	92	89
HBF homebuilder average – 'Would you recommend us to a friend?' (8-week score) ⁵	UK	%	94	96	90	91	91	91	89
Customers satisfied or very satisfied with the service provided before purchase ⁴	UK	%	92	93	88	84	85	84	83
Customers who would recommend us to a friend (9-month score) ⁵	UK	%	86	80	77	78	79	78	77
Customer issues resolved within 30 days	UK	%	68	66	68	–	–	–	–
Complaints resolved or with an agreed action plan in place within 56 days	UK	%	82	77	60	–	–	–	–
Customers who would recommend us to a friend	Spain	%	85	71	86	91	93	93	93
Our people									
Employee numbers and turnover									
Average number of employees (weekly and monthly)	UK	Number	4,393	4,354	4,618	5,140	5,271	5,948	5,796
Average number of employees	Spain	Number	99	101	97	92	91	81	87
Average number of employees (weekly and monthly)	Group	Number	4,492	4,455	4,719	5,232	5,362	6,029	5,883
Average number of site operatives	UK	Number	9,600	9,400	9,300	11,100	11,100	12,330	14,674
Attraction, engagement, retention									
Annual voluntary employee turnover	UK	%	11.9	12.1	14.2	17.7	19.0	9.4	12.9
Overall engagement score in employee survey	UK	%	92	93	93	93	91	–	–
Development and training									
Total apprentices, graduates and trainees recruited during the year	UK	Number	111	58	52	289	150	75	498
Entry level positions as % of workforce	UK	%	6	5	9	9	9	14	16
Employees who have enrolled on or completed academy courses	UK	Number	283	149	249	1,285	1,700	1,500	1,500

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Our people continued									
Equality, diversity and inclusion⁷									
Women in workforce – all employees	UK	%	35	35	34	33	32	30	29
Women in junior management	UK	%	22	29	25	–	–	–	–
Women in management	UK	%	37	40	38	30	28	28	28
Women in regional business leadership roles	UK	%	30	28	27	31	24	18	–
Women in GMT	Group	%	25	33	33	44	36	36	44
Women in GMT and direct reports	Group	%	27	26	28	21	–	–	–
Women on the Board of Directors	Group	%	44	44	44	44	50	50	50
Women in our graduate programme	UK	%	24	33	62	58	–	–	–
Women in early entry talent programmes	UK	%	19	14	15	13	–	–	–
Ethnic representation in workforce (employees who are Black, Asian or other minority ethnic)	UK	%	7	6	6	5	5	4	4
Ethnic representation on the Board of Directors	Group	%	11	11	11	11	–	–	–
Ethnic representation in GMT and direct reports	Group	%	6	7	7	–	–	–	–
Ethnic representation in regional business leadership roles	UK	%	4	3	4	3	–	–	–
Ethnic representation in our graduate programme	UK	%	24	29	17	22	–	–	–
Ethnic representation in early entry talent programmes	UK	%	14	11	7	8	–	–	–
LGBTQ+ employees ⁸	UK	%	2	1	2	2	1	–	–
Employees who report having a disability ⁹	UK	%	6.35	–	–	–	–	–	–
Gender equal pay¹⁰									
Mean gender pay gap	UK	%	3	8	6	-2	-7	-6	0
Median gender pay gap	UK	%	0	6	2	1	-5	-18	-4
Our supply chain partners									
Renewable electricity purchasing									
Renewable electricity REGO-backed (Renewable Energy Guarantees of Origin) as a percentage of total electricity consumption	Group	%	88	85	79	70	72	58	39
Responsibly sourced timber									
Homes built using timber frame (completions)	UK	%	18	16	16	18	19	19	14
Timber purchased from Group suppliers that is FSC or PEFC certified	UK	%	97.5	98.5	–	–	–	–	–
CDP Forest score	Group	Score	B	B-	C	B-	B-	–	–
CDP Supplier engagement score	Group	Score	A	A	A	A	A	–	–

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Environmental impact									
Greenhouse gas emissions (GHG)¹¹									
Scope 1 GHG emissions – combustion of fuel	Group	tonnes CO ₂ e	8,607	11,787	14,275	15,975	17,464	16,522	21,018
Scope 2 GHG emissions – market based	Group	tonnes CO ₂ e	1,223	1,218	1,628	2,331	2,272	1,981	3,563
Scope 2 GHG emissions – location based	Group	tonnes CO ₂ e	4,487	5,078	4,649	4,279	5,406	5,272	6,172
Total scopes 1 and 2 – market based	Group	tonnes CO ₂ e	9,829	13,005	15,902	18,306	19,736	18,503	24,581
Scope 3 GHG emissions (total) ¹³	Group	tonnes CO ₂ e	1,775,758	1,800,612	1,977,848 ¹³	2,519,103	2,383,398	–	3,051,378
Total scopes 1, 2 and 3	Group	tonnes CO ₂ e	1,785,587	1,813,618	1,993,750	2,537,409	2,403,134	1,979,934	3,075,959
Emissions intensity – per 100 sqm completed homes (scopes 1 and 2)	Group	tonnes CO ₂ e/100 sqm	0.90	1.27	1.53	1.37	1.41	1.96	1.62
Emissions intensity – per 100 sqm completed homes (scopes 1, 2 and 3)	Group	tonnes CO ₂ e/100 sqm	164	178	192	190	172	210	202
Progress against climate targets									
Reduction in carbon emissions intensity (scopes 1 and 2) against 2019 baseline	Group	%	44	21	5	15	13	(21)	–
Reduction in absolute carbon emissions (scopes 1 and 2) against 2019 baseline	Group	%	60	47	35	26	20	25	–
Reduction in carbon emissions intensity (scopes 1 and 2) since 2013	Group	%	68	55	46	52	50	30	43
Reduction in carbon emissions absolute (scopes 1, 2 and 3) since 2019	Group	%	42	41	35	18	22	–	–
CDP climate rating	Group	Score	A	A-	A-	A-	A-	B	B
Scope 3 emissions categories¹²									
Category 1 – Purchased goods and services	Group	tonnes CO ₂ e	861,435	884,166	908,238	1,309,017	1,122,678	–	1,400,568
Category 3 – Fuel and energy-related activities	Group	tonnes CO ₂ e	3,453	4,440	4,591	4,886	5,802	–	5,677
Category 4 – Upstream transport and distribution	Group	tonnes CO ₂ e	55,195	53,434	46,064	34,351	31,044	–	62,283
Category 5 – Waste generated in operations	Group	tonnes CO ₂ e	12,013	11,911	18,294	15,089	15,446	–	17,550
Category 6 – Business travel	Group	tonnes CO ₂ e	1,988	2,023	2,087	1,553	1,438	–	2,647
Category 7 – Employee commuting	Group	tonnes CO ₂ e	121,196	57,312	52,521	74,348	65,125	–	121,655
Category 11 – Use of sold products (homes in use)	Group	tonnes CO ₂ e	707,025	760,145	914,417	1,044,293	1,106,062	–	1,404,544
Category 12 – End-of-life treatment of sold products	Group	tonnes CO ₂ e	6,819	20,366	24,627	29,166	29,210	–	33,798
Category 13 – Downstream leased assets	Group	tonnes CO ₂ e	6,633	6,816	7,008	6,399	6,592	–	2,656
Car and grey fleet emissions									
% reduction in car and grey fleet emissions from 2019	UK	%	27	28	21	1	22	10	–
% of vehicles in our fleet that are electric or hybrid	UK	%	91	88	72	56	43	30	–
Out of scope emissions									
Biogenic emissions ¹³	UK	tonnes CO ₂ e	2,106	317	–	–	–	–	–

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Environmental impact continued									
Energy use¹⁴									
Operational energy use (fuel and electricity consumption from sites and offices)	UK	MWh	68,730	75,001	80,695	87,013	94,992	85,442	101,352
Operational energy intensity (site and office fuel and electricity intensity)	UK	MWh/100 sqm	6.6	7.7	8.1	6.7	6.9	9.3	6.8
Operational energy use (fuel and electricity consumption from sites and offices)	Group	MWh	74,188	79,904	85,741	92,312	104,870	96,195	116,207
Operational energy intensity (site and office fuel and electricity intensity)	Group	MWh/100 sqm	6.8	7.8	8.3	6.9	7.5	10.2	7.6
Site energy use intensity (fuel and electricity from sites and plots)	UK	MWh/100 sqm	6.3	7.4	7.8	6.5	6.7	9.0	6.6
Reduction in site energy use intensity against 2019 baseline	UK	%	5.4	(11.3)	(17.5)	2.4	(0.9)	(36.5)	–
Site energy use (fuel and electricity from sites and plots)	UK	MWh	64,994	71,517	77,215	83,575	91,355	82,979	98,197
Reduction in site energy use (absolute) against 2019 baseline	UK	%	33.8	27.2	21.4	14.9	7.0	15.5	–
Energy consumption by source									
Renewable electricity REGO-backed (Renewable Energy Guarantees of Origin)	Group	MWh	22,111	20,840	17,832	15,468	18,352	13,006	9,344
Brown electricity	Group	MWh	3,045	3,685	4,636	6,619	7,199	9,571	14,563
Natural gas	UK	MWh	21,931	25,455	22,896	24,428	36,357	29,707	33,593
Butane	UK	MWh	478	193	170	276	435	340	412
Gas oil and diesel	UK	MWh	12,979	24,054	35,459	40,400	32,806	32,949	43,647
Unleaded petrol	UK	MWh	0.16	0.08	0	0	0.25	0	0
LPG	UK	MWh	88.04	0	0	31	61	29	110
Propane	UK	MWh	420	267	292	370	483	351	497
Kerosene	UK	MWh	0	0	0	0	0	10	16
Hydrotreated vegetable oil (HVO)	UK	MWh	8,606	1294	7	128	0	0	0
Total non-renewable energy consumption MWh (excluding fleet)	Group	MWh	47,548	54,949	63,460	72,252	77,342	72,956	92,838
Total non-renewable energy consumption % (excluding fleet)	Group	%	68	73	78	82	81	85	91
Total renewable energy consumption % (excluding fleet)	Group	%	32	27	22	18	19	15	9
Car fleet energy use	UK	MWh	3,770	3,384	3,656	3,821	–	–	–
Waste and resources									
Construction waste – general ¹⁵	UK	Tonnes	51	923	1,533	1,585	1,052	72,372	100,612
Construction waste – light mixed	UK	Tonnes	30,683	30,810	39,634	47,229	48,785	–	–
Construction waste – inert	UK	Tonnes	10,127	11,784	19,409	13,336	12,355	–	–
Construction waste – timber	UK	Tonnes	10,565	9,712	10,167	11,336	11,799	–	–
Construction waste – plasterboard	UK	Tonnes	8,866	8,280	8,839	10,557	10,161	7,640	10,699
Construction waste – other	UK	Tonnes	156	74	666	1,026	5,033	–	–
Construction waste – hazardous ¹⁶	UK	Tonnes	2.6	15.7	1.5	1.9	17.6	5.0	148.1
Construction waste – total	UK	Tonnes	60,451	61,599	80,250	85,072	89,204	80,011	111,311
Construction waste intensity per 100 sqm build ¹⁷	UK	tonnes/100 sqm	5.90	6.42	8.24	6.57	6.52	8.71	7.50
Reduction in waste intensity against 2019 baseline	UK	%	21	14	(9.8)	12	13	(16)	–

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Environmental impact continued									
Recycling									
Construction waste diverted from landfill	UK	%	99	98	98	98	97	97	97
Construction waste landfilled	UK	%	1	2	2	2	3	3	3
Paint cans collected for reuse or recycling	UK	Number	44,756	61,635	57,823	54,964	45,021	19,445	19,374
Pallets returned for reuse or recycling	UK	Number	192,758	132,278	105,182	95,607	65,352	71,916	94,984
Water¹⁸									
Consumption of metered mains water	UK	m ³	380,725	348,572	362,986	373,639	439,955	454,056	505,893
Consumption of metered mains water per 100 sqm build ¹⁷	UK	m ³ /100 sqm	37.1	36.3	37.3	28.9	32.1	49.4	34.1
Reduction in mains water intensity against 2019 baseline	UK	%	(9)	(7)	(9)	15	6	(45)	–
Reduction in mains water (absolute) against 2019 baseline	UK	%	25	31	28	26	13	10	–
CDP water security rating	Group	Score	B	C	B	B	B	B	B
Responsible and resilient business									
Financial performance and landbank									
Revenue	Group	£m	3,844.6	3,401.2	3,514.5	4,419.9	4,284.9	2,790.2	4,341.3
Adjusted operating profit ¹⁹	Group	£m	420.6	416.2	470.2	923.4	828.6	300.3	850.5
Plots owned or with planning consent (short term landbank)	UK	Number	c.77,000	c.79,000	80,323	82,830	85,376	77,435	75,612
Short term landbank – number of plots converted from strategic land pipeline	UK	Number	5,236	6,054	7,624	3,692	7,691	4,010	8,387
Strategic pipeline – number of potential plots ²⁰	UK	Number	c.133,000	c.136,000	c.142,000	c.144,000	c.145,000	c.139,000	c.140,000
Completions sourced from strategic pipeline	UK	%	39	40	45	52	50	55	56
Health and safety									
Number of reportable RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) injuries per year	UK	Number	28	27	21	27	35	26	32
AIIR for all reportable injuries (incidence rate per 100,000 employees and contractors) ²¹	UK	per 100,000	200	212	151	166	214	151	156
AIIR for all major injuries (incidence rate per 100,000 employees and contractors)	UK	per 100,000	50	59	65	68	73	58	44
HBF homebuilder average AIIR ²²	UK	per 100,000	224	246	241	239	264	263	282
Lost time injury frequency rate (LTIFR) for employees	UK	per million hours worked	0.1	0.3	0	1	1	1	–
LTIFR for contractors	UK	per million hours worked	0.8	1.3	1.3	0.9	1.36	0.93	–
Fatalities – employees and contractors	Group	Number	1 ²³	0	0	0	0	0	0
HSE Spain²⁵									
AIIR for reported workplace injuries (incidence rate per 100,000 employees and contractors)	Spain	per 100,000	83	74	420	0	300	456	179
Number of reported workplace injuries per year	Spain	Number	10	11	6	0	3	4	2
AIIR for all major injuries (incidence rate per 100,000 employees and contractors)	Spain	per 100,000	25	7	42	0	30	46	18

Performance data continued

	Scope	Unit	2025	2024	2023	2022	2021	2020	2019
Responsible and resilient business continued									
HSE training									
HSE training days – site management and operational staff	UK	per employee	1.93	1.36	3.1	4.4	4.2	3.39	4.4
HSE training days – support staff (office-based)	UK	per employee	0.14	0.38	0.19	0.16	0.35	0.13	0.3
Number of staff trained on health and safety standards within the last year	UK	Number	4,709	3,869	3,610	4,654	4,954	4,210	4,767
Partnering with charities									
Donations to registered charities	Group	£	894,747	810,100	820,288	790,061	840,854	588,000	816,000
Donations to local community causes	Group	£	111,174	157,950	160,988	161,746	104,364	94,000	129,000
Amounts raised by employee fundraising	Group	£	233,263	207,905	197,488	223,463	161,168	80,000	364,000
Total donations (cash and fundraising)	Group	£	1,239,184	1,175,955	1,178,764	1,175,270	1,106,385	762,000	1,309,000

- Homes designated affordable include: social rented (21% of total), affordable rented (49%), rent to buy (1%), shared ownership (26%), discounted sales (3%).
- The NHBC carries out independent Construction Quality Reviews (CQR) at key build stages. This is the average score from NHBC CQRs for calendar year 2025.
- The HBF updated its scoring methodology in 2025. Customer satisfaction rating is now determined based on both 8-week and 9-month scores.
- The 8-week 'would you recommend' score for 2025 relates to customers who legally completed between October 2024 and September 2025, with the comparator relating to the same period 12 months prior.
- The 8-week 'would you recommend' score for 2025 relates to customers who legally completed between October 2024 and September 2025, with the comparator relating to the same period 12 months prior.
- The 9-month 'would you recommend' score for 2025 relates to customers who legally completed between October 2023 and September 2024, with the comparator relating to the same period 12 months prior.
- Figures are calculated as a percentage of total employees.
- LGBTQ+ data is based on self-declaration by employees and 76% of employees report their sexuality (2024:65%).
- Disability data is based on self-declaration by employees, of which 40% self-declared in 2025.
- Our gender pay gap is calculated using UK government methodology (August 2025). Our reference date is 5th April 2025. See www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers for definitions. It excludes Executive Directors and Group General Counsel and Company Secretary who are not employed by Taylor Wimpey UK Limited.
- For information on external assurance of greenhouse gas emissions data, see page 55. We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) for data gathered to fulfil our requirements under the Mandatory Carbon Reporting (MCR) requirements, and emission factors from the Government's GHG Conversion Factors for our corporate reporting. We use the market-based method of the revised version of the GHG Protocol Scope 2 Guidance for calculating our scope 2 emissions. Carbon intensity metrics are calculated based on the figure of 1,089,428 sqm completed floor area. This covers Taylor Wimpey Group including joint ventures. Further details are in our Carbon Reporting Methodology Statement at www.taylorwimpey.co.uk/corporate/sustainability. Our UK-only carbon emissions intensity (scope 1 and 2 market based tCO2/100 sqm) was 0.9 (2024:1.31, 2023:1.56, 2022: 1.38).

- We report on nine of the 15 scope 3 categories identified in the GHG Protocol. The remaining six categories are not material to our business. In 2022, we developed a more accurate methodology for measuring scope 3 supply chain emissions (purchased goods and services), using a combination of quantity-based data (drawing on data on the quantity of materials purchased and emissions data from environmental product declarations) as well as spend data. Our previous methodology relied on spend data only. We updated our baseline 2019 scope 3 footprint using the new methodology. Our 2019 baseline using our previous scope 3 emissions methodology was 3,869,583 tCO2e. In 2024, we also re-stated the 2023 scope 3 footprint to reflect a change to the methodology used to calculate emissions from purchased goods and services. See our Carbon Reporting Methodology Statement at www.taylorwimpey.co.uk/corporate/sustainability.
- Biogenic emissions from our use of HVO are outside our scope 1, 2 and 3 footprint.
- Our operational energy use data for the UK includes site and offices. Group data includes site, offices and fleet. Our energy reduction target focuses on UK site energy use. UK energy intensity metrics are calculated based on 1,038,457 sqm completed floor area which covers our UK business and includes joint ventures.
- General waste data includes compactable waste, some types of hazardous waste and non-recyclable waste that cannot be disposed of in available skips. General waste data for 2020 and 2019 also includes inert waste, light mixed waste, timber waste and some other types of construction waste.
- This is construction hazardous waste and includes paint cans and sealant tubes. It does not include remediation waste or contaminated soils.
- Waste and water intensity metrics are calculated based on 1,025,126 sqm completed floor area, which excludes Taylor Wimpey Central London and some joint ventures.
- Water data covers 100% of sites. 79.2% of our water use in 2025 was from water meters, with 20.8% being estimated
- Operating profit is defined as profit on ordinary activities before financing, exceptional items and tax, after share of results of joint ventures.
- Strategic land has no planning status or approval for residential development when we acquire or option it. The majority is controlled via option agreements. We typically buy this land when we have achieved a certain planning status. We include plots in our strategic pipeline that we believe have a greater than 50% probability of gaining planning approval.
- Annual Injury Incidence Rate (per 100,000 employees and contractors). Reportable injuries are those covered by the UK's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- Source: HBF Health & Safety Statistics Results 2024-2025.
- See page 42.
- For Spain, our injuries data and Annual Injury Incidence Rate (AIIR) include all reported workplace injuries to employees and contractors. This is similar but not directly comparable to our data for the UK.



SASB index

The following table discloses our performance against the criteria in the SASB Home Builders Sustainability Accounting Standard version 2023–12. Data relates to the period 1 January 2025 to 31 December 2025. In cases where we do not have the exact data requested in the Standard we have sought to provide equivalent or related data. Responses do not cover our business in Spain, which accounts for less than 5% of total completions.

A note on terminology: our sites are single pieces of land which typically gain outline planning permission as a single entity. They range in size from 50 to 3,500 homes. Outlets are sites with a sales centre. ‘Plots’ are homes prior to completion, which are equivalent to ‘lots’ (the term used in the SASB standard).

Code	SASB criteria	Our approach
Land use and ecological impacts		
IF-HB-160a.1	Number of (1) lots and (2) homes delivered on redevelopment sites	In 2025, 19% of completions (excluding joint ventures) were on brownfield land (2024: 22%).
IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with high or extremely high baseline water stress	4,157 homes (including joint ventures) were built in areas of high water stress. No homes are built in areas of extremely high water. This is based on the baseline water stress map published by the World Resources Institute’s (WRI) Water Risk Atlas tool, Aqueduct.
IF-HB-160a.3	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	There were no monetary losses associated with environmental regulations in 2025.
IF-HB-160a.4	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	<p>We set targets to reduce our environmental footprint across our value chain, focusing on climate change and energy, nature, resources and waste. Environmental factors are integrated into our processes, including:</p> <ul style="list-style-type: none"> • Landbuying: We review each potential piece of land against the Government’s National Planning Policy Framework (NPPF), which aims to ensure that developments are economically, socially and environmentally sustainable. Our internal processes and guidance documents help us to identify and address relevant sustainability issues for each site. These include our Sustainable Development Checklist, which helps us to assess factors such as how well connected the site is to transport links and the potential impact on habitats and species. We use a digital platform for assessing and managing sustainability risks at site level, called LEADR (Land and Environment Assessment of Development Risk). It includes a pre-acquisition screening and risk assessment process for potential new sites, covering issues including remediation, flood risk, biodiversity, air quality and archaeology. • Placemaking: Our placemaking standards help our teams to plan, design and deliver schemes that promote social, environmental and economic sustainability. They are based on best practice such as the Building for a Healthy Life framework and cover factors such as promoting sustainable transport, connectivity with nature and resident wellbeing. All new sites include our priority wildlife enhancements, and new sites in England submitting their first planning application include at least 10% Biodiversity Net Gain. • Construction: Our Health, Safety and Environmental Management System covers all site activities and helps us to keep noise, dust and disturbance to a minimum, to prevent pollution incidents, reduce waste and water use and to protect biodiversity. It requires all operational sites to carry out mandatory environmental checks and to have a Site Specific Environmental Action Plan. All sites have individual site waste management plans.

SASB index continued

Code	SASB criteria	Our approach
Workforce health and safety		
IF-HB-320a.1	(1) Total Recordable Incident Rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	We measure health and safety performance using an Annual Injury Incidence Rate (AIIR) metric and we report a consolidated figure for direct employees and contractors. Our AIIR for reportable injuries per 100,000 employees and contractors was 200, (2024: 212). Our AIIR remains below the average for the housebuilding sector, which was 224. This is calculated by the Home Builders Federation. Reportable injuries are those covered by the UK’s Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
Design for resource efficiency		
IF-HB-410a.1	(1) Number of homes that obtained a certified residential energy efficiency rating and (2) average rating	The Energy Performance Certificate (EPC) is the UK property energy efficiency rating scheme, which uses an A to G rating scale, with A being the most energy-efficient. Properties are assessed by an accredited assessor. On average, our standard homes are designed to achieve an EPC rating of B and, in 2025, 28% achieved an A rating. In 2025, around 65% of homes included triple glazing and 79% photovoltaic (PV) panels.
IF-HB-410a.2	Percentage of installed water fixtures certified to a water efficiency standard	In 2025, the majority (over 70%) of our homes were designed to achieve a maximum water use of 110 litres per person per day or lower. They include water meters (England and Wales), low flow taps and showers, and dual flush toilets. From 2026, our homes will be designed to achieve a maximum water use of 100 litres per person per day, exceeding building standards requirements. In the UK, water efficiency is covered by Building Regulations Part G – Sanitation, hot water safety and water efficiency. This focuses on the expected performance of the whole home. Compliance is assessed based on water consumption data provided by product manufacturers, including for WCs, taps, baths, showers and appliances.
IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard	All our homes are subject to UK Building Regulations, which include standards for energy and water efficiency (criteria IF-HB-410a.1 and IF-HB-410a.2). Our latest specification is 31% more carbon-efficient than our previous specification. There are no current widely used third-party multi-attribute green building standards designed specifically for homes in the UK.
IF-HB-410a.4	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	Risks and opportunities relating to home energy and resource efficiency are considered as part of our climate change risk management processes, which are outlined in the Taskforce on Climate-related Financial Disclosures section in our Annual Report and Accounts. Our homes integrate features to help customers live a resource-efficient lifestyle (see IF-HB-410a.1 and IF-HB-410a.2) and we are preparing for the Future Homes Standard (see page 9). We have an innovative set of visual assets to help explain the energy-efficient and low carbon technologies used in our homes to customers. We also communicate the benefits via our Sales Executives, our website, marketing materials, ‘From House to Home’ manual, and Maintenance Guide. This includes the energy rating and the energy savings customers can expect to achieve. Our website includes tips to further reduce home energy and water use and create a nature friendly garden.

SASB index continued

Code	SASB criteria	Our approach
Community impacts of new developments		
IF-HB-410b.1	Description of how proximity and access to infrastructure, services, and economic centres affect site selection and development decisions	Proximity and access to infrastructure, services, and economic centres influence site selection and development decisions. For each scheme, we assess the current level of facilities and services and whether they are sufficient to support the scale of proposed development. We aim for future residents to have convenient access to local facilities and services via walking, cycling or public transport. Where the current level of facilities or services is not adequate, we contribute to improving local facilities. The UK's NPPF also requires consideration of the opportunities presented by existing or planned investment in infrastructure. During 2025, we contributed £359m to local communities via planning obligations (2024: £345m) to fund infrastructure and facilities, including affordable housing, green spaces, community and leisure facilities, transport, educational funding, jobs for local people, heritage buildings and public art. Around 62% of our UK completions were within 500m of a public transport node and around 87% were within 1,000m.
IF-HB-410b.2	Number of (1) lots and (2) homes delivered on infill sites	In 2025, 19% of completions (excluding joint ventures) were on brownfield land (2024: 22%). Brownfield land is previously developed land and most sites are served by existing physical installations such as roads, power lines, sewers and water. The majority of brownfield land in the UK would meet the definition of an infill site.
IF-HB-410b.3	(1) Number of homes delivered in compact developments and (2) average density	We believe that all our schemes meet the criteria for compact development. We estimate that densities on our suburban schemes range between 32 and 45 dwellings per hectare, with an average of 36 dwellings per hectare. City centre developments have a higher average density of around 200 or more dwellings per hectare.
Climate change adaptation		
IF-HB-420a.1	Number of lots located in 100-year flood zones	We don't currently collate this data. We have a rigorous process for managing flood risk. We carry out a flood risk assessment on all our sites and do not buy land unless we can mitigate flood risk. We use the Environment Agency's flood mapping tools, and take account of their input during our planning consultations. We integrate sustainable drainage systems (SuDS) that decrease flow rates to watercourses, increase infiltration into the ground and improve water quality, such as ponds, swales, permeable paving, retention basins, wetlands and soakaways. Flood risk is controlled well in the UK through the planning process. Flood risk is one of the factors considered in our climate change scenario analysis, summarised in our Annual Report and Accounts.
IF-HB-420a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Climate risks have the potential to impact our business strategy through increased costs, reduced productivity and reputational damage. Our approach to governance, risk management, climate strategy and scenario analysis is outlined in our Annual Report and Accounts. Climate change is included as a Principal Risk within 'Natural resources and climate change'. In 2025, we scored A in our CDP Climate disclosure. Our net zero target has been validated by the Science Based Targets initiative.
Activity metrics		
IF-HB-000.A	Number of controlled lots	As at 31 December 2025, our short term landbank stood at c.77k plots (2024: c.79k plots). Our short term landbank is owned or controlled land with planning permission or a resolution to grant planning permission.
IF-HB-000.B	Number of homes delivered	Total home completions in the UK were 10,735 in 2025, including joint ventures.
IF-HB-000.C	Number of active selling communities	We traded from an average of 208 outlets in 2025 (2024: 216). Our net private sales rate per outlet per week for the year was 0.75 (2024: 0.75).

Taskforce on Nature-related Financial Disclosures

This is our third disclosure against the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). We aim to develop our understanding of our value chain nature-related dependencies, impacts, risks and opportunities, focusing on the drivers of nature change identified in the TNFD LEAP methodology and those impacts identified through our materiality process.

Environmental issues such as climate change, nature loss, pollution and natural resources, cannot be tackled in isolation. We aim to find solutions that support progress across our priorities of climate, nature and waste. For detail on our approach to climate change, see our Net Zero Transition Plan and the TCFD disclosure in our Annual Report and Accounts at www.taylorwimpey.co.uk/corporate.

Governance

Disclose the organisation's governance of nature-related dependencies, impacts, risks and opportunities.

Our Board of Directors is responsible for oversight of environmental, social and governance (ESG) initiatives, including nature-related risks and opportunities. The Board receives an ESG update at every meeting, and a quarterly ESG scorecard with key performance indicators. The Board reviewed and approved our nature strategy and targets (part of our Sustainability Framework). Our Chief Executive has ultimate responsibility for achieving our nature targets. The Group Management Team (GMT) receives a monthly update from the Group Communities Director on sustainability, including nature. Our Environment Policy covers biodiversity and is approved by our Chief Executive.

Our Environmental Governance Group, chaired by a member of our GMT, is responsible for reviewing nature strategy, risks and opportunities; it meets four times a year and includes heads or senior leaders of key functions and regional businesses. The Director of Sustainability is responsible for monitoring nature-related issues, updating our Sustainability Risk and Opportunity Register and overseeing our reporting and disclosures on nature. He reports to the Group Communities Director, who reports to our Chief Executive. Our Planning Director leads our policy response to some nature-related issues. The Managing Director in each regional business has responsibility for achieving nature targets at the local level.

We engage with central and local government organisations on nature-related issues such as Biodiversity Net Gain (BNG) and nutrient neutrality. See page 53 for recent examples.

Strategy

Disclose the effects of nature-related dependencies, impacts, risks and opportunities on the organisation's business model, strategy and financial planning where such information is material.

Nature is a key part of our Environment Strategy and we have set targets to integrate nature enhancement measures into our developments and to reduce water use and waste. We have not published a nature transition plan, although some relevant aspects are covered in our Net Zero Transition Plan.

Land is the critical raw material for homebuilding, and nature-related constraints can impact the supply of land and/or the viability of developing land. During the construction process we transform land from its previous state (either greenfield or brownfield), which impacts biodiversity, soils, drainage, landform and other aspects. Construction is a large user of raw materials, such as wood, stone, sand, clay and gypsum. There are significant dependencies on the ability of our supply chain to continue to provide products made from these materials at the quality and volume needed. There are potential positive impacts from implementing Biodiversity Net Gain and nature interventions on our sites, remediating land and engaging our customers on nature.

We have identified several physical and transition risks and opportunities and will be doing further work to deepen our understanding. Examples of risks and opportunities we have identified include:

- Policy – Risks for our business relating to the impact of nutrient and water neutrality and BNG regulation and planning policy
- Physical chronic – Risk of price rises for raw materials, such as timber, as a result of nature degradation/loss and climate change in the supply chain
- Reputational capital – Positive reputational benefits gained from our work to integrate nature on our sites.

Some short term risks and opportunities, such as BNG requirements and nutrient neutrality planning constraints, already impact our business strategy and financial planning. We engage with stakeholders to develop our approach to these issues. Some nature impacts, dependencies, risks and opportunities are localised to particular regions and sites. We are exploring how best to identify and disclose priority locations and we expect these to include development sites affected by nutrient neutrality and water neutrality requirements, those located in areas of water stress and those adjacent to or containing areas of high biodiversity value. Priority locations in our supply chain may include higher-risk timber sourcing countries.

Taskforce on Nature-related Financial Disclosures continued

Risk and impact management

Describe the processes used by the organisation to identify, assess, prioritise and monitor nature-related dependencies, impacts, risks and opportunities.

The Board has overall responsibility for risk management. It holds formal risk reviews at least half-yearly and routinely considers risk at each Board meeting as appropriate. The assessment, mitigation and monitoring of nature-related risks is included as part of our overall risk management process. The individual nature-related risks are considered through functional and regional business risk registers, and our Sustainability Risk and Opportunity Register. Management considers the impact they may have on the Group's strategy, looking at short, medium and longer term emerging risks which may arise as the area continues to evolve.

The Group's Principal Risk 'Natural resources and climate change', recognises the increasing significance of factors such as nature loss and water scarcity for our business. It is monitored by the Audit Committee and senior management, assessing its impact on the Group's strategic objectives and ensuring appropriate mitigations are in place. Some nature-related risks are relevant within other Principal Risks, such as 'Government policies, regulations and planning', 'Land availability', 'Availability and costs of materials and subcontractors', and 'Health, safety and environment (HSE)'.

We use a digital platform called LEADR (Land and Environment Assessment of Development Risk) for assessing and managing sustainability risks associated with land during acquisition and construction. This includes nature risks such as proximity to sites of particular importance for biodiversity or protected areas. For each site, we assess biodiversity risks through Ecological Impact Assessments which identify protected species or habitats. Assessments are carried out by ecologists, and mitigation measures are embedded into the Site Specific Environmental Action Plan. Nature risks during construction are managed through our environmental management system. We use our procurement systems to identify nature-related risks in our supply chain. We have internal working groups and engage with others in our sector and regulators on key nature-related risks such as nutrient neutrality and BNG requirements.

Metrics and targets

Disclose the metrics and targets used to assess and manage material nature-related dependencies, impacts, risks and opportunities.

We aim to align our nature metrics with the TNFD core global disclosure indicators and metrics over time. We collect metrics at site level but we report them on an aggregated basis for our UK operations. Our current metrics are reported on pages 21, 42, 60, and 63 - 66. They include:

- Homes built on brownfield and greenfield land (%)
- Nature enhancements installed (number)
- Sites granted outline planning - average BNG (%)
- Sites granted outline planning with BNG of 10% (monitored but not currently disclosed)
- Sites granted outline planning with BNG of more than 10% (monitored but not currently disclosed)
- Biodiversity units delivered (number of units) (monitored but not currently disclosed)
- GHG emissions (scopes 1, 2 and 3)
- Construction waste generated and diverted from landfill (tonnes)
- Construction hazardous waste generated (tonnes)
- Water use (m³)
- Completions located in areas of water stress (%)
- Timber sourced with PEFC/FSC certification (%)
- Sites in areas affected by nutrient neutrality requirements (%) (monitored but not currently disclosed)
- Sites located in local planning authorities which require BNG greater than 10% (number) (monitored but not currently disclosed)
- Environmental fines and prosecutions (£ and number)

We also monitor metrics relating to how we enable customers to reduce nature impacts from travel and waste, see page 55.

We report progress against our nature and climate targets on pages 56-59.

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