

# Our customers

Buying a home is a major financial and emotional investment and it is critical that we give our customers the right experience.

## OUR FOCUS



### Progress for 2019

- Improved CQR score to 4.13, once again leading the volume housebuilders
- Recruited Quality Managers in regional businesses
- Worked with leading architects to create our new standard house type range

### Priorities for 2020

- Test our new house type range ahead of roll out to our regional businesses
- Achieve a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating
- Produce a customer-version of our Consistent Quality Approach document so customers are clear what they can expect from us
- Improve our website design, features and accessibility

BM Read more on page 30

UI Read more on page 25

## What we do

Our customer proposition centres on delivering great quality homes and communities consistently, and making it easy for our customers to do business with us. Our customers can trust us to do the right thing.

Our approach is important both for our customer proposition and ensuring good relationships with other stakeholders.

Whilst the majority of our customers would recommend us to their friends, we acknowledge that we do not always get it right for our customers and sometimes fall short of our targeted standards. This remains a key area of focus for the Group and we are committed to working closely with our customers to put this right and learn from our mistakes.

## Why is it important for all our stakeholders?

The Board and the employees of Taylor Wimpey believe fundamentally that by identifying and responding to our customers' needs, we will be a better business for all our stakeholders. 96% of employees believe that we strive to offer the best customer experience.

We believe that investment in quality upfront effectively benefits all stakeholders as getting it right first time saves significant time, cost and energy in putting things right. We have made good progress throughout 2019 improving our quality and our customer offering. In the year, we introduced, additional quality checks and added Quality Managers to support Site Managers across our business.

## What our customers want

There are three key areas that our customers have told us are priorities for them: service, delivery timing and finishing quality; underlying build quality and consistency; and the creation of outstanding places and communities. We have invested, and will continue to invest, in improving our offer across each of these areas, and measuring that improvement.

## Trust and transparency

We are supportive of Government plans to introduce an independent ombudsman service to the new build sector to provide impartial rulings on unresolved customer issues and help to raise standards in the wider industry. We are a signatory to the UK Consumer Code for Home Builders which aims to improve information and protect the rights of buyers. We engaged in discussions with the HBF and other housebuilders about how to improve the complaints process for customers. We encourage customers to leave reviews on Trustpilot. At the end of 2019, we had a 4 out of 5 star rating with a trust score of 3.9 out of 5.

Following the tragic fire at Grenfell Tower in June 2017, we conducted a detailed review of all relevant legacy and current buildings with Aluminium Composite Material (ACM) cladding and also worked with building owners, management companies, and the Fire Service to implement Government advice on interim mitigation measures, where applicable. Whilst each situation is different, and this is an exceptionally complex issue, we have in a number of cases, having regard to all of the relevant facts and circumstances, agreed to support our customers both financially and practically with the removal and replacement of ACM, even though the buildings concerned met the requirements of building regulations at the time construction was formally approved. We took this decision for buildings we constructed recently because we believe that it is morally right not because it is legally required. At the 2019 year end, replacement works had been completed on three developments and were underway on another. Since the year end, we have commenced work on a further three developments.

## Striving to improve

We track a basket of measures relating to customer service, as no one measure encompasses all aspects of a customer's journey with us. This includes the Home Builders Federation (HBF) 9-month score and the NHBC CQR score, which has continued to improve. However, as measured by the HBF 8-week customer survey, we dipped to a four-star builder in the latest survey covering October 2018 to September 2019, from a five-star in the prior survey covering October 2017 to September 2018.



## Material issue:

A great service for customers

"Great company and great staff, me and my partner are buying a house through Taylor Wimpey and couldn't be happier."

Customer, Trustpilot review 2020

## From House to Home

All our customers receive information on their new home via our 'From House to Home' manual. This was updated in 2019 and we added advice on living sustainably, including tips to help customers save energy, reduce waste, and encourage nature in their gardens. We also give all our customers details on how to use and maintain the environmental features in their homes through our Maintenance Guide.

SR Read more in our 2019 Sustainability Report

The cut-off for five-star is 90% and we achieved 89.4%. Whilst we missed this by a very small margin, we are disappointed to have missed this important target and are committed to achieving a five-star rating on an annual basis. We are pleased that we are now once again operating at above 90% levels of customer satisfaction.

## New house type range

Led by our design team and technical teams, we have been working on our new house type range over the past year. The new range has a key role to play in delivering our improved customer proposition and builds upon customer feedback from surveys and focus groups as well as the lessons learnt from developing our Project 2020 prototype house types last year. The new house type range reflects customers' lifestyle choices such as layout, use of light and space and will also help us deliver efficiencies and process simplification. This year, we will focus on testing the new range ahead of a full roll out to the business.

Despite the cost pressures experienced during the year, we also maintained our high construction and sales specification, in order to meet our customers' high expectations.

## Build quality

We lead the volume housebuilders in build quality as measured by the NHBC CQR score, which measures build quality at key build stages. In 2019, we scored an average of 4.13 (2018: 3.93) from a possible score of 6. This compares with an industry average score of 4.01. We are fifth nationally when ranked against all housebuilders who have more than 100 build stages (which excludes self-build and very small housebuilders). We aim to improve this further by ensuring our quality assurance processes are embedded at every stage of build. Our target is to achieve at least a four rating by 2020 in each regional business.

The build quality programmes incorporate additional resources on site, including greater depth of Site Managers, Quality Managers and directly employed finishing trades, plus the introduction and implementation of a set of national build quality standards. Quality Managers were introduced in our regional businesses during 2019. These Quality Managers will provide additional resource to site management teams to ensure each home is completed to our high standards.

Our Consistent Quality Approach (CQA) guidelines ensure our Site Managers, subcontractors, production and customer service teams all have a consistent understanding of the finishing standards we expect on all Taylor Wimpey homes. We are developing specific guidance within the CQA for the different trades working on our sites that will form part of our framework agreements with contractors in the future and plan to produce a version of the CQA for customers so they know what they should expect from us.