

# A great service for customers

We want to be a customer-focused business – delivering a quality product based on a detailed understanding of our customers' needs and getting things right first time.



## Build quality

Our average NHBC Construction Quality Review score increased to

**4.13**

## Customer satisfaction

**89.4%**

of customers would recommend us to a friend

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# A great service for customers

We are working to improve our customer service at all stages of the homebuying process and to achieve consistently high build quality. We seek to understand which factors contribute to satisfaction and to improve our training, policies and processes to deliver these.

## HIGHLIGHTS

- 89.4% of customers would recommend us to friends
- 4.13 average score from NHBC Construction Quality Reviews, leading the volume housebuilders
- Quality Managers appointed in our regional businesses
- Over 1,400 employees enrolled on or completed our Academies for Customer Excellence, Sales and Production
- 20% of our senior leaders' performance related bonus based on customer satisfaction scores
- Relunched our Academy of Sales Excellence
- Trialled Finisher roles in our regional businesses

## Equipping our people

We are training, equipping and incentivising our people to deliver great service and a quality product.

Our training academies help us build the functional skills we need to deliver great customer service and quality. They include our:

- **Academy of Customer Excellence:** Training for our customer service teams covers our product range, Customer Journey, consumer protection legislation, technical standards, and health, safety and the environment. Role-specific modules are available for team leaders and Heads of Customer Service. Over 345 employees have enrolled in the training so far.
- **Production Academy:** Participants complete NVQ and technical courses developed by the NHBC and adapted to reflect our business. These cover the NHBC warranty, effective snagging, handover and defects prevention, as well as site environmental management, leadership skills, commercial awareness and project management. Over 370 employees have enrolled in or completed the training so far.
- **Academy of Sales Excellence:** This builds the skills, knowledge and expertise of our sales teams to deliver excellent customer service and consistent sales in all market conditions. Over 260 employees have completed the training since its relaunch in 2019.

More information on our approach to training can be found on pages 44 and 45

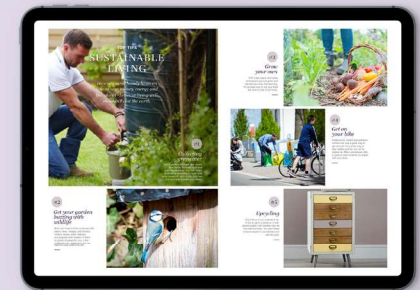
We integrate customer satisfaction (including a question on quality) into our corporate bonus scheme for all employees. In addition, in 2019, 20% of our senior leadership's performance-related bonus was dependent on achieving customer satisfaction targets. These were measured against our customer satisfaction scores from the HBF eight week and nine month surveys.

Many aspects of our work featured in other sections of this report also play a critical role in customer satisfaction including placemaking, connected communities and our house types, see pages 18 and 19.

## Good-quality homes

We want to deliver every customer a high-quality home. We are investing in our processes to ensure consistency across our regional businesses. Getting things right first time is not just good for customers, it reduces costs and is important from an environmental perspective as fewer mistakes mean less waste, fewer deliveries to site and homes perform to the energy efficiency standards we expect.

Our Production Academy training and our Production Manual help our teams to understand and apply our quality and finishing standards.



## 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.

Build quality on site is overseen by our Head of Production who works closely with our Customer Director. Progress is reviewed monthly by our Group Operations Team of senior leaders. We agree a quality improvement plan where business units are not meeting our standards and our Head of Production and Technical Director work with commercial and production teams to implement improvements.

We have recruited Quality Managers across our regional businesses. They work closely with our Production Directors to review performance and identify and address quality issues. In some businesses we are also trialling Finisher roles, to assess whether this speeds up the process of addressing snagging issues.

Our Consistent Quality Approach (CQA) guidelines ensure our Site Managers, subcontractors, production and customer service teams have a consistent understanding of the finishing standards we expect on all our homes. In 2020, we plan to produce a customer-facing version so our customers know what to expect from us.

### Quality scores

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.

#### NHBC Construction Quality Review score

**4.13**

2018: 3.93

### Easy for our customers to do business with

We want to make it as easy as possible for customers to do business with us and to communicate clearly throughout the homebuying process.

Touchpoint, our online portal, is being used by around 70% of customers to contact our teams, check the progress of their new home, select home layout and fitting options, and access manuals and user guides after they move in.

Every customer receives a From House to Home manual, updated in 2019, which explains what to expect at every stage as well as a maintenance guide with information on home features, systems and appliances.

We will be piloting a Customer Relationship Management system in 2020, to further improve how we communicate with customers and enable us to track interactions and outcomes.

### Trust and transparency

We want to get things right for customers, and if concerns do arise to address them at an early stage. However, if issues aren't resolved to our customers' satisfaction, they can use our complaints procedure.

Customers can raise complaints with our customer service teams and any that can't be resolved locally are referred to our Head of Customer Engagement. This process is overseen by our Customer Director. We have trained our teams on handling complaints effectively and sympathetically and only trained employees are authorised to manage complaints. We are focusing on reducing the time it takes us to resolve customer complaints.

We remain supportive of Government plans to introduce an independent ombudsman service to the new build sector to provide impartial rulings on unresolved customer issues and to help 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 and aim to increase our rating over time. At the end of 2019 we had a 4 out of 5 star rating with a trust score of 3.9 out of 5.

### Key steps in our quality process include:



#### 1. Engage

We communicate our quality standards to contractors before work begins.



#### 2. Build

Our Build Quality Checklist is used by our site production teams to assess quality during the build. All items must be completed to the required standard.



#### 3. Finishing

Our Consistent Quality Approach provides detailed guidance on the quality and finishing standards we expect in areas such as paintwork, brickwork and plastering.



#### 4. Inspection

Every home must pass our Home Quality Inspection (HQI) before the customer can move in.

The NHBC carries out independent Construction Quality Reviews at key stages of the build.



#### 5. Monitor & improve

We monitor our CQR and HQI scores to identify areas for improvement. Our average CQR score is a key performance indicator for the business.

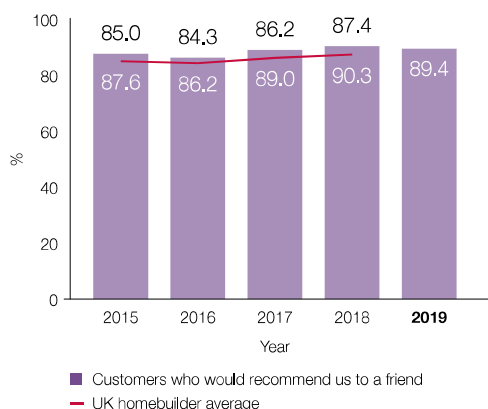
## Customer satisfaction

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) 8-week and 9-month scores and the NHBC CQR score, which has continued to improve.

However, we dipped to a four-star builder in the latest HBF 8-week survey covering October 2018 to September 2019, from a five-star in the prior survey covering October 2017 to September 2018. 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.

Our 9-month satisfaction scores give us more insight into how customers feel about the homes and places we build over the longer term. Our score for 2019 was 77% (2018: 76%). We aim to improve our 9-month customer satisfaction survey score to a consistent 80%.

### Customer satisfaction 'would you recommend us to a friend?' 8-week score (%)



Note: The UK homebuilder average is supplied by the NHBC. 2019 data will be published by the HBF on 31 March 2020.

## Responsible marketing

It is important that our marketing and advertising is clear and truthful. Our advertising and marketing agencies are required to follow the guidelines established by the Advertising Standards Authority, Committee of Advertising Practice, Institute of Practitioners in Advertising and British Code of Sales Promotion as well as the UK Consumer Code for Home Builders. During 2019, there was one complaint made to the Advertising Standards Authority which was informally resolved. There were no upheld complaints.

## Ground Rent Review Assistance Scheme

During 2007-2011, ten-year doubling ground rent clauses were included in the leases to our customers on some of our developments. Whilst we implemented these leases in good faith and the terms were clearly set out in the relevant leases, it is clear that the impact of these clauses was causing some of our customers understandable concern, particularly from a mortgageability and saleability perspective. This was not consistent with our high standards of customer service.

The Ground Rent Review Assistance Scheme (GRRAS) announced in April 2017 is progressing well with a continuing number of customers accessing the GRRAS. Our objective is to ensure our customers are put back into a position they would have been had the doubling lease not been in place, by converting the ten-year doubling ground rent clause to an industry standard RPI-based structure, comparable to that used in the majority of residential leases in the UK.

We have reached agreement with freeholders representing 95% of the leases concerned, with a further 2% at an advanced stage in the legal process. All of our customers that currently have the option of converting their ten-year doubling lease to an RPI-based structure have been contacted in connection with this matter either by Taylor Wimpey or, as appropriate, by the relevant freeholder directly.

### UK customer satisfaction – independent HBF survey (eight weeks and nine months)

Taylor Wimpey scores	2019	2018	2017	2016	2015
Customers satisfied or very satisfied with the quality of their home	87.1%	88.9%	87.9%	84.7%	86.3%
Customers satisfied or very satisfied with the service provided before purchase	83.3%	86.4%	84.1%	81.7%	84.0%
Customers who would recommend us to a friend	89.4%	90.3%	89.0%	86.2%	87.6%
9-month score (customers who would recommend us to a friend)	76.8%	76.8%	76.2%	74.2%	77.6%

Note to table: The 2019 figures relate to Taylor Wimpey's survey scores based on completions during the HBF year, from 1 October 2018 to 30 September 2019.

The 9-month 'would you recommend' score for 2019 relates to customers who legally completed between October 2017 and September 2018, with the comparator relating to the same period in the prior years. We have changed the way we report our 9-month score this year to align with our Annual Report and Accounts.

## Targets and plans

- Achieve a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating
- Achieve a CQR score of at least four in each of our regional businesses
- Improve our 9-month customer satisfaction survey score to a consistent 80%
- Produce a customer version of our Consistent Quality Approach document so customers are clear what they can expect from us
- Exceed NHBC requirements by conducting two Construction Quality Reviews per site per year
- Trial our new Customer Relationship Management system across the business