

A safe place to work

Our first responsibility is to provide a safe place to work. We work with colleagues, contractors, suppliers, trade groups and others in the housebuilding industry to keep improving safety performance.

Accident rate

Our Annual Injury Incidence Rate was 156 in 2019, down from 228 the year before

156

Employee view

98% of our employees agree that Taylor Wimpey takes Health & Safety in the workplace seriously

98%



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A safe place to work

Health and safety (H&S) is a non-negotiable top priority for everyone at Taylor Wimpey, and is discussed at each and every Board and management meeting.

HIGHLIGHTS

- Annual Injury Incidence Rate (AIIR) for reportable injuries per 100,000 employees was 156 in 2019, a 32% reduction on 2018
- 98% of employees agree that “I know how to manage Health & Safety issues relating to my area of work”
- Comprehensive H&S Management System supported by training and audits
- New H&S processes launched to protect young people working on our sites
- Defibrillators installed on every site along with CPR training delivered to employees in case a colleague or visitor experiences cardiac arrest

Our safety culture

Construction sites inevitably present a number of potential health and safety risks from slips, trips and falls to risks associated with working at height or using heavy equipment. We have rigorous policies and procedures in place supported by training, communication and visible leadership to make sure we identify and address these risks. Our goal is that everyone goes home safe and well from our sites each day. We are pleased that health and safety is the highest scoring criteria in our latest employee survey.

Key elements of our approach include:

Our Health, Safety and Environmental (HSE) Management System – This covers all business activities, and we have specific HSE plans for every site. It is based on (though not certified to) OHSAS 18001. Our HSE operational manuals and Site HSE Manual cover all relevant safety procedures and are updated regularly in line with best practice and regulatory changes. We develop Health, Safety and Environment Improvement Plans at both Group and regional business level.

Senior leadership and oversight – Directors from our regional businesses review the HSE aspects of our operations during site visits, including making unannounced spot checks and our Production Managers review performance with Site Managers on a monthly basis. Health and safety performance is the first item reviewed at every business unit management team board meeting and at our monthly Group Management and Group Operational Team meetings.

Internal and external audits – Our management system is audited by our internal regional HSE advisers and independent external site HSE advisers. Our external site HSE advisers carry out independent unannounced site audits at least monthly.

HSE training – All production and site management teams undergo training supplemented through regular workshops and briefings. Site Managers and production teams complete a full day's health and safety refresher training every year. These interactive sessions explore best practice, behavioural safety and tools for managing and communicating safety on site. All new Directors and Group and regional Managing Directors are given senior management HSE training in addition to their induction. Regional and site HSE advisers assist new managers with understanding and implementing our standards.

Regular HSE newsletters and memos – These highlight key issues as well as legal and best practice updates. We monitor employee engagement on safety issues through our performance metrics and our regular employee surveys.

Employee survey results



A defibrillator on every site

If someone suffers a heart attack, easy access to a defibrillator can make all the difference to their survival. That's why we've teamed up with the British Heart Foundation (BHF) to install defibrillators on all our construction sites and regional offices – over 370 locations.

Defibrillators are easy to use, however, installing the equipment doesn't necessarily mean people will have the confidence to do so. Working with BHF, we've also trained our first aiders and site HSE advisors on how to give CPR (cardiopulmonary resuscitation) and use a defibrillator to help someone experiencing cardiac arrest. During 2020, we'll offer the training to other employees and operatives on our sites.

The defibrillators are also made available to the public to use if needed and we intend to donate the defibrillator to the community we are working in once construction has finished on the site.

74%

60,000 people die from sudden cardiac arrest every year in the UK. Using a defibrillator and performing CPR can increase their chance of survival from 6% to 74%





Apprentices get their safety passport

We now have 634 apprentices working on our sites and we make their safety a priority. We've rolled out our 'Young Persons HSE Safety Passports', which track the H&S training and risk assessments that each apprentice and management trainee has received from their first induction to training on using plant and equipment. Now, when they transfer between our sites, the Site Manager can easily see what they've already learned and if any HSE assessment or training gaps need to be addressed.

Our apprentices also wear specially designed 'in training' green hard hats on site, introduced in 2019. These provide a clear visual reminder to everyone that apprentices are still in training. We've also updated our safety risk processes for young people and introduced a mentor and buddy system to help us better monitor their progress and provide day-to-day support.

Working with contractors

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

- Risk assessment and vetting procedures before we agree to work with a contractor. These confirm whether they have the right knowledge, skills, resources and experience to manage health and safety to our standards
- Our 'Operative's Journey' process which includes our HSE site induction, regular poster campaigns and site safe briefings
- HSE site support teams that participate in monitoring and improving site safety. 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. Operatives can talk to them about HSE issues, concerns or suggestions for improvement

We strengthened our risk assessment process during 2019, employing an external organisation SMAS (Safety Management Advisory Services), to ensure contractors renew their third party H&S accreditation and risk assessment each year. This will help improve consistency across our sites.

We are a member of the HBF Health and Safety Committee, contribute to the HBF's Action Plan for health and safety, and support the Contractors Health and Safety Scheme (CHAS).

Safety on site in Spain

In Spain, we have a comprehensive health and safety management system and internal audit process. Each site is visited at least quarterly by the relevant directors and regular site HSE inspections are carried out by our independent site HSE adviser. We provide health and safety induction training for all new contractors and subcontractors on our sites.

Performance in 2019

We monitor all lost time, reportable and major injuries involving direct employees, contractors' employees, visitors to our sites and members of the public. We also monitor near miss incidents to help prevent possible future accidents.

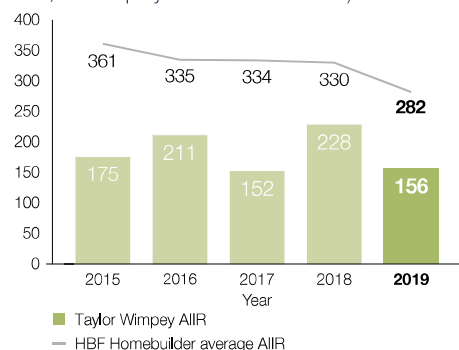
Our Annual Injury Incidence Rate (AIIR) for reportable injuries per 100,000 employees and contractors was 156 in 2019 (2018: 228). Our AIIR for major injuries per 100,000 employees and contractors was 44 in 2019 (2018: 64). There were no fatalities.

The improvement in performance reflects the efforts of our business unit management teams, contractors and operatives in supporting our site teams to maintain safe sites.

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

There were no health and safety fines or prosecutions in 2019.

Health and safety performance
Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors)



Occupational health

We manage a range of occupational health risks on our site. This includes providing protective equipment and procedures to reduce and control construction-related dust. Face masks play an important role in protecting against dust inhalation, however they may not work effectively over stubble and facial hair. During 2020, we plan to introduce powered respirators on our sites and ask our contractors to do the same. These types of mask are designed to work with facial hair and could help encourage more operatives to make full use of respiratory protective equipment.

During the summer we ran our sun safe campaign, reminding everyone on site to cover up, stay hydrated and wear sun screen. All our sites provide free high factor sun screen which all colleagues, contractors and visitors can use.

We also help our people to look after their physical and mental wellbeing, see page 46.

Targets and plans

- Maintain or lower our AIIR, compared with 2019
- Introduce H&S passports for trade operatives on our sites
- Run HSE coaching workshops for our business unit and site management teams to help them engage their teams on continuous health and safety improvement
- Work with contractors on our sites to introduce new types of face mask to better protect workers against construction-related dust