



Total UK home completions in 2019, including joint ventures

15,719

2018: 14,933

Our 2019 Construction Quality Review score

4.13

2018: 3.93

Building communities

At Taylor Wimpey, we want to deliver commercial success in the right way, guided by our values and making a positive difference to our many stakeholders.

Our commitment to sustainability is one of the ways we live our values: taking responsibility for our impacts; treating our customers and stakeholders fairly; building communities we can be proud of; and contributing to a better tomorrow through our efforts to protect the environment.

During 2019, we have made some good progress in key areas, as well as identifying opportunities where we need to go further in 2020 and beyond.

More quality new homes

Core to our business, are the homes we build, through which we contribute to increasing the UK's housing stock. Our completions increased in 2019, with 15,719 new homes, including joint ventures, of which 34% were bought by first time buyers. We invested £447 million through our planning obligations making a major investment in transport, community facilities and affordable housing. There remains a shortage of affordable housing in the UK, so we are pleased that 23% of our completions were designated affordable homes.

During 2019, we remained focused on improving the quality of the homes we build. We've further strengthened our quality processes, investing in our training and appointing Quality Managers across the business. Our efforts are producing positive results, as we now lead the volume housebuilders in build quality, according to the independent National House-Building Council (NHBC) Construction Quality Review score, which we have seen improve to an average of 4.13 out of 6 in 2019.

Customer-focused

The way we design and lay out our developments can have a big impact on the lives of our customers and future residents. That's why we continue to make placemaking a focus and build the expertise of our teams – through a programme of training, design workshops, internal conferences and our placemaking competition. We were pleased that four of our schemes were shortlisted this year for a Housing Design Award.

Our customer research has shown us how much people value feeling part of a community but that this doesn't always happen as quickly as they would like. During 2020, we will be running two pilots to understand if we can do more, alongside our placemaking approach, to accelerate the development of a sense of community on new sites.

We will also focus on testing our new standard house types ahead of a full roll out to the business. Designed alongside leading architects, these will provide customers with an even better product incorporating more open-plan living, higher ceilings, more natural light and improved storage.

We were disappointed that our customer satisfaction scores dipped just below the 90% level in the 8-week HBF survey. We are working hard to reverse this trend and we are pleased that recent performance is over 90% and at a five-star level once again.

"97% of our employees agree we are committed to being an ethical and responsible company."

Introduction

Building sustainable communities

Managing land, planning and engagement

A great service for customers

A safe place to work

Cutting our environmental footprint

Sourcing responsibly

Our people

Partnering with charities

Governance and management

Performance summary

Developing our environmental strategy

By integrating sustainability into the way we work, we firmly believe that we create a stronger business for the long term and generate more value for our customers, communities, people, shareholders and suppliers.

Countless scientific studies over the last few years have brought home the urgency of addressing the two major environmental crises of climate change and biodiversity loss. These are issues that matter to our stakeholders including our people, our customers and the local authorities we work with, of which over 60% have declared a climate emergency. It is clear that a healthy environment is essential to future economic prosperity, to thriving communities and to everyone's health and wellbeing.

We have already reduced our direct carbon emissions intensity by 43% since 2013 and have a well-established approach to managing and reducing biodiversity impacts on our sites. However, we want to go further.

During 2020, we will roll out a new environmental strategy which will formalise work already underway and commit to ambitious new targets in key areas. This will include developing a science-based carbon reduction target.

Our culture

Our culture makes us stand out. Our employee engagement survey highlighted a number of high scoring areas. We received responses from 67% of employees invited to take the survey. A total of 97% of these employees agree we are committed to being an ethical and responsible company, 98% agree we take health and safety seriously, 96% agree we are committed to delivering the best customer experience, and 95% believe we are committed to being a more inclusive organisation. The survey also highlighted a number of areas where our employees think we have room for improvement. These included how teams collaborate and work together, our personal development planning process, and giving employees the tools and technology to do their job effectively.

During the year, we ran an internal campaign, asking our people what our new simplified values mean to them personally. This was very successful with numerous videos, posts and images posted on our internal communication channel. Some of these people are featured in our Annual Report 2019, setting out in their own words what makes Taylor Wimpey different.

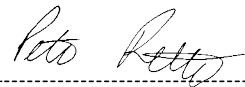
Our focus on diversity is widening our talent pool, and we are recruiting more skilled tradespeople directly, helping to mitigate the impact of the skills shortage on our business. Throughout 2019, we have made good progress in increasing our directly employed key tradespeople, employing 1,169 key trades, including apprentices, a 56% increase on 2018. Entry level roles now make up 16% of our workforce and we now employ a record 634 apprentices. We continue to invest in training through our academies and to help our teams build their resilience through our health and wellbeing programmes.

Health and safety

Safety remains our non-negotiable top priority so we were particularly pleased to see an improvement in our Annual Injury Incidence Rate (AIIR) in 2019, which went down from 228 to 156. This area of our business must, and will, always come first, and we will continue to make improvements in our processes and employee training during 2020 to keep safety top of mind.

Looking ahead

In 2020, our goal remains to be a customer led, high-quality business and the employer of choice in our sector. Alongside development of our new environmental strategy, cost and process simplification is a key priority for 2020. We will continue to embed the improvements we have been making across the business to ensure we deliver the full value from the changes we have made.



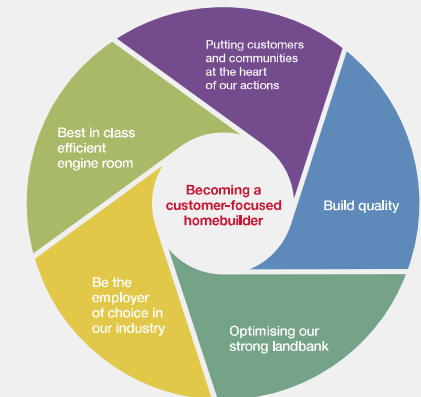
Pete Redfern
Chief Executive


Our customer-focused strategy

Each of the decisions we take, from the location of the land we buy, to the house types we choose and the location and timing of community facilities, has a significant impact on our customers' lives and lifestyles.

Our strategy to become a customer-focused homebuilder focuses on five key pillars.

We monitor our progress through a balanced basket of non-financial key performance indicators (KPIs) across our five strategic pillars.



 Read more about our strategy and KPIs in our Annual Report and Accounts 2019 on pages 24 to 29