

# Building for a **sustainable future**





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Our reporting suite



Our Annual Report and Accounts 2023 can be viewed at [www.taylorwimpey.co.uk/corporate](http://www.taylorwimpey.co.uk/corporate) along with our Notice of Annual General Meeting 2024. It includes our operational and financial performance and key sustainability and financial disclosures.



This Sustainability Summary provides an update on our sustainability actions and performance against targets during 2023. Our Sustainability website includes more detailed performance information, policies and case studies.

Our homes and places

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Delivering high-quality, sustainable homes and places for our customers



Playing our part in creating a greener, healthier future for our customers, colleagues and communities

Our planet

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Performance data

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Our environmental, social and governance performance data and a summary of progress against our targets





**This Sustainability Summary explains our progress on the most important sustainability impacts for our business and our stakeholders during the period 1 January 2023 – 31 December 2023. More information is available on our sustainability website.**

# Building for a sustainable future

**We are one of the UK's leading national homebuilders** operating from 22 regional businesses across the UK. Sustainability is central to our purpose to build great homes and create thriving communities.

We strive to deliver high-quality, energy-efficient homes in communities where customers can enjoy a good quality of life and adopt a more sustainable lifestyle.

We invest in our employees, prioritising their health, safety and wellbeing, creating more inclusive workplaces and building the skills needed to deliver the sustainable homes of the future.

We recognise the impact of construction on the environment, and we are committed to addressing this, guided by our Net Zero Transition Plan and Environment Strategy.

Becoming a more sustainable business helps us reduce risks, generate value for our stakeholders and prepare for the long term.



## Introduction from our Chief Executive

# Building on our sustainable approach



Sustainability has always been an important part of how we do business every day.”

Jennie Daly  
Chief Executive

At Taylor Wimpey, we are proud to be part of an industry that has the opportunity to transform places and the privilege of improving lives. New housing can contribute to improved economic and social mobility, community cohesion and renewal, better health outcomes and increased educational attainment.

Our purpose is to deliver great homes and create thriving communities, and with this comes responsibility – to our customers, our people, the communities we work in and our environment. We take these responsibilities seriously and that’s why sustainability is one of the four cornerstones of our business strategy.

2023 was a year of challenging market conditions. Despite this, we continued to invest in the long term, including our focus on environmental, social and governance matters. While economic challenges impacted performance against some of our environmental targets, I’m pleased to say we made good progress in other areas and continued to embed ESG into business processes. This will enable us to accelerate progress as market conditions improve.

A proud moment for us in 2023 was the launch of our zero carbon ready homes prototypes. This innovative trial showed what can be achieved through collaboration internally and with our subcontractors and suppliers. During 2024, we will continue to prepare our business to deliver the sustainable homes of the future.

Jennie Daly  
Chief Executive

## Financial and operational highlights



10,848

**Group completions including joint ventures**  
(2022: 14,154)



£3,514.5m

**Revenue**  
(2022: £4,419.9m)



£470.2m

**Operating profit**  
(2022: £923.4m)



c.80k

**Plots in short term landbank**  
(2022: c.83k)



9.57p

**Total dividend per share paid in the year**  
(2022: 9.06p)



£370k

**Average selling price on private completions**  
(2022: £352k)

**i** Read more about our financial and operational performance in our Annual Report and Accounts

## Materiality assessment

### We have updated our materiality assessment, which helps us to identify the most relevant and significant impacts for our business and our stakeholders.

We have taken 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 the most impact on people or the environment.

Comparing the significance of different types of impacts is not straightforward, particularly where quantitative and comparable data is not available. We will continue to develop our approach to materiality and assessing impacts and regularly update our assessment.

#### Our methodology

Key steps in our methodology include:

- **Identifying impacts** – we identified a long list of impact areas based on our previous materiality processes and a review of external reporting standards.
- **Evaluation and prioritisation** – we used stakeholder input and analysed a range of sources 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.

- **Review and validation** – the findings were reviewed by members of our senior leadership and some minor adjustments were made to reflect business priorities.

#### Our findings

Some of our most material impacts relate to our product – the new homes and communities we build. This reflects the significant impact that homes and communities have on the wellbeing and quality of life of customers and future residents, as well as people's ability to lead a more sustainable lifestyle. Our other most material impacts include the health and safety of people working on our sites, and our impact on the climate and nature.

More information as well as a definition of each impact area is included on our sustainability website.



### Our material impacts



\* Includes customer service.

## Material impact highlights

### Our homes and places

How we design and build new homes and communities where our customers can enjoy a good quality of life.

**23%**

**Completions in the UK designated as affordable**  
(2022: 21%)

**20%**

**Homes with integrated PV panels**  
(2022: 17%)



**£405m**

**Contributions to local communities via planning obligations**  
(2022: £455m)

**92%**

**Customer satisfaction 8-week score**  
(2022: 90%)

### Our planet

How we manage the impact of our business on the environment.

**35%**

**Reduction in absolute operational emissions (scopes 1 and 2) since 2019**  
(2022: 26%)

**98%**

**Construction waste diverted from landfill**  
(2022: 98%)



**79%**

**Electricity from REGO-backed renewable sources**  
(2022: 70%)

**3.5k**

**Wildlife enhancements installed since 2021**

### Our people and suppliers

How we look after our employees, work with our suppliers and subcontractors and invest in the skills we need to build new homes today and in the future.

**14.2%**

**Voluntary employee turnover**  
(2022: 17.7%)

**151**

**Annual Injury Incidence Rate (AIIR) (per 100,000 employees and contractors)**  
(2022: 166)



**93%**

**Employee engagement score**  
(2022: 93%)

**33%**

**Women on our Group Management Team**  
(2022: 38%)

### Responsible and resilient business

How we apply high ethical standards to benefit our business and our stakeholders.

**Gold award**

**Next Generation benchmark**  
(2022: Bronze)

**AAA**

**Rating from MSCI**  
(2022: AA)



**99.6%**

**Schemes with implementable planning being built on**  
(2022: 98%)

**£1.2m**

**Donated and fundraised for registered charities and community causes**  
(2022: £1.2m)



## Our homes and places



## Our homes and places

**We build high-quality, energy-efficient homes in developments where our customers can live well, feel part of a community and adopt a more sustainable lifestyle. We invest in customer service and we work with partners to deliver affordable homes and help more people to get on the housing ladder.**

### Our homes

We completed 10,438 new homes (including JVs) in the UK in 2023, of which 23% were designated affordable. Our homes are already highly energy-efficient and we are investing in research and development to help us further improve. The build quality of our new homes is a top priority and incentivised at all levels of the business.

### Energy-efficient homes

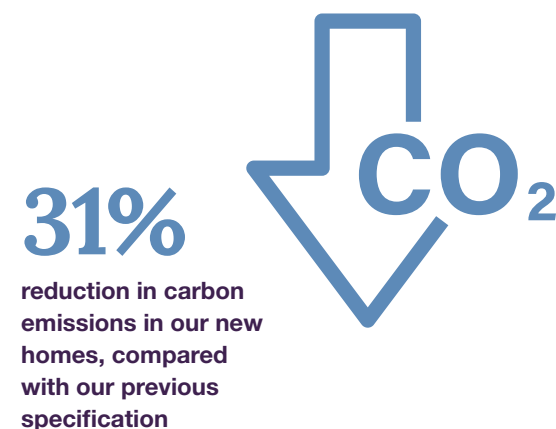
The majority of our homes built in 2023 were designed to achieve an Energy Performance Certificate rating of B. Features include insulation, energy-efficient walls and windows, 100% low energy light fittings and energy-efficient appliances. We are now rolling out homes built to our new specification in line with the updates to Building Regulations Parts L and F. These integrate enhanced fabric standards, further energy efficiency measures and low carbon technology including triple glazing, wastewater heat recovery systems, high efficiency boilers, thermally enhanced lintels and photovoltaic (PV) panels. These changes will result in an average 31% reduction in carbon emissions in our homes in England, compared with our previous specification, with similar reductions in Wales and Scotland. We are one of the first UK homebuilders to use triple glazing at scale.

Over the next five years we will make further changes to our homes and expect them to be zero carbon ready as we transition towards the Future Homes Standard from 2025. Our Road to Net Zero Carbon Working Group is guiding our preparations and the changes to our specification. Our successful build trial at Sudbury is a key step in this process, see case study on page 7.

### Sustainable living for customers

Our new homes are highly water efficient with water meters (England and Wales), low flow taps and showers, and dual flush toilets. We have made integrated recycling bins part of the specification for kitchens in our new standard house types to help customers recycle.

We want to inspire customers to adopt nature-friendly gardening techniques and are distributing home welcome packs with wildlife friendly products such as wildflower seeds and bug hotels.







## Our homes and places continued

### Case study

## Future homes become reality at Sudbury

**At our future homes build trial in Sudbury, Suffolk, we have built five zero carbon ready fully electric homes fitted with a range of energy-efficient and low carbon technology combinations. We believe it is the first trial of its type in a live construction site setting.**

Features and technologies used include triple glazing, high performance front doors and enhanced insulation, PV panels and battery storage, air source heat pumps, wastewater heat recovery, heat pump cylinders, electric panel heating, smart cylinders, underfloor heating, thermaskirt heated skirting boards, mechanical ventilation heat recovery, infrared radiant heating and smart home technology. Each plot has a different specification so we can compare the benefits.

We gathered feedback from our teams and subcontractors and are continuing to conduct performance tests on energy usage, heat loss and user comfort. Around 450 people visited the plots including customers, colleagues, lenders, investors, industry experts and politicians which provided a great opportunity to understand attitudes to the new technologies and specifications. We used augmented reality and videos to help visitors 'see below the surface' in the new homes and understand how the technologies work.

Feedback from the visits and a customer focus group showed that 81% feel that the use of low carbon technologies enhances the value of new homes. Further customer research showed that customers are particularly positive about features such as underfloor heating and triple glazing, and there is growing familiarity and interest in technologies such as air source heat pumps and PV panels.

The plots are now being sold, and once the occupants move in we will be running a post-occupancy trial. This will monitor energy bills and gather feedback on what it is like to live in the new homes and use the technology day to day. The findings of our research are helping us to develop our homes and prepare for the introduction of the Future Homes Standard in 2025.

# Five

**plots built  
incorporating low  
carbon technologies**

# c.450

**stakeholders visited  
the site to learn  
about the trial**



# 81%

**felt that low carbon  
technologies enhance  
the value of new homes**





## Our homes and places continued

### Affordable and accessible homes

A lack of affordable housing impacts people across the UK with many unable to buy or rent their own home. We can play a part in tackling this by increasing the supply of new housing and making 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
- Working with local authorities and registered provider partners (housing associations) to integrate high-quality social housing on our developments

Most of our developments include affordable 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 support several initiatives that help customers buy their own home including shared ownership schemes, and support with deposits and mortgages. Key workers can access a special discount up to the value of £15,000 off the purchase price at many of our developments. We have a discount scheme for armed forces personnel and participate in Forces Help to Buy.

We want our homes to be accessible to all potential customers, including those with reduced mobility. The majority of our new house types offer improved accessibility, in line with the optional requirements in Building Regulations Part M4(2).

### Building to high-quality standards

We aim to lead the industry in build quality. We invest in training and process improvements for our teams and our subcontractors to ensure consistently high standards and to prevent any issues occurring.

Our Consistent Quality Approach guidelines and Build Quality Checklist ensure Site Managers, subcontractors, and production and customer service teams have a consistent understanding of the build quality and finishing standards we expect on all our homes. These standards and our customer service expectations are integrated into our contracts with subcontractors to make sure they understand and apply our approach.

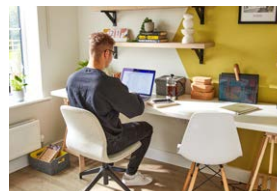
We make quality inspections throughout the build process and the National House Building Council (NHBC) carries out an independent Construction Quality Review (CQR) for each site twice a year, as well as inspections at key stages of the build.

We have recruited Quality Managers across the majority of our regional businesses. Our Group Management Team (GMT) of executive leaders oversees progress on our quality standards and quality KPIs. This includes a monthly review of progress at sites with quality improvement plans.

Quality performance is integrated into our incentive schemes.



The National House Building Council (NHBC) carries out independent Construction Quality Reviews for each site twice a year, as well as inspections at key stages of the build



### Key actions in 2023

- Completed the build of our five future homes at our build trial in Sudbury, Suffolk, testing a range of energy-efficient and low carbon technologies.
- Worked closely with our window suppliers and subcontractors to prepare to integrate triple glazing into more of our homes. We are one of the first UK homebuilders to use triple glazing at scale.
- Made integrated recycling bins part of the specification for kitchens in our new standard house types to make recycling easier for customers.
- Developed an innovative set of new visual assets to improve customer understanding of low carbon technologies used in our homes such as wastewater heat recovery and timber frame.
- Extended the range of initiatives we support to help customers buy their own home or make it easier to get a mortgage.
- Introduced photographic records at key stages of the build process for review internally and by an external SAP assessor, to demonstrate that homes are built to the energy efficiency standards required.
- 117 employees enrolled on the Academy of Production Excellence to upskill our workforce and keep improving our build quality.



## Our homes and places continued

At the start of each new site or build phase, product suppliers train our subcontractors, Site Managers and Quality Managers on the correct installation of their products and carry out a site inspection. Any new products for use in our homes must first go through a rigorous review process involving our safety, technical, sales, procurement and production teams.

### Research and innovation

We are investing in research and product trials to help us improve the sustainability, standardisation and quality of the homes we build (see case study on page 7). Our R&D Director coordinates our research efforts and chairs our Functional Interface Group that tests and trials new, innovative and alternative products.

Around 85% of our homes use off site components such as spandrel panels, smart roof panellised cassette roofs, cassette timber floors and prefabricated porches, canopies and dormers. 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.

Timber frame has lower embodied carbon than traditional brick and block building techniques and we have opened our own timber frame facility to help us achieve our target of increasing timber frame usage to 30% of our production by 2030.

### Our places

We are equipping our teams to plan, design, lay out and deliver schemes that create successful and sustainable new communities. Our approach starts with selecting the right land and incorporates placemaking and investment in local infrastructure and facilities.

### Sustainability and landbuying

The land we buy and develop is our most important asset. We select land in the places our customers want to live with good connectivity to infrastructure and facilities. During the landbuying process, we consider factors such as biodiversity net gain, flood risk, proximity and access to infrastructure and services, sustainable transport, community wellbeing and local economic development.

Our pre-acquisition screening and risk assessment process for potential new sites covers sustainability and technical risks such as remediation, flooding, biodiversity and archaeology. Risks during construction are managed through our environmental management system (EMS).

### 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 minimise overheating risks by reducing the potential for solar gain through the design and positioning of windows and use of ventilation systems.

### Delivering for our communities

In 2023, we invested £405m in the communities in which we build via planning obligations, including:



#### Education

**£53.2m**

(2022: £47.5m)



#### Public transport

**£6.0m**

(2022: £4.8m)



#### Public open space / sports pitches / play areas

**£5.9m**

(2022: £5.8m)



#### Highways

**£7.0m**

(2022: £9.3m)

### Infrastructure and facilities

To create great places to live, we need to ensure future residents can access local community and social infrastructure either on or nearby the new development. This has a direct impact on their quality of life and satisfaction with their new home.

Through our planning obligations we contribute towards affordable housing; green spaces; community, commercial and leisure facilities; transport infrastructure; heritage buildings; and public art. Our planning agreement obligations are negotiated with local authorities and reflect local needs, council policy and feedback gained through community engagement.

We are also creating space for nature on our sites which can enhance customer wellbeing. See pages 19 and 20.







## Our homes and places continued

### Placemaking and design

Our placemaking standards help us create new communities that are socially, environmentally and economically sustainable. They are based on best practice, such as Building for a Healthy Life and aligned with the National Design Guide and National Model Code. They exceed standard requirements in areas such as efficient use of land, quality of public realm, connectivity and green infrastructure.

Our Director of Design and Group Urban Designer work with our teams on placemaking. Both have qualifications in architecture and urban design. They review the design of every new scheme at least once and provide feedback on any improvements needed. We have a Design Lead in each regional business and strategic land team to champion good design at the regional level.

### Active travel and sustainable transport

Access to transport is important for our customers and local communities and also impacts the environmental footprint of future residents on our developments. We aim to create walkable neighbourhoods where customers can enjoy an active, healthy lifestyle and make sustainable transport choices. This includes layouts that integrate paths and cycle routes and street design that encourages slower vehicle speeds and safer cycling conditions.

Our latest standard house types include at least one study area with space for a desk and easy access to broadband and electricity sockets, to enable working from home. Many homes have integrated secure cycle storage and EV charging.

### Our service

We want customers to receive a great service, clear information about their new home and the build process, and a prompt response to any issues that arise.

Each of our regional businesses has a Customer Director who is part of the management team, to elevate the voice of the customer in our regions. Our training academies help us build the functional skills we need to deliver great customer service.

We track customer satisfaction using the Home Builders Federation (HBF) 8-week and 9-month independent survey results. We have also rolled out our own InHouse customer research to provide more detailed insights on opportunities for improvement.

We review data on customer issues, complaints and defects to identify any trends or recurring issues and put measures in place to address them. If customer service scores for one of our regional businesses falls below our minimum level, we put in place a customer service improvement plan to address the causes and update our GMT on progress.

Customer service and quality are integrated into our incentive schemes at all levels, to keep these issues top of mind for all employees.

We signed up to the New Homes Quality Code in November 2022 and aligned our processes to its requirements. Customer-facing employees are trained on the Code as well as many colleagues in our commercial and technical functions and some of our subcontractors.



# 92%

**of customers in the 8-week survey would recommend us to a friend**  
(2022: 90%)



### Key actions in 2023

- Introduced the My Task portal to improve how we monitor the speed and quality of our subcontractors' response to customer issues.
- Piloted and rolled out our InHouse customer research approach which aims to contact every customer within two weeks of moving in to find out about their experience with us and identify any concerns.
- Ran our annual Placemaking Competition to recognise best practice in design and layout across Taylor Wimpey.
- Introduced a policy on how to support potentially vulnerable customers as part of our alignment to the New Homes Quality Code.





## Our homes and places continued

### How did we perform?

#### Our homes

- 29% of completions to first time buyers.
- 2,388 affordable homes including joint ventures (2022: 2,920), 23% of total completions (2022: 21%).
- 20% of our homes integrated on site PV panels (2022: 17%).
- More than 99.5% of our new homes include smart meters to enable customers to monitor electricity and gas use in real time.
- 16% of our homes built with timber frame which can reduce embodied carbon (2022: 18%).
- Scored an average of 4.89 (2022: 4.81) out of 6 in the independent NHBC CQR which measures quality at key build stages. The industry benchmark average score was 4.67.

# 29%

of completions to first time buyers

# 4.89

average build quality score out of 6, compared to 4.67 industry benchmark

#### Our places

- £405 million (2022: £455 million) in planning contributions towards affordable housing; green spaces; community, commercial and leisure facilities; transport infrastructure; heritage buildings; and public art.
- 70% of our UK completions were within 500 metres of a public transport node (2022: 67%), 90% were within 1,000 metres.
- 1,380 EV charging points were installed on our developments, over 3,700 since 2019.
- 22% of homes included secure cycle storage.
- 21% of our homes were built on brownfield land (2022: 17%).

# £405m

in planning obligations to benefit communities

# 3,700+

EV charging points installed since 2019

#### Our service

- 92% of customers in the 8-week survey would recommend us to a friend (2022: 90%).
- Maintained our HBF 5-star rating (2022: 5-star).
- 9-month customer satisfaction score of 77% (2022: 78%).
- 4 out of 5 star rating on Trustpilot (2022: 4 out of 5) with a Trust Score of 3.9 (2022: 3.9 out of 5).
- Resolved 60% of customer issues within 28 days (2022: 58%).
- 68% of complaints resolved or had an agreed action plan in place within eight weeks (2022: 70%).

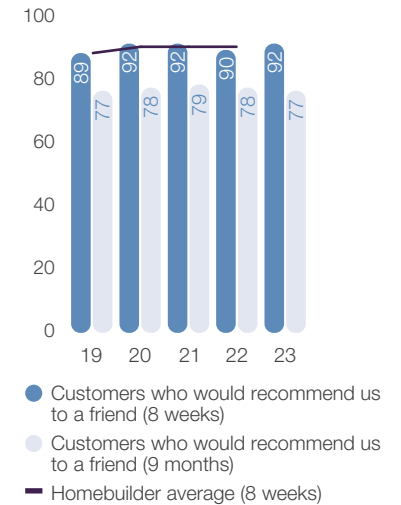
# 77%

9-month customer satisfaction score

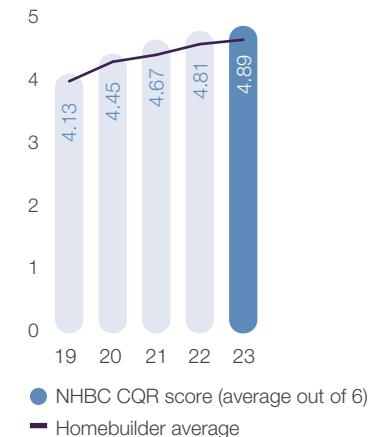
# 5-star

rating based on customer satisfaction surveys

#### Customer satisfaction 'would you recommend us to a friend?' (%)



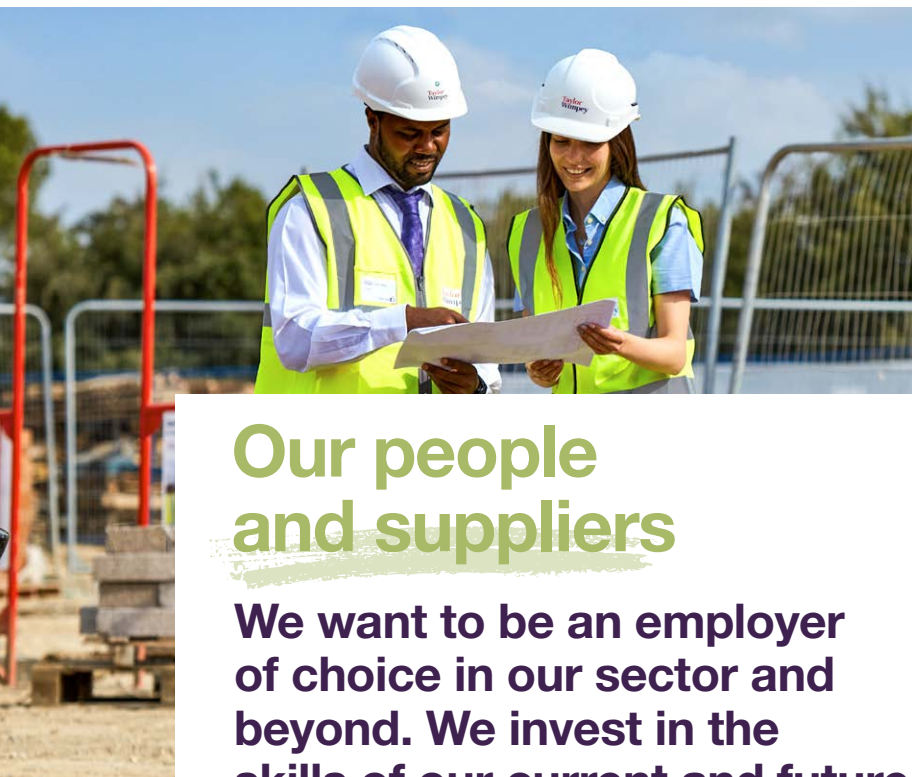
#### Construction Quality Review scores (out of 6)







## Our people and suppliers



# Our people and suppliers

**We want to be an employer of choice in our sector and beyond. We invest in the skills of our current and future workforce and focus on creating inclusive workplaces. We work closely with our suppliers and subcontractors who play a crucial role in our business.**

## Health and safety

Health and safety is always our number one priority and this starts from the highest levels of our business.

Health and safety performance is the first item reviewed at every meeting of our regional business management teams, our GMT and our Board of Directors. Our Head of Health, Safety and Environment (HSE) reports directly to our Chief Executive.

Directors from our regional businesses review HSE during site visits, including making unannounced spot checks. We also have external advisers who carry out independent unannounced site inspections at least monthly and additional planned visits.

We have a rigorous HSE management system that is based on OHSAS 18001 and a comprehensive HSE training programme including induction, senior management training and annual one-day refresher training for all production and site management teams.

We implement vetting and risk assessment procedures to confirm that all contractors have the right knowledge, skills, resources and experience to manage health and safety to our high standards. Contractors must obtain a third-party health and safety accreditation to demonstrate they have an adequate HSE management system, training process and risk assessment. Some aspects of the build process present particular safety risks such as groundworks and use of telehandlers, and we set additional requirements and engage closely with suppliers in these areas.



# 151

**Annual Injury Incidence Rate (AIIR)  
(per 100,000 employees and contractors),  
a 9% reduction on 2022**

We pay close attention to near misses and unsafe practices to prevent potential future accidents. If a serious near miss or unsafe practice (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.

## Workplace culture and engagement

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



## Our people and suppliers continued

All employees are appraised against our values as part of our performance review process. 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.

We run regular employee surveys to understand views on our workplace and assess the impact of our policies, strategies and communication.

Our National Employee Forum helps to ensure that employee views on matters affecting the business are heard and represented. Each regional business as well as our strategic land division, head office and logistics business also has its own Local Employee Forum. Our National Young Persons Forum helps us to engage with our young talent and potential future leadership. Each Forum meets several times a year.

We encourage employees to share any concerns, breaches of our policies or suspected cases of unethical conduct with their direct line manager, another manager or by reporting to our Group General Counsel and Company Secretary, Group HR Director or Head of Internal Audit. We also operate an independent whistleblowing hotline, see page 25.

We restructured parts of our business in early 2023 to improve efficiency, reduce costs and respond to challenges in the housing market and the wider economy. We provided training and guidance to managers to help them support colleagues during this time. We treated anyone affected by redundancy fairly and respectfully, including offering outplacement support, and where possible redeployed affected employees into alternative roles in our business.

### Skills and development

We invest in skills to help us recruit, retain and develop talented people and to address current and future skills gaps in our business and subcontractor base.

Our internal Future Skills Group is helping us identify and build the skills we will need over the medium to long term to prepare for changes such as the introduction of the Future Homes Standard and is developing our Green Skills Plan.

We offer a range of entry-level roles to encourage people into our business. These include:

- **Trade apprenticeships** – three to four-year placements for painters and decorators, carpenters and joiners. Apprentices are supported by a dedicated Apprentice Manager
- **Management trainees** – a three-year development programme with professional qualifications for Assistant Site Managers, Quantity Surveyors, Buyers, Design and Planning Executives and Engineers
- **Graduates** – placements, formal training, special projects and coaching over two to three years to develop our future leaders

We work with schools, colleagues and universities to promote careers in our sector.

### Key actions in 2023

- Re-trained our regional business management teams on our Digital Safety Observation system to help them identify examples of good practice on our sites as well as areas for improvement.
- Introduced automated water suppression to improve dust control during groundworks and ran an awareness campaign for site teams.
- Introduced a new requirement for groundworkers to wear ARC resistant PPE, protecting against the risk of service strikes.
- Ran our latest employee survey and developed action plans to address the results.



### Key scores from our employee survey showed that:

99%

know how to manage health and safety issues in their area of work

97%

would feel comfortable to challenge others on unsafe behaviours and working conditions

93%

know how to access support for mental health and wellbeing at work if they want to

89%

feel fully supported to do their job well

95%

feel able to be their authentic self at work

91%

agree that the Taylor Wimpey culture has become more inclusive over the last 12 months





## Our people and suppliers continued



### Training our teams

Our training focuses on: management and leadership; personal development skills (such as presentation, communication, negotiation and time management); and technical knowledge and capabilities. Colleagues also benefit from on-the-job training in areas such as health and safety and quality, and online training and masterclasses run by our functions.

We assess the impact of our training and development using metrics such as employee productivity and retention, build quality scores, customer satisfaction scores and sales figures.

Our leadership training and coaching helps our senior colleagues to prepare for and thrive in leadership roles, while our technical academies provide structured career and skills development, enabling employees to gain a formal qualification.

### Performance reviews

Our quarterly conversation review process, launched in 2023, provides a structured approach with performance objectives set and reviewed four times a year. This encourages regular dialogue on development and supports ongoing performance improvements.

# 9%

**of our workforce are in entry level positions including trade apprentices, management trainees and graduates**



### Key actions in 2023

- Set up an Early Entry Talent Board and introduced capability reviews which provide a skills matrix, performance review framework and greater transparency on pay and progression for our entry level roles.
- Strengthened our schools outreach programme working with a specialist company. Each regional business has agreed a schools engagement plan and we engaged with around 490 schools.
- Developed our career converters programme for ex-service personnel for launch in 2024.
- Launched a new training guide so colleagues know how to access our training courses and masterclasses.
- Clarified roles and career paths in our technical function and launched our Technical Academy to provide structured knowledge, skills and competency development for each path.
- Launched a quarterly conversation review process for performance development, enabling employees to set and review performance objectives four times a year.



### Equality, diversity and inclusion

Investment in equality, diversity and inclusion (ED&I) is a long term commitment for Taylor Wimpey. We want to create a workplace where all colleagues feel championed and supported regardless of their background or identity. Historically, the housebuilding sector has attracted fewer women and people from ethnic minorities and we want to change this.

Our strategy focuses on three key pillars:

- **21st Century Leadership** – line managers are equipped to develop a more diverse and inclusive culture
- **Employer of Choice** – our working environment and culture, policies, development and progression opportunities support greater equality, diversity and inclusivity
- **Expanding our Reach** – expanding our recruitment channels and embracing the diversity of our customers and colleagues

Our ED&I Committee oversees implementation of our strategy and is chaired by our Group HR Director, who is a member of our GMT. Each regional business has an ED&I Champion and an ED&I Action Plan. We have set quantitative aspirational targets to help drive progress and accountability.

We are rolling out our ED&I e-learning to all employees to increase awareness of our strategy, policies and expected standards of behaviour and rolling out additional e-learning for line managers. Our Respectful Workplace programme is focusing on creating an inclusive environment on our construction sites.



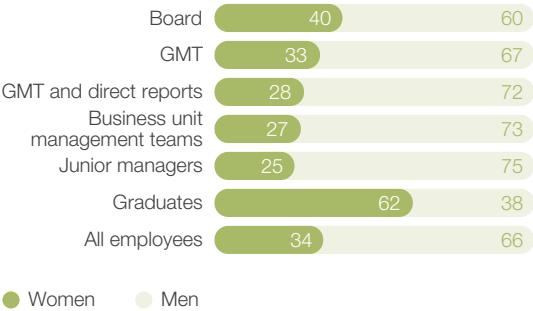
## Our people and suppliers continued

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.

We provide diversity training for hiring managers to track candidate ethnicity, gender and age, and work with recruiters who can help us reach a diverse candidate base.

We support colleagues to form affinity networks (employee resource groups) where they can share experiences, support each other, and help to create a fully inclusive workplace. Our current networks include Working Families and Carers Network, Embracing the Change Menopause Network, Proud2B LGBTQ+ Network, Race and Ethnicity Network and Women in Production Network. Each of these networks is sponsored by a member of our GMT.

### Gender balance in our workforce (%)



### Wellbeing

We want to help all our colleagues look after their mental, physical, social and financial health.

Our Wellbeing Policy sets out our commitment to create a workplace where health and wellbeing concerns are addressed in an open and supportive way and we have Health and Wellbeing Champions in some regional businesses. We run wellbeing campaigns throughout the year and engage colleagues on topics such as mental health, financial health, suicide awareness, loneliness and physical wellbeing.

Our core benefits package includes healthcare for all employees, through private medical insurance or health cash plans. Our Employee Assistance Programme (EAP) offers counselling, financial advice and a support line.

Mental health is a significant concern for the construction industry. Our Mental Health First Aiders (MHFA) support managers and employees when mental health issues arise. We are recruiting more MHFA and aim to have one at every site.

161

**Mental Health First Aiders, trained to help our line managers and colleagues when mental health issues arise**



33%

**of GMT positions are held by women, and for GMT and their direct reports the figure is 28%**

### Responsible sourcing standards

We set clear standards for suppliers on issues such as safety, quality and environmental performance and work with them to improve performance and tackle joint challenges.

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 have integrated sustainability disclosure requirements into our digital tender system for Group suppliers covering 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. These reviews cover sustainability issues such as waste and packaging reduction, climate and water efficiency (depending on supplier category).

Read more on how we work with suppliers to achieve our environment targets on pages 21 and 22.





## Our people and suppliers continued

### Human rights and modern slavery

We respect the human rights of our 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 established our Modern Slavery Act multidisciplinary working party, to oversee our approach to due diligence and our work with suppliers to reduce modern slavery risks. In 2023, we required our tier 1 suppliers to confirm their compliance with our modern slavery policy.

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. Following this, we are engaging with our PV panel suppliers on their approach to mitigating human rights risks.

Read more in our Modern Slavery Act Transparency statement on our website [www.taylorwimpey.co.uk/corporate/sustainability/modern-slavery-act](http://www.taylorwimpey.co.uk/corporate/sustainability/modern-slavery-act).

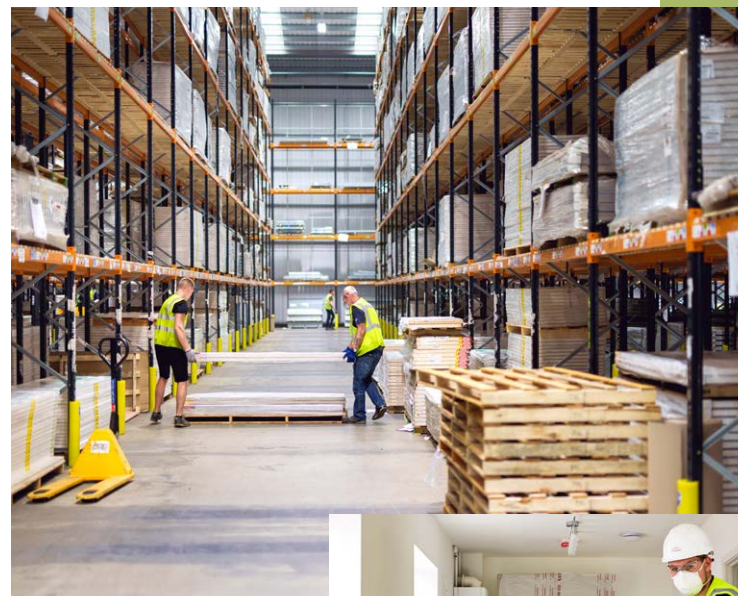
### Key actions in 2023

- Became a Level 2 Disability Confident Employer.
- Rolled out ED&I e-learning to 76% of employees and integrated it into our onboarding process.
- Trained management teams in 17 of our regional businesses on creating an inclusive culture at our building sites.
- Increased the number of Mental Health First Aiders, to support managers and employees when mental health issues arise, to 161 from 90.
- Piloted a new mental health training programme for line managers on how to support colleagues experiencing mental health issues.
- Engaged with suppliers on modern slavery risks and compliance with our policy.

### Small and medium sized suppliers

We work with many small and medium sized (SME) businesses who provide labour, trades and services to our construction sites. Many of our partners are 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 support them to comply with our HSE procedures.

We have self-billing arrangements in place for subcontractors which automate and speed up the invoicing and payment process. This can be particularly important for small firms working with us.



# 37

days standard  
payment terms  
for contractors





## Our people and suppliers continued

### Case study

## Supporting subcontractors to hire apprentices

**With many skilled tradespeople leaving the sector we need our subcontractors to invest in apprenticeships.**

However, our research showed that many smaller subcontractors find it challenging to launch an apprenticeship programme or are not able to allocate an Apprentice Manager to run it.

In 2023, we developed a new approach to address these barriers, partnering with the Construction Industry Training Board (CITB), the Home Building Skills Partnership and some of our mid-sized subcontractors in groundworks, bricklaying and carpentry.

The CITB is providing consultancy support to help firms recruit apprentices, identify suitable colleges, apply for funding and manage their apprenticeship programme. It is being piloted with our regional businesses in Exeter and the Midlands. One of our groundworks contractors has already committed to recruit 10 apprentices each year over five years and another is recruiting four apprentices. Over £100,000 in missed funding opportunities has been identified.

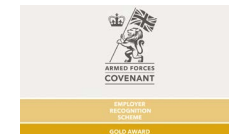


## Awards and accreditations

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.

We are a Level 2 Disability Confident Employer, a Stonewall LGBTQ+ Diversity Champion and have a gold award from the Defence Employer Recognition Scheme.

We are members of the Employers Network for Equality and Inclusion, which promotes equality and inclusion in the workplace. We have signed the Social Mobility Pledge, an initiative by former MP Justine Greening.







## Our people and suppliers continued

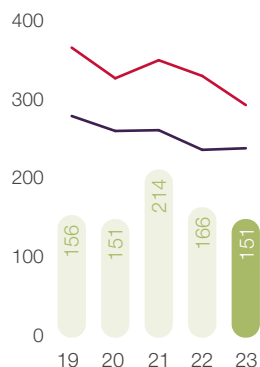
### How did we perform?

- We directly employed, on average, 4,618 people across the UK (2022: 5,140) and provided opportunities for, on average, a further 9.3k operatives on our sites (2022: 11.1k).
- Our voluntary employee turnover was 14.2% (2022: 17.7%), we aim to keep this below 15%.

### Health and safety

- Annual Injury Incidence Rate (AIIR) of 151, a 9% reduction on the previous year (2022: 166). This is well below the average for the housebuilding sector and wider construction industry.
- AIIR for major injuries per 100,000 employees and contractors of 65 (2022: 68). There were no fatalities.

### Health and safety performance – Annual Injury Incidence Rate (AIIR)



● Taylor Wimpey Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors)

— HSE Construction Industry average AIIR

— HBF Homebuilder average AIIR

- 98% of our employees agree that we take health and safety seriously (2022: 98%).
- There were no safety prosecutions or fines in the UK. We received six notices of contraventions from the HSE with a fee for intervention applied. In Spain, we paid a small fine (€2,400) for a health and safety administrative error which meant a contractor was allowed to start work before their health and safety plan had been approved.

### Skills and development

- Entry level positions made up around 9% of our total workforce in 2023 (2022: 9%). This is lower than we would like due to the challenging market conditions during 2023.
- In 2023, 100% of those completing their apprenticeships did so successfully, one of the highest completion rates in our industry.
- In 2023, 249 employees were enrolled on or completed academy courses.

# 14.2%

voluntary employee turnover

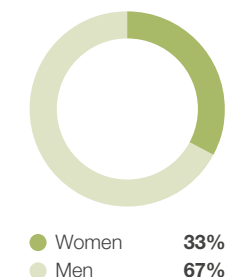
# 98%

employees agree that we take health and safety seriously

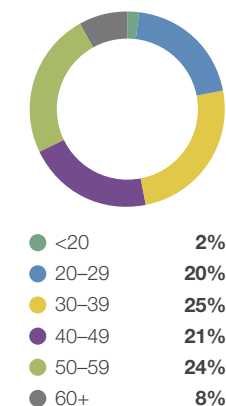
### Equality, diversity and inclusion

- Our GMT was 33% women (2022: 38%) and we also had 44% women on our Board of Directors (2022: 44%). The figure for GMT members and their direct reports was 28% (2022: 21%).
- 5.7% of our employees are from a minority ethnic background (2022: 5%). In regional business management roles the figure is 3.7% (2022: 2.5%).
- 62% of graduates were women and 17% were from a minority ethnic background. In our other early entry talent programmes the figures are 15% and 7%.
- 2% of employees identified as LGBTQ+ (2022: 1.5%). This data relies on self-declaration by employees and 65% of employees now report their sexuality (2022: 64%).
- As of April 2023, our mean gender pay gap including executive directors was 4% in favour of men (2022: 2% in favour of women) and median pay gap 2% in favour of men (2022: 1% in favour of men). Our mean bonus pay gap was 6% in favour of men (2022: 6% in favour of women). Our median bonus pay gap was 46% in favour of men (2022: 43% in favour of men).

### Gender balance in our GMT



### Age diversity in our workforce



# 44%

of our Board of Directors are women



## Our planet



## Our planet

**Our Environment Strategy, Building a Better World, sets out how we will play our part in creating a greener, healthier future for our customers, colleagues and communities, while reducing and mitigating environmental risks to our business.**

### Climate change and net zero

Climate change is one of the biggest challenges of our age and we are determined to play our part in tackling it.

We have set an ambitious target to be net zero aligned in our operations by 2035 and reach net zero across our value chain by 2045 – ahead of the UK's national target. Our net zero target for 2045 has been independently validated by the Science Based Targets initiative (SBTi) confirming that it is aligned with the SBTi's 1.5°C mitigation pathways for reaching net zero by 2050 or sooner. This is currently the most ambitious designation available through the SBTi process. Our near term carbon reduction targets have also been SBTi validated.

We published our Net Zero Transition Plan and roadmap in early 2023, setting out the steps we are taking across our business to achieve our targets.

Our approach to carbon reduction encompasses:

- Reducing energy use and emissions from our construction sites, fleet and offices by improving our processes, investing in low carbon technologies and buying REGO-backed green electricity



**We have achieved certification to the Carbon Trust's Route to Net Zero standard and are the only housebuilder to hold this new standard**

- Working towards zero carbon ready homes for customers and supporting sustainable lifestyles
- Working with suppliers and others to address embodied carbon in materials, services and products which accounts for around half of our carbon footprint
- Collaborating across our industry and beyond on efforts to reduce emissions

### Nature

We want to create space for nature on our sites and contribute to improving biodiversity to benefit both our customers and the environment. Our approach starts with site design and layout, and encompasses use of green infrastructure, habitat improvements, wildlife enhancements and wildlife friendly planting. We recognise our business dependencies on nature and the ecosystems services provided by the natural world.

We partner with nature organisations to ensure our actions reflect best practice. Our current partners are Hedgehog Street, a campaign by the British Hedgehog Preservation Society and People's Trust for Endangered Species, and Buglife – The Invertebrate Conservation Trust.

Some of our sites are already integrating a biodiversity net gain approach and we have prepared for the roll out of Biodiversity Net Gain requirements in England from February 2024 including training and guidance for our land and planning, technical and strategic land teams.





## Our planet continued

We aim to integrate wildlife enhancements on all suitable new sites starting with hedgehog highways, bee bricks and bug hotels, and bird and bat boxes. These can play an important role in supporting native species.

We conduct an ecological impact assessment for all sites to identify protected species or habitats. We use ecologists' reports to identify mitigation measures and these are embedded into each Site Specific Environmental Action Plan, part of our environmental management system.

We encourage customers to adopt nature-friendly gardening practices through advice online and in our show homes and by providing nature-friendly home welcome packs.

### Resources and waste

Our Towards Zero Waste strategy and action plan sets out a three-year programme of waste reduction across all stages of development and several waste streams including soils, demolition waste, embodied waste in materials, packaging waste and construction waste. It aims to improve our waste data, drive progress on the resource targets in our Environment Strategy, incentivise resource-efficient behaviours, and develop action plans for key waste streams.

Areas we're focusing on include:

- Reducing plastic packaging on the build packs delivered to our sites
- Reducing waste through better storage of materials and increased use of modular components constructed off site

- Reviewing how we manage earthworks to improve efficiency and reduce the amount of soil that needs to be excavated, moved or disposed of
- Improving our processes to reduce waste at source. For example, in 2023 we worked with our main plasterboard supplier to specify plaster board sizes to suit our configurations and reduce waste from off-cuts

Two working groups focused on construction waste and groundworks waste are helping to lead efforts on waste reduction. Teams use our Waste Do's and Don'ts guide and waste reduction is included in our induction process for site teams. 15% of the potential bonus for Site Managers is linked to performance on waste reduction

### Key actions in 2023

- Carbon reduction measure included in the incentive plans for senior management and regional management.
- Opened our timber frame manufacturing facility to help us reduce embodied carbon from materials.
- Started rolling out our new, more carbon-efficient specification for our homes and completed construction of our zero carbon ready homes trial, see page 7.
- Extended our successful hybrid generator trial to 13 sites, avoiding 300 tonnes of CO<sub>2</sub>e emissions over five months and reducing costs.
- Tested three site cabins powered by renewable solar energy and battery power, with an LPG generator, avoiding 18 tonnes of CO<sub>2</sub>e over six months.

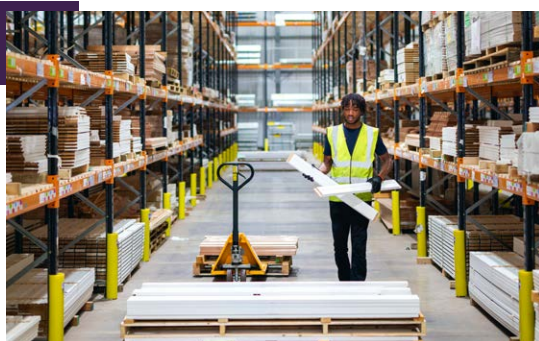


**35%**  
absolute reduction  
in operational  
greenhouse gas  
emissions since 2019

- Began developing our carbon reduction plan for our offices and testing different approaches.
- Updated our Energy Do's and Don'ts guide to engage our teams on energy reduction.
- Engaged with the UK government and industry groups on biodiversity net gain and nutrient neutrality.
- Participated in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum and prepared our first disclosure against the TNFD recommendations, see pages 43 and 44.
- Launched guidance for our regional businesses on the installation of bird and bat boxes.



## Our planet continued



### Working with suppliers

We are working with suppliers to increase our use of materials with recycled and renewable content to improve resource efficiency and reduce embodied carbon. Examples include:

- Insulation and carpet underlay made from recycled glass, window frames with recycled uPVC content and recycled board and chipboard in our kitchens
- We worked with a supplier in 2023 to reduce the amount of material used in our off site manufactured room in the roof system

To help us identify opportunities for improvement we are asking suppliers to provide Environmental Product Declarations. These are based on life cycle assessments and include quantification of embodied carbon.

### Sustainable timber

We want to use sustainably sourced timber to avoid contributing to deforestation. Our Sustainable Timber Policy, updated in 2023, 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 timber suppliers to understand where the timber used in Taylor Wimpey homes originates, 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.

Around 95% of timber supplied by Group suppliers is FSC or PEFC certified. Of the remaining 5%, in the majority of cases the products contain a mixture of wood from both the PEFC and FSC certification schemes. This means they do not meet the thresholds needed to achieve certification to either scheme.

### Water

We estimate that around 42% of our plots are built in areas of high water stress, based on the World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct. Our Water Policy commits us to reduce water use and protect water environments and we have a target to reduce water use by 10% by 2025.

### Case study

## Switching to hybrid generators



Diesel usage on our sites accounts for over 40% of our operational emissions and reducing this is a priority. In 2023, we extended our trial of hybrid diesel generators to 13 sites across 10 of our regional businesses to understand the potential cost and carbon reduction benefits.

Hybrid generators combine a traditional diesel generator with a battery storage unit, similar to a hybrid car. During periods where the load is high, the diesel generator powers the site and charges the battery simultaneously. When loads are lower, the system switches and the batteries power the site.

Over the five-month trial, use of the hybrid generators avoided around 300 tonnes of CO<sub>2</sub>e while reducing costs. We now plan to extend use of hybrid generators across the business.

**300 tonnes**  
of CO<sub>2</sub>e avoided over  
five months





## Our planet continued

We integrate water efficiency measures in the homes we build and work to reduce water use in our operations, to protect water quality during construction and to manage surface water and reduce flood risk on our completed developments.

We are working with local authorities in some areas 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.

### Embedding our approach

Each regional business has annual carbon, energy reduction, water efficiency and waste targets up to 2025. Regional business management teams receive a quarterly report on carbon, energy and resource use which enables them to compare performance between sites, against targets and against other regional businesses.

A scope 1 and 2 carbon reduction measure was included in the incentive plans for senior management and regional management in 2023.

We have a Sustainability Sponsor in each regional business management team who keeps us focused on our targets. Each regional business has a Sustainability Champion to engage colleagues on resource efficiency and monitor progress. Our Group sustainability team meets with our Champions six times a year to share updates and best practices.

### Environmental management system

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 and to protect biodiversity. Each site has an environmental action plan and its approach is subject to internal and external audits.

We received a £480,000 fine relating to silt pollution at one of our sites in Wales which occurred during 2021. We have reviewed our site environmental procedures in response to this incident. In 2024, we will be rolling out updated guidance and an enhanced training package on site environmental management for our teams with a focus on preventing silt pollution and managing soil movements on site. We are also strengthening our approach to categorising and addressing environmental incidents and near misses.

### Collaboration

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 Home Builders Federation, the Future Homes Hub and the Supply Chain Sustainability School.

# 16.6 tonnes

**of reduced plastic packaging used by our logistics business by using thinner plastic and standardising shrink wrap sizes**

### Key actions in 2023

- Launched two working groups focused on construction waste and groundworks waste to lead efforts on waste reduction.
- Reduced plastic packaging used by our logistics business by 16.6 tonnes by using thinner plastic and standardising shrink wrap sizes.
- Reviewed the potential use of eco bricks and other brick slip systems that can reduce materials use and transport emissions.
- Increased our use of concrete bricks which can have lower embodied carbon than bricks as they are not kiln fired.
- Made changes to our Smartroof system for our room in the roof houstypes which will reduce waste in the manufacturing process by around 120 tonnes a year and avoid around 200 tonnes of embodied carbon.
- Set annual energy reduction, water efficiency and waste targets for each regional business up to 2025.
- Reviewed and updated our site environmental management procedures, manual and training for roll out in 2024.
- 85% of our priority suppliers were registered with Supply Chain Sustainability School and attended over 826 hours of CPD virtual training on sustainability topics such as waste, modern slavery, sustainable materials, biodiversity and climate.





## Our planet continued

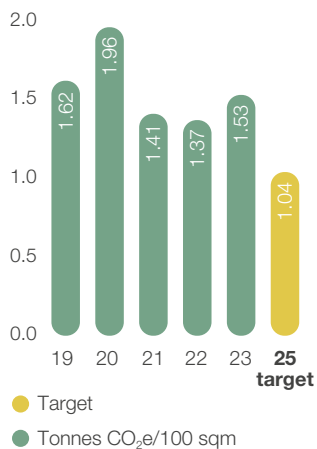
### How did we perform in 2023?

#### Climate change

- Total carbon footprint (scopes 1, 2 and 3) of 1.94 million tonnes CO<sub>2</sub>e (2022: 2.54 million tonnes). Total intensity was 187.0 tonnes per 100 sqm of build (2022: 190.0 tonnes per 100 sqm).
- Operational emissions intensity (scopes 1 and 2), has decreased by 5% against our 2019 baseline, with absolute operational emissions falling by 35% over the same period.

#### Greenhouse gas emissions intensity

(scope 1 and 2 emissions per 100 sqm of completed homes)

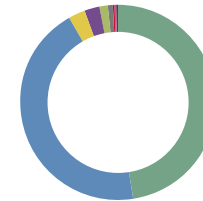


- Operational emissions intensity and site energy intensity increased year on year, reflecting challenging economic conditions. While we completed fewer homes, there was only a small reduction in the number of outlets which meant we continued to use energy for site compounds, street lighting and pumping stations and fixed facilities such as offices, IT systems and our logistics warehouse.
- REGO-backed renewable electricity accounted for around 79% of total Group electricity consumption (2022: 70%).
- 21.1% reduction in company car fleet emissions (including grey fleet) since 2019 and 72% of vehicles now electric or hybrid (2022: 55%).
- Installed 1,385 EV charging points on our developments.
- Included on the Financial Times European Climate Leaders list and our Net Zero Transition Plan was shortlisted in the Edie Awards for 2024.
- We have been recognised by the CDP as a Supplier Engagement Leader and received a Supplier Engagement score of A for our approach to engaging suppliers on climate change (2022: A).

# 79%

electricity from renewable sources

#### Scope 3 emissions



Use of sold products	47.57%
Purchased goods and services	44.36%
Employee commuting	2.73%
Upstream transport and distribution	2.40%
End of life treatment of sold products	1.28%
Waste generated in operations	0.95%
Downstream leased assets	0.36%
Fuel and energy related activities	0.24%
Business travel	0.11%

# 5%

reduction in operational emissions intensity since 2019





## Our planet continued

### How did we perform in 2023?

#### Nature

- Around 3,500 wildlife enhancements installed on our sites since 2021 (including bug hotels, bee bricks, bird and bat boxes) and 279 sites with hedgehog highways.
- Since 2022, at least 22 new sites with implementable or pending planning permission have included provision for biodiversity net gain (BNG). Of these, 31% have BNG of less than 10%, 13% have 10% BNG, and 54% have more than 10% BNG. Our data does not yet cover all business units so we believe the actual number of BNG sites will be higher. The number of new sites with 10% or more BNG will increase significantly from 2024 in line with regulation.

# 279

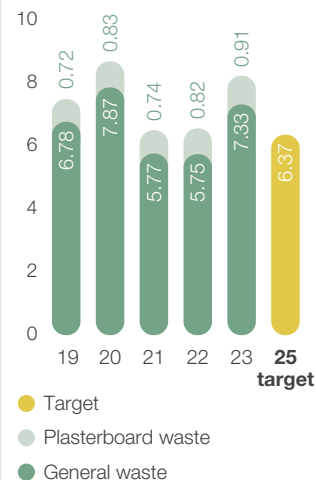
sites with hedgehog  
highways since 2021



#### Waste and resources

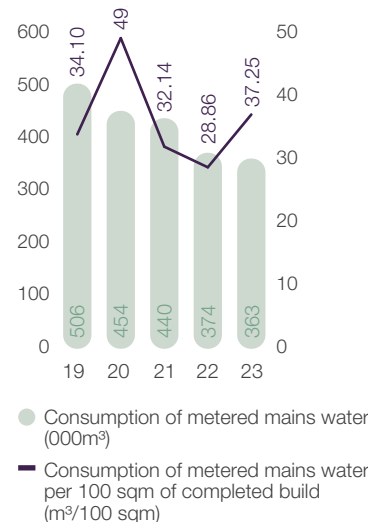
- The volume of waste produced in 2023 was 28% lower than in 2019; however, waste intensity increased by 9.8% against our 2019 baseline. We believe the intensity increase is partly due to disruptions in our build programme in 2023 as a result of market challenges which led to materials being stored for longer on site.
- 57,800 paint pots returned for recycling from our sites, reducing waste to landfill (2022: 54,900).

**Waste** (tonnes of construction waste per 100 sqm build)



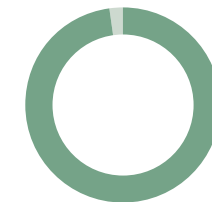
- 105,180 pallets were picked up from our sites (2022: 95,600). This represents around 1,893 tonnes of wood (2022: 1,721). 46% were sent for reuse (2022: 52%).
- 1,774 tonnes of waste wood was collected by Community Wood Recycling, a network of social enterprises. 36% of this was reused, 53% recycled into woodchip and 11% processed into firewood. This avoided 884 tonnes of CO<sub>2</sub> and supported paid jobs for around 21 people and training for 31.

**Operational water use UK** (000m<sup>3</sup>)



- Used 37.3m<sup>3</sup> of metered mains water per 100 sqm of build (2022: 28.9m<sup>3</sup>). Water consumption has reduced by 28% since 2019; however, water intensity has increased by 9.3% over the same period. We believe the intensity increase is due to the drop in completions. While we completed fewer homes there was only a small reduction in the number of outlets which meant we continued to use water for activities such as dust suppression and in our offices and site compounds.
- Our glass mineral wool insulation, supplied by Knauf Insulation, is made from recycled glass. The equivalent of around 8.6 million wine bottles were used to create the insulation for our homes in 2023.

#### Construction waste recycling



- Waste diverted from landfill **98%**
- Waste sent to landfill **2%**





## Responsible and resilient business



# Responsible and resilient business

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

### Ethical business practices

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 approach to governance is explained in our Annual Report and Accounts.

We publish our corporate governance and business conduct policies on our website including our Anti-Corruption Policy, our Fraud Mitigation and Response Policy and our Whistleblowing Protected Disclosure Policy.

### Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption. We train employees on our policies including those relating to anti-corruption, anti-money laundering and competition law and require all regional businesses and key departments to provide written confirmation of compliance annually and to complete our gifts and hospitality register. We expect the same standards from our suppliers and anti-corruption provisions are included in our supplier contracts.

### Whistleblowing

Our Board of Directors maintains responsibility for the Company's Whistleblowing Policy which is communicated to employees including on our sites. It provides a clear procedure for employees to report concerns either to their line manager or through a third-party whistleblowing hotline.

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 provided are anonymous and summarise the result of any investigation.

### Cladding fire safety

The safety of our customers has always been at the heart of what we do. We know that fire safety issues have been difficult for people right across the UK and we are determined to help our customers where we can with fire safety measures. Following the tragic fire at Grenfell Tower, we have been quick to act to fix legacy fire safety issues in line with government and industry guidance. We voluntarily signed the Government's Building Safety Pledge for Developers in April 2022, the Welsh Government's Pact in September 2022, and the commitment letter to the Scottish Accord in June 2023.

It is our long held view that leaseholders should not have to pay for the cost of remediation and our programme started several years prior to signing the Government Building Safety pledge. In total, we have made provisions amounting to £245 million, which remains our best estimate of the cost of our commitments to bring affected buildings in line with the standards as set out in the agreements reached with the governments.

We have identified 214 buildings that are within the scope of our provisions, around half of which we have either remediated, started work on or expect to commence work on this year. To date, we have fully completed 38 buildings with another nine remediated and awaiting paperwork. A further 19 buildings had works underway at the end of 2023.



## Responsible and resilient business continued



We have a dedicated team in place to manage our remediation programme, progress our work on these buildings as quickly as possible and to ensure high-quality delivery. It is expected, given the size and nature of the projects, the multiple stakeholders involved and the availability of appropriately qualified consultants and contractors, that work will take around five years to complete in its entirety.

### Responsible marketing

We aim for all our marketing and advertising to be honest and accurate and comply with the UK's Green Claims Code. We engage with our marketing agencies to ensure they have quality assurance, review and sign off processes in place. More information is included on our website.

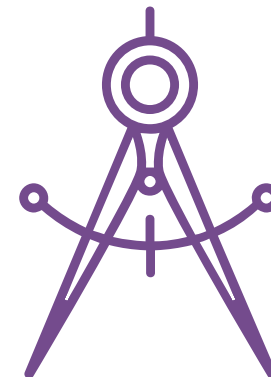
### Compliance with planning requirements

We aim to work constructively with 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 also 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.

# 99.6%

**At the end of 2023 we were building, or due to start in the first quarter of 2024, on 99.6% of sites with implementable planning**



### Case study

## Colleagues hike for charity

More than 310 colleagues took part in our annual Taylor Wimpey Challenge to raise funds for the Youth Adventure Trust and other charities. Teams completed hikes of 11, 20 and 31 miles over the Black Mountains in Wales, raising £146,000. Since we began the Challenge in 2014, we have raised over £1,190,000, enough to fund 305 young people through a full three-year outdoor adventure-based programme. We also co-sponsored and entered three teams into the 2023 Housebuilder Challenge which involved 33 teams from across the industry and raised £85,544 for the Youth Adventure Trust.



# £1.19m

**raised for the Youth Adventure Trust since 2014**

# 310

**colleagues took part in 2023**





## Responsible and resilient business continued

### Charity partnerships

We support the communities we work in and good causes connected to our business through our charity partnerships. We focus on three priorities to maximise our positive impact. These are:

- **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
- **Local projects:** Initiatives that have a direct link with our regional businesses and developments

Our national charity partners are The Youth Adventure Trust, Every Youth (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.



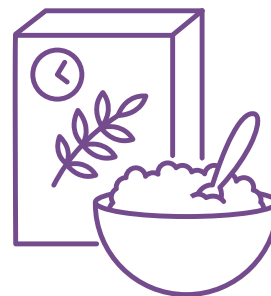
Our Charity Committee oversees our charity partnerships. Its members include senior leaders such as our Group HR Director (Chair), a regional Land Director (vice Chair) and a variety of other employees including managers, personal assistants and graduate trainees. Any vacancies are advertised internally 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.

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 Yammer social media network.

### Key actions in 2023

- Launched a new national partnership with Magic Breakfast, a charity providing nutritious breakfasts to children in need.
- Continued our support for St Mungo's Construction Skills Centres, helping people recovering from homelessness to gain new skills and find employment in the construction industry.
- Donated over £85,000 to help Crisis provide progression coaching in Oxford and Edinburgh to help people overcome homelessness by building their confidence, motivation and practical skills.

**285k**  
breakfasts provided  
to school children  
facing hunger



### Case study

## Helping Magic Breakfast prevent childhood hunger



One in five children in the UK is at risk of going hungry and this can have a significant impact on their health and education. We've launched a new national partnership with Magic Breakfast which works to tackle this issue, providing free, nutritious breakfasts to school children facing hunger. We have made a contribution of £80,000 to the charity, helping to provide more than 285,714 breakfasts for pupils in eight schools in England and Scotland during the school year 2023/24.

To celebrate the new partnership, we took part in 'Magic Makers', the charity's Christmas campaign, which saw volunteers from Taylor Wimpey purchase and deliver toys and games to breakfast clubs at seven schools to increase children's enjoyment of breakfast time.





## Responsible and resilient business continued

### Governance of sustainability

We have established clear roles and responsibilities for managing sustainability issues. This includes:

**Board level:** Our Board of Directors is responsible for oversight of our environmental, social, governance (ESG) initiatives, risks and opportunities. The Board receives an ESG update at every meeting, including a quarterly ESG scorecard with key performance indicators and progress towards environmental targets. The Board has conducted a mapping exercise to ensure that all ESG matters are considered by the Board or one of its Committees.

**Executive level:** Our CEO has ultimate responsibility for achieving our sustainability targets. Sustainability is a standing agenda item for GMT meetings and members receive a monthly update from the Director of Sustainability.

**LEAF Committee:** Chaired by a member of our GMT, our LEAF Committee is responsible for reviewing sustainability strategy, risks and opportunities. LEAF members include the heads or senior leaders of our sustainability, technical, production, procurement, commercial, customer and design functions and representatives from our strategic land and regional businesses. It met four times in 2023. We will be updating our committee structure for sustainability during 2024.

The Director of Sustainability is responsible for monitoring sustainability issues and oversees our reporting and disclosures. He reports to our Group Technical Director who leads our Road to Net Zero Carbon Working Group, and reports directly to our Chief Executive. Our Head of HSE is responsible for our Environmental Management System.

Cross-functional working groups, including our Road to Zero Carbon Working Group, Functional Interface Group, Charity Committee, Construction Waste Group, Groundworks Group and our ED&I Committee support effective governance of sustainability.

**Operational level:** The Managing Director in each regional business has responsibility for achieving our sustainability targets at the local level. They have nominated a Sustainability Sponsor within their management team and a Sustainability Champion to assist with implementation and data collection. Each regional business has annual targets for energy, water and waste up to 2025.

At a project level, the sustainability aspects of a development are initially the responsibility of the land and planning 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.

**Training:** We have a sustainability training plan for relevant functions to support the roll out of our environment strategy and net zero commitment. Our induction e-learning programme includes topics such as diversity and inclusion and modern slavery. Functional training, such as our Production Academies, also covers aspects of sustainability and we have more detailed training for our Sustainability Champions network.

A scope 1 and 2 carbon reduction measure was included in the incentive plans for senior management and regional management in 2023, to support progress on our near term carbon reduction targets





## Responsible and resilient business continued

**Remuneration:** A scope 1 and 2 carbon reduction measure was included in the incentive plans for senior management and regional management in 2023, to support progress on our near term carbon reduction targets. There were also customer service and build quality measures. 15% of the potential bonus for Site Managers is linked to performance on waste reduction. Health and safety and customer service form part of all senior managers' business objectives.



# 100%

of our sites have a planning and community engagement strategy and point of contact

### Sustainability risk management

The identification, assessment, mitigation and monitoring of sustainability risks is included as part of our overall risk management process, the outcomes of which are formally reported to the Board once a year, with detailed updates provided at two Audit Committee meetings during the year. Natural resources and climate change, health and safety, quality and people risks are included in our Principal Risks.

As part of our risk management process, individual sustainability and climate-related risks are considered through functional and regional business risk registers, our Climate Change and Sustainability Risk and Opportunity Register and on a regular basis by senior management, assessing the impact they may have on the Group's strategy, looking at short, medium and in particular longer term emerging risks which may arise as the area continues to evolve.

Our Climate Change and Sustainability Risk and Opportunity Register is maintained by our LEAF Committee and reviewed at each meeting.

### Stakeholder engagement

We engage with a wide range of stakeholders to run our business including our employees, subcontractors and suppliers, customers and communities, local and national government, peer companies and experts. These interactions help shape our approach to sustainability issues and enable us to collaborate on sustainability challenges. We also integrate stakeholder feedback into our regular formal materiality assessment, see page 4.

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



### Employees and suppliers

We engage with colleagues through our national and local employee forums and regular surveys, see page 13.

### Suppliers

We meet regularly with key suppliers to communicate our standards and expectations and to collaborate on business and sustainability improvements. You can read about our approach on pages 15 and 16.

### Customer engagement

We engage with customers during and after the buying process and seek their feedback through follow up surveys and post-occupancy research, see page 10.

### Community engagement

Community engagement plays an important role in developing effective schemes and supports good relationships with the communities we work in. Every one of our sites has a tailored planning and community engagement strategy and a clear point of contact.

We use a range of methods to inform local people about our plans, including our website, meetings, exhibitions, workshops and information boards. We aim to reach a wide range of stakeholders, including neighbouring residents and property owners, potential customers, local authorities, businesses, schools and other groups. 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.



## Responsible and resilient business continued

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 Engagement Academy gives our land and planning and technical teams the skills, knowledge and confidence to run best practice engagement processes. The training covers 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. It includes role play exercises to help colleagues practise engagement techniques.

### Political engagement

We engage with local authorities, parish councils, Homes England, the Greater London Authority, the Scottish and Welsh governments, the Department for Levelling Up, Housing and Communities, Department for Environment, Food and Rural Affairs, Natural England and other public sector organisations to understand their priorities and share our views.

We engage directly and through trade associations such as the Home Builders Federation.

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.

### Key actions in 2023

- Integrated measures linked to customer service, build quality and carbon reduction into leadership incentive plans.
- Published our updated Environment Policy covering climate change, biodiversity, water use, waste and sustainable timber.
- Updated our materiality assessment to help us focus on the impacts of most significance for our business and stakeholders.

### 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, see page 31.

### About our reporting

This summary report provides an overview of our performance and data for the period 1 January to 31 December 2023. It covers the whole of Taylor Wimpey plc except where stated. Data is for the calendar year 2023 except where stated.

Further information is included in our integrated Annual Report and Accounts including our reporting in line with the recommendations of the Taskforce on Climate-Related Financial Disclosures. Our Sustainability website includes more details on the topics summarised in this document as well as case studies and examples.

We publish our key Company policies on our website, including those relating to business ethics, human rights, health, safety and environmental management and community investment.

### Assurance

Our carbon and energy use data is externally assured by Carbon Trust Assurance to a limited assurance level. This includes verification to ISO 14064 for our scope 1 and 2 footprint, and three selected scope 3 categories (Purchased Goods and Services, Fuel and Energy-related Activities and Use of Sold Products).

Key waste data will be externally assured by Carbon Trust Assurance for the first time in 2024.

The Carbon Trust assurance statement is published on our website at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability).

Our carbon and energy use data is externally assured by Carbon Trust Assurance to a limited assurance level



### United Nations Sustainable Development Goals

We support the United Nations Sustainable Development Goals, which aim to unite governments, businesses and the third sector to end poverty, fight inequality and address climate change.







## Responsible and resilient business continued

### How did we perform in 2023?

#### Planning compliance

- As at 31 December 2023, we were building on or are due to start in the first quarter of 2024 on 99.6% of sites with implementable planning.

#### Investor engagement

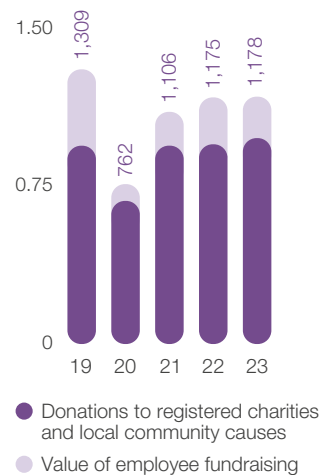
Included in a number of sector and investor benchmarks, including:

- Constituent of the Dow Jones Sustainability Europe Index.
- Included in the S&P Sustainability Yearbook 2024.
- Constituent of the FTSE4Good Index series.
- MSCI AAA rating.
- Sustainalytics ESG Risk Rating of Low and included in its 2023 Top-Rated ESG Companies List.
- Member of Next Generation, ranked joint third out of 28 companies with a score of 71% and a Gold Award (2022: fourth, 59%, Bronze). Next Generation is a rigorous and detailed sustainability performance benchmark of UK homebuilders.

#### Charity partnerships

- We donated and fundraised around £1.2 million for registered charities and local community causes in 2023 (2022: £1.2 million). This includes the value of employee fundraising.

#### Charitable donations and fundraising (£m)



Gold award **AAA**

Next Generation  
benchmark

rating from MSCI

**£1.2m**

Donated and  
fundraised for charities  
and community causes

**£198k**

Raised by colleagues  
to support our  
charity partners

## Performance data

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Our homes and places</b>								
Number of completions (including joint ventures)	UK	Number	10,438	13,773	14,087	9,609	15,719	14,933
	Spain	Number	410	381	215	190	323	342
Number of completions (excluding joint ventures)	UK	Number	10,356	13,551	14,087	9,412	15,520	14,822
Number of outlets (average)	UK	Number	238	232	225	240	250	273
<b>Affordability</b>								
Completions designated as affordable	UK	%	23	21	18	20	23	23
Number of affordable homes	UK	Units	2,388	2,920	2,501	1,904	3,548	3,416
First time buyers – % of completions	UK	%	29	45	41	40	36	38
Help to Buy – % of completions	UK	%	12	21	36	53	48	53
<b>Efficient, lower carbon homes</b>								
Homes built using timber frame	UK	%	16	18	19	19	14	11
Homes with on-site renewables (e.g. PV panels)	UK	%	20	17	16	14	9	9
Homes with on-plot EV charging points	UK	%	13	9	7	–	–	–
Number of EV charging points installed	UK	Number	1,385	1,389	972	–	–	–
<b>Our developments</b>								
Value of Section 106 (England and Wales) and Section 75 (Scotland) and CIL agreements delivered	UK	£m	405	455	418	287	447	455
Homes built on brownfield land	UK	%	21	17	21	25	29	37
Completions within 500 meters of a public transport node	UK	%	70	67	67	71	57	52
Completions within 1,000 meters of a public transport node	UK	%	90	90	86	88	74	66
<b>Build quality</b>								
Taylor Wimpey average NHBC Construction Quality Review score <sup>1</sup>	UK	Out of 6	4.89	4.81	4.67	4.45	4.13	3.93
Industry average NHBC Construction Quality Review score	UK	Out of 6	4.67	4.6	4.43	4.32	4.01	–
Average reportable items per NHBC inspection	UK	Number	0.28	0.32	0.26	0.24	0.28	0.28
Customers satisfied or very satisfied with quality of their home <sup>2</sup>	UK	%	90	88	89	89	87	89
<b>Customer service</b>								
Customers satisfied or very satisfied with the service provided before purchase <sup>2</sup>	UK	%	88	84	85	84	83	86
Customers 'Would you recommend us to a friend?' (8 week score) <sup>2</sup>	UK	%	92	90	92	92	89	90

## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Our homes and places continued</b>								
Homebuilder average – Customers who would recommend us to a friend (8 week score) <sup>3</sup>	UK	%	n/a	91	91	91	89	87
Customers who would recommend us to a friend (9 month score) <sup>4</sup>	UK	%	77	78	79	78	77	76
Customers who would recommend us to a friend	Spain	%	86	91	93	93	93	100
<b>People and suppliers</b>								
<b>Health and safety</b>								
Number of reportable RIDDOR injuries per year	UK	Number	21	27	35	26	32	43
Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors)	UK	per 100,000 employees and contractors	151	166	214	151	156	228
Annual Injury Incidence Rate (AIIR) for all major injuries (incidence rate per 100,000 employees and contractors)	UK	per 100,000 employees and contractors	65	68	73	58	44	64
HBF Homebuilder average AIIR <sup>5</sup>	UK	per 100,000 employees and contractors	241	239	264	263	282	330
Fatalities – employees and contractors	Group	Number	0	0	0	0	0	1
Lost-time injury frequency rate (LTIFR) for employees	UK	per one million hours worked	0	1	1	1	–	–
Lost-time injury frequency rate (LTIFR) for contractors	UK	per one million hours worked	1.25	0.9	1.36	0.93	–	–
<b>HSE training</b>								
HSE training days – site management and operational staff	UK	per employee	3.1	4.4	4.2	3.39	4	4.3
HSE training days – support staff (office based)	UK	per employee	0.19	0.16	0.35	0.13	0.3	0.2
Number of staff trained on health and safety standards within the last year	UK	Number	3,610	4,654	4,954	4,210	4,767	5,207
<b>HSE Spain<sup>6</sup></b>								
Annual Injury Incidence Rate (AIIR) for reported workplace injuries (incidence rate per 100,000 employees and contractors)	Spain	per 100,000 employees and contractors	420	0	300	456	179	324



## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>People and suppliers continued</b>								
Number of reported workplace injuries per year	Spain	Number	6	0	3	4	2	4
Annual Injury Incidence Rate (AIIR) for all major injuries (incidence rate per 100,000 employees and contractors)	Spain	per 100,000 employees and contractors	42	0	30	46	18	32
<b>Employee numbers and turnover</b>								
Average number of employees (weekly and monthly)	UK	Number	4,618	5,140	5,271	5,948	5,796	5,358
Average number of employees	Spain	Number	101		91	81	87	84
Average number of employees (weekly and monthly)	Group	Number	4,719		5,362	6,029	5,883	5,442
Site operatives	UK	Number	9,300	11,100	11,100	12,330	14,674	13,526
Annual voluntary employee turnover	UK	%	14.2	17.7	19.0	9.4	12.9	14.5
<b>Skills, learning and development</b>								
Total apprentices, graduates and trainees recruited during the year	UK	Number	52	289	150	75	498	372
Entry level positions as % of workforce	UK	%	9	9	9	14	16	13
Employees who have enrolled on or completed academy courses	UK	Number	249	1,285	1,700	1,500	1,500	–
<b>Equality, diversity and inclusion<sup>7</sup></b>								
Women in workforce – all employees	UK	%	34	33	32	30	29	–
Women in junior management <sup>8</sup>	UK	%	25	–	–	–	–	–
Women in management	UK	%	38	30	28	28	28	–
Women on our regional business management teams	UK	%	27	31	24	18	–	–
Women in GMT	Group	%	33	44	36	36	44	–
Women in GMT and direct reports	Group	%	28	21	–	–	–	–
Women on the Board of Directors	Group	%	40	44	50	50	50	–
Employees who are Black, Asian or other minority ethnic	UK	%	6	5	5	4	4	–
Ethnic representation in BUMT leadership roles	UK	%	3.7	2.5				
LGBTQ+ employees <sup>9</sup>	UK	%	2	2	1.4	–	–	–
Female representation in our graduate programme	UK	%	62.1	57.8	–	–	–	–
Female representation in Early Entry Talent programmes	UK	%	15.3	13	–	–	–	–
Ethnic representation in our graduate programme	UK	%	17.2	22.2	–	–	–	–
Ethnically diverse representation in Early Entry Talent programmes	UK	%	7.4	8.2	–	–	–	–

## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Our planet</b>								
<b>Greenhouse gas emissions<sup>10</sup></b>								
Scope 1 GHG emissions – combustion of fuel	Group	tonnes CO <sub>2</sub> e	14,275	15,975	17,464	16,522	21,018	20,328
Scope 2 GHG emissions – market based	Group	tonnes CO <sub>2</sub> e	1,628	2,331	2,272	1,981	3,563	4,509
Scope 2 GHG emissions – location based	Group	tonnes CO <sub>2</sub> e	4,649	4,279	5,406	5,272	6,172	6,892
Total scopes 1 and 2 – market based	Group	tonnes CO <sub>2</sub> e	15,902	18,306	19,736	18,503	24,581	24,837
Emissions per 100 sqm completed homes (scopes 1 and 2)	Group	tonnes CO <sub>2</sub> e/100 sqm	1.53	1.37	1.41	1.96	1.62	1.73
Scope 3 GHG emissions (total) – updated methodology <sup>11</sup>	Group	tonnes CO <sub>2</sub> e	1,922,202	2,519,103	2,383,398	–	–	–
Scope 3 GHG emissions (total) – previous methodology	Group	tonnes CO <sub>2</sub> e	–	–	2,632,421	1,961,431	3,869,583	2,171,973
Total scopes 1, 2 and 3	Group	tonnes CO <sub>2</sub> e	1,938,104	2,537,409	2,403,134	1,979,934	3,894,164	2,196,810
Emissions per 100 sqm completed homes (scopes 1, 2 and 3)	Group	tonnes CO <sub>2</sub> e/100 sqm	187.0	189.6	172.1	209.8	255.9	152.7
<b>Progress against target</b>								
Reduction in carbon emissions intensity (scopes 1 and 2) against 2019 baseline (science-based target)	Group	%	5	15.3	13	(21.0)	–	–
Reduction in carbon emissions (absolute scopes 1 and 2) against 2019 baseline	Group	%	35.3	25.5	19.7	24.7	–	–
Reduction in direct carbon emissions intensity (scopes 1 and 2) since 2013	Group	%	46	51.5	49.9	30.5	42.6	38.7
CDP Carbon rating	Group	Score	A-	A-	A-	B	B	B
<b>Scope 3 emissions categories</b>								
Purchased goods and services	Group	tonnes CO <sub>2</sub> e	852,593	1,309,017	1,122,678	–	–	–
Waste generated in operations	Group	tonnes CO <sub>2</sub> e	18,294	15,089	15,446	–	–	–
Business travel	Group	tonnes CO <sub>2</sub> e	2,087	1,553	1,438	–	–	–
Fuel and energy related activities	Group	tonnes CO <sub>2</sub> e	4,591	4,886	5,802	–	–	–
Downstream leased assets	Group	tonnes CO <sub>2</sub> e	7,008	6,399	6,592	–	–	–
Use of sold products (homes in use)	Group	tonnes CO <sub>2</sub> e	914,417	1,044,294	1,106,062	–	–	–
Upstream transport and distribution	Group	tonnes CO <sub>2</sub> e	46,064	34,351	31,044	–	–	–
End of life treatment of sold products	Group	tonnes CO <sub>2</sub> e	24,627	29,166	29,210	–	–	–
Employee commuting	Group	tonnes CO <sub>2</sub> e	52,521	74,348	65,125	–	–	–

## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Our planet continued</b>								
<b>Energy use<sup>12</sup></b>								
Operational energy use (fuel and electricity consumption from sites and offices)	UK	MWh	<b>80,695</b>	87,013	94,992	85,442	101,352	95,170
Operational energy intensity (site and office fuel and electricity intensity – MWh/100 sqm)	UK	MWh/100 sqm	<b>8.1</b>	6.7	6.9	9.3	6.8	6.84
Operational energy use (fuel and electricity consumption from sites and offices)	Group	MWh	<b>85,741</b>	92,312	104,870	96,165	116,207	–
Operational energy intensity (site and office fuel and electricity intensity – MWh/100 sqm)	Group	MWh/100 sqm	<b>8.27</b>	6.9	7.5	10.2	9.51	–
Site energy use intensity (fuel and electricity from sites and plots)	UK	MWh/100 sqm	<b>7.7</b>	6.5	6.7	9	6.6	–
Reduction in site energy use intensity against 2019 baseline	UK	%	<b>(17.5)</b>	2.4	(0.9)	(36.5)	–	–
Site energy use (fuel and electricity from sites and plots)	UK	MWh	<b>77,215</b>	83,575	91,355	82,979	98,197	–
Reduction in site energy use (absolute) against 2019 baseline	UK	%	<b>21.4</b>	14.9	7.0	15.5	–	–
<b>Energy consumption by source</b>								
Renewable electricity REGO-backed (Renewable Energy Guarantees of Origin)	Group	MWh	<b>17,832</b>	15,468	18,352	13,006	9,344	–
Brown electricity	Group	MWh	<b>4,636</b>	6,619	7,199	9,571	14,563	–
Natural gas	UK	MWh	<b>22,896</b>	24,428	36,357	29,707	33,593	–
Butane	UK	MWh	<b>170</b>	276	435	340	412	–
Gas oil and diesel	UK	MWh	<b>35,459</b>	40,400	32,806	32,949	43,647	–
LPG	UK	MWh	<b>0</b>	31	61	29	110	–
Propane	UK	MWh	<b>292</b>	370	483	351	497	–
Kerosene	UK	MWh	<b>0</b>	0	0	10	16	–
Hydrotreated vegetable oil	UK	MWh	<b>7</b>	128	–	–	–	–
Total non-renewable energy consumption (excluding fleet)	Group	MWh	<b>63,460</b>	72,252	77,342	72,956	92,838	–
Total non-renewable energy consumption (excluding fleet)	Group	%	<b>78</b>	82	81	84.9	90.9	–
<b>Nature and biodiversity</b>								
Sites with hedgehog highways installed (since 2021)	UK	Number	<b>279</b>	151	–	–	–	–
Bug hotels and bee bricks installed <sup>13</sup>	UK	Number	<b>271</b>	177	113	–	–	–
Bat boxes installed <sup>13</sup>	UK	Number	<b>237</b>	442	–	–	–	–
Bird boxes installed <sup>13</sup>	UK	Number	<b>501</b>	647	850	–	–	–
Sites where biodiversity risks assessed	UK	%	<b>100</b>	100	100	100	100	100
Sites exposed to biodiversity risks that have a biodiversity management plan	UK	%	<b>100</b>	100	100	100	100	100



## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Our planet continued</b>								
<b>Waste and resources<sup>14</sup></b>								
Construction waste per 100 sqm build – general <sup>15</sup>	UK	Tonnes/100 sqm	<b>7.33</b>	5.75	5.77	7.2	5.87	4.80
Construction waste per 100 sqm build – plasterboard	UK	Tonnes/100 sqm	<b>0.91</b>	0.82	0.74	0.77	0.63	0.58
Construction waste per 100 sqm build – total	UK	Tonnes/100 sqm	<b>8.24</b>	6.57	6.52	7.98	6.50	5.38
Construction waste – general	UK	Tonnes	<b>71,411</b>	74,515	79,042	72,372	100,612	–
Construction waste – plasterboard	UK	Tonnes	<b>8,839</b>	10,557	10,161	7,640	10,699	–
Construction waste – total	UK	Tonnes	<b>80,250</b>	85,072	89,204	80,011	111,311	–
Hazardous waste (construction) <sup>16</sup>	UK	Tonnes	<b>1.48</b>	1.94	17.6	5.0	148.1	–
Reduction in waste intensity against 2019 baseline	UK	%	<b>(9.8)</b>	12	13	(16)	–	–
Reduction in waste (absolute) against 2019 baseline	UK	%	<b>28</b>	24	20	28	–	–
<b>Recycling</b>								
Construction waste diverted from landfill	UK	%	<b>98</b>	98	97	97	97	96
Construction waste landfilled	UK	%	<b>2</b>	2	3	3	3	4
Paint cans collected for reuse or recycling	UK	Number	<b>57,800</b>	54,900	45,021	19,445	19,374	n/k
Pallets returned for reuse or recycling	UK	Number	<b>105,180</b>	95,600	65,352	71,916	94,984	65,420
<b>Water</b>								
Consumption of metered mains water	UK	m <sup>3</sup>	<b>362,986</b>	373,639	439,955	454,056	505,893	487,915
Consumption of metered mains water per 100 sqm build	UK	m <sup>3</sup> /100 sqm	<b>37.25</b>	28.86	32.14	49.41	34.08	35.09
Reduction in mains water intensity against 2019 baseline	UK	%	<b>(9.3)</b>	15.3	5.7	(47)	–	–
Reduction in mains water (absolute) against 2019 baseline	UK	%	<b>28.3</b>	26.1	13.0	10.2	–	–
CDP Water rating		Score	<b>B</b>	B	B	B	B	B
<b>Responsible and resilient business</b>								
<b>Financial performance and landbank</b>								
Revenue £m	Group	£m	<b>3,514.5</b>	4,419.9	4,284.9	2,790.2	4,341.3	4,082.0
Operating profit £m <sup>17</sup>	Group	£m	<b>470.2</b>	923.4	828.6	300.3	850.5	880.2
Plots owned or with planning consent (short term landbank)	UK	Number	<b>c. 80,000</b>	82,830	85,376	77,435	75,612	75,995
Short term landbank – number of plots converted from strategic land pipeline	UK	Number	<b>c. 8,000</b>	3,692	7,691	4,010	8,387	7,619
Strategic pipeline – number of potential plots	UK	Number	<b>c.142,000</b>	c.144,000	c.145,000	c.139,000	c.140,000	c.127,400
Completions sourced from strategic pipeline	UK	%	<b>45</b>	52	50	55	56	58



## Performance data continued

	Coverage	Unit	2023	2022	2021	2020	2019	2018
<b>Responsible and resilient business continued</b>								
<b>Partnering with charities</b>								
Donations to registered charities	Group	£	<b>820,288</b>	790,061	840,854	588,000	816,000	754,000
Donations to local community causes	Group	£	<b>160,988</b>	161,746	104,364	94,000	129,000	173,000
Amounts raised by employee fundraising	Group	£	<b>197,488</b>	223,463	161,168	80,000	364,000	357,000
Total donations (cash and fundraising)	Group	£	<b>1,178,764</b>	1,175,270	1,106,385	762,000	1,309,000	1,284,000

1. The NHBC carries out independent Construction Quality Reviews at key build stages. This is the average score from NHBC reviews for calendar year 2023.
2. 2023 figures relate to the HBF year of 01.10.22 to 30.09.23 with the comparators relating to the same period in prior years.
3. 2023 figures relate to the HBF year of 01.10.22 to 30.09.23 with the comparators relating to the same period in prior years. At the time of publication data was not available for 2023.
4. The 2023 9-month 'would you recommend' score relates to customers who legally completed between October 2021 and September 2022. The comparator relates to the same period in the prior year.
5. HBF H&S Statistical Analysis Report 2022/2023.
6. 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 which is collected under the UK's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
7. Figures are for calendar year 2023. These may differ from those reported in our Diversity and Inclusion Report which uses data as at October 2023.
8. We have improved our methodology for calculating gender balance in junior management. Figures calculated under our new approach are not comparable with previous years.
9. We are improving our workforce data to enable us to monitor LGBTQ+ inclusion. This relies on self-declaration by employees and 65% of employees now report their sexuality (2022: 64%).
10. Our carbon and energy use data is externally assured by Carbon Trust Assurance to a limited assurance level. Our scopes 1 and 2 footprint, and three selected scope 3 categories (Purchased Goods and Services, Fuel and Energy-related Activities and Use of Sold Products) are verified to ISO 14064. 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 1,036,491 sqm completed floor area. This covers Taylor Wimpey Group including joint ventures.
11. 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 also made some methodologies improvements for the Scope 3 categories of Business Travel, Use of Sold Products, Employee Commuting and Upstream Transport and Distribution. We now disclose Scope 3 emissions using our updated methodologies. For transparency, we have included data for some prior years calculated using our previous methodologies. 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.
12. 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 993,705 sqm completed floor area which covers our UK business and includes JVs.
13. We have updated how we track progress against our targets on wildlife enhancements and restated data for previous years.
14. At the time of publication, our waste data was undergoing verification by the Carbon Trust. We will publish the final audited figures on our website on completion of this process which could differ from those reported here. Waste intensity metrics are calculated based on 974,407 sqm completed floor area which excludes Taylor Wimpey Central London and some joint ventures.
15. General waste includes compactable waste, inert waste, timber waste and some types of hazardous waste. It also includes non-recyclable mixed waste that cannot be disposed of in available skips.
16. This is construction hazardous waste and includes paint cans and sealant tubes. It does not include any remediation waste or contaminated soils. Hazardous waste reflects production volumes and therefore was significantly lower in 2020 due to the impact of the national lockdown in the UK.
17. Operating profit is defined as profit on ordinary activities before net finance costs, exceptional items and tax, after share of results of joint ventures.

## SASB index



The following table discloses our performance against the criteria in the Home Builders Sustainability Accounting Standard version 2023–12. Data relates to the period 1 January 2023–31 December 2023.

In cases where we do not have the exact data requested in the Standard we have sought to provide equivalent or related data.

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).

Responses do not cover our business in Spain which accounts for less than 2% of total completions.

Code	SASB criteria	Our approach
<b>Land use and ecological impacts</b>		
<b>IF-HB-160a.1</b>	Number of (1) lots and (2) homes delivered on redevelopment sites	In 2023, 21% of completions (excluding joint ventures) were on brownfield land (2022: 17%).
<b>IF-HB-160a.2</b>	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	We estimate that around 42% of our plots are built in areas of high water stress, around 4,380 homes. No homes are built in areas of extremely high stress. This is based on the baseline water stress map published by the World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct.
<b>IF-HB-160a.3</b>	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	We received a £480,000 fine relating to silt pollution at one of our sites in Wales during 2021. We are reviewing and strengthening our site environmental procedures in response to this incident. See page 22.
<b>IF-HB-160a.4</b>	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	<p>Our environment strategy includes 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"> <li>• <b>Landbuying:</b> 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.</li> <li>• <b>Placemaking:</b> 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 now include our priority wildlife enhancements and from 2024 new sites will include 10% biodiversity net gain.</li> <li>• <b>Construction:</b> Our Health, Safety and EMS 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.</li> </ul>



## SASB index continued

Code	SASB criteria	Our approach
<b>Workforce health and safety</b>		
<b>IF-HB-320a.1</b>	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 151, a 9% reduction on the previous year (2022: 166). This is well below the average for the housebuilding sector and wider UK construction industry. The average AIIR for our sector was 241. This is calculated by the Home Builders Federation. There were no fatalities. Reportable injuries are those covered by the UK's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
<b>Design for resource efficiency</b>		
<b>IF-HB-410a.1</b>	(1) Number of homes that obtained a certified residential energy efficiency rating and (2) average rating	<p>The Energy Performance Certificate (EPC) is the UK property energy efficiency rating scheme which uses an A – G rating scale, A being the most energy-efficient. Properties are assessed by an accredited assessor.</p> <p>On average, our standard homes are designed to achieve an EPC rating of B. We don't currently collate data on the final EPC ratings for our properties so this figure is estimated based on our standard house type designs. Our homes include: energy-efficient walls and windows; insulated loft spaces; low energy light fittings and energy-efficient appliances. 20% of homes built in 2023 include photovoltaic (PV) panels. 99.5% of our new homes include smart meters to enable customers to monitor electricity and gas use in real time.</p> <p>We are now rolling out homes built to our new specification in line with the updates to Building Regulations Part L and F. These integrate enhanced fabric standards, further energy efficiency measures and low carbon technology including triple glazing, wastewater heat recovery systems, high efficiency boilers, thermally enhanced lintels and PV panels.</p>
<b>IF-HB-410a.2</b>	Percentage of installed water fixtures certified to a water efficiency standard	<p>Most of our homes are designed to achieve a maximum internal water use of 120 litres per person per day (lpppd) and 5 litres external use in line with Building Regulations and some are more efficient. In 2023, our overall average was 115.85 lpppd (including external use). All our homes in England and Wales have water meters fitted, and all homes have low flow taps and showers, and dual flush toilets.</p> <p>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 figures provided by product manufacturers including for WCs, taps, baths, showers and appliances.</p>
<b>IF-HB-410a.3</b>	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). During 2023, we began rolling out enhanced fabric standards and further energy efficiency measures (see above). In England this will achieve a 31% improvement in carbon efficiency compared with our previous specification with similar reductions in Scotland and Wales. There are no current widely used third-party multi-attribute green building standards designed specifically for homes in the UK.

## SASB index continued

Code	SASB criteria	Our approach
<b>Design for resource efficiency</b>		
<b>IF-HB-410a.4</b>	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	<p>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 TCFD disclosure 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 7.</p> <p>In 2023, we developed an innovative set of new visual assets to help explain the energy-efficient and low carbon technologies used in our homes. We also communicate the resource efficiency benefits of our new homes to potential customers via our Sales Executives, our website, marketing materials, 'From House to Home' manual, and Maintenance Guide. This includes the energy rating of their home and the energy savings they can expect to achieve in relation to an average second hand home. We include information on how customers can further reduce home energy and water use and create a nature friendly garden. Our Sales Executives have been trained on how to communicate energy and resource efficiency benefits to our customers.</p>
<b>Community impacts of new developments</b>		
<b>IF-HB-410b.1</b>	Description of how proximity and access to infrastructure, services, and economic centres affect site selection and development decisions	<p>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.</p> <p>During 2023, we contributed £405 million to local communities via planning obligations (2022: £455 million) 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 70% of our UK completions were within 500m of a public transport mode and around 90% within 1,000m.</p>
<b>IF-HB-410b.2</b>	Number of (1) lots and (2) homes delivered on infill sites	This data is not currently collected. However, the majority of brownfield land in the UK would meet the definition of an infill site. Brownfield land is previously developed land and most sites are served by existing physical installations such as roads, power lines, sewer and water. In 2023, 21% of completions (excluding joint ventures) were on brownfield land (2022: 17%).
<b>IF-HB-410b.3</b>	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 <sup>1</sup> .



## SASB index continued

Code	SASB criteria	Our approach
<b>Climate change adaptation</b>		
<b>IF-HB-420a.1</b>	Number of lots located in 100-year flood zones	<p>We don't currently collate this data but expect to be able to do so in future as we roll out our LEADR system for managing environmental site risks.</p> <p>We take the risk of flooding on our developments extremely seriously and identify potential flood risk as part of our site selection process. We use the Environment Agency's flood mapping tools, and take account of their input during our planning consultations. We carry out a flood risk assessment on all our sites and do not buy land unless we can mitigate flood risk. 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.</p>
<b>IF-HB-420a.2</b>	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	<p>Climate change 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 are outlined in detail in our Annual Report and Accounts. Climate change is now included as a Principal Risk within 'Natural resources and climate change'.</p> <p>In 2023, we scored A- in our CDP Climate Change disclosure. We have achieved certification to the Carbon Trust's Route to Net Zero standard and are one of the first organisations to gain this new standard. Our Net Zero target has been validated by the Science Based Targets initiative.</p>
<b>Activity metrics</b>		
<b>IF-HB-000.A</b>	Number of controlled lots	As at 31 December 2023, our short term landbank stood at c.80k plots (2022: c.83k plots). Our short term landbank is owned or controlled land with planning permission or a resolution to grant planning permission.
<b>IF-HB-000.B</b>	Number of homes delivered	Total home completions in the UK were 10,438 in 2023, including joint ventures.
<b>IF-HB-000.C</b>	Number of active selling communities	<p>We traded from an average of 238 outlets in 2023 (2022: 259).</p> <p>Our net private sales rate per outlet per week for the year was 0.62 (2022: 0.68).</p>

1. The developable area of land for each site is calculated using net hectares or net acres. This means the total land area that will be developed excluding public open space and land used for community facilities and some infrastructure.



## Taskforce on Nature-related Financial Disclosures

This is our first disclosure against the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). We are developing 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. We will build on our reporting in this area over the next few years.

We recognise that environmental issues such as climate change, nature loss, pollution and natural resources cannot be tackled in isolation and require an integrated and coordinated approach. We aim to find solutions that can support progress across the three key pillars of our environment strategy – climate, nature and resources. You can read about our approach to climate change in our Net Zero Transition Plan and the TCFD disclosure in our Annual Report and Accounts at [www.taylorwimpey.co.uk/corporate](http://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, which includes progress on key nature-related targets. They reviewed and approved our nature strategy and targets (part of our Environment strategy). Our Chief Executive has ultimate responsibility for achieving our nature targets. Sustainability (including nature) is a standing agenda item for Group Management Team (GMT) meetings. We updated our Environment Policy in 2023, which covers biodiversity and is reviewed and approved by our Chief Executive.

Our LEAF Committee, chaired by a member of our GMT, is responsible for reviewing nature strategy, risks and opportunities; it meets four times a year and includes the heads or senior leaders of key functions and our regional businesses. The Director of Sustainability is responsible for monitoring nature-related issues and updating our Sustainability Risk and Opportunity Register. He oversees our reporting and disclosures on nature, reporting to our Group Technical 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 our nature targets at the local level.

We engage with central and local government organisations on nature-related issues such as biodiversity net gain and nutrient neutrality. Recent examples are disclosed on our website ([www.taylorwimpey.co.uk/corporate/sustainability/responsible-and-resilient-business](http://www.taylorwimpey.co.uk/corporate/sustainability/responsible-and-resilient-business)).

### 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 one of three key themes in our environment strategy and we have set targets to increase space for nature on our developments, to engage our customers on nature, and to reduce water use and waste. We have not yet published a nature transition plan although some relevant aspects are covered in our Net Zero Transition Plan.

Land is the critical raw material for home building, 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 for our business 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 biodiversity net gain 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 nature-related risks and opportunities such as biodiversity net gain 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 and 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 in particular 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 (SSEAP). 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 biodiversity net gain requirements.

### Metrics and targets

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

We are working to align our nature metrics with the TNFD core global disclosure indicators and metrics. 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 32-37. They include:

- Sites on brownfield and greenfield land (%)
- Nature enhancements installed (number)
- GHG emissions (Scopes 1,2 and 3)
- Construction waste generated and diverted from landfill (tonnes)
- Construction hazardous waste generated (tonnes)
- Water use (m<sup>3</sup>)
- Completions located in areas of water stress (%)
- Timber sourced with PEFC/FSC certification (%)
- Sites located in areas affected by nutrient neutrality requirements (%) (monitored but not currently disclosed)
- Sites located in local planning authorities which require biodiversity net gain greater than 10% (number) (monitored from 2024)
- 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 32. We will start to disclose metrics in relation to biodiversity net gain from next year with some initial data included on page 24. Metrics are likely to include:

- New sites with Biodiversity Net Gain of 10% (% of new sites)
- New sites with Biodiversity Net Gain of more than 10% (% of new sites)
- Biodiversity units delivered (number of units)

We report progress against our nature and climate targets (including those relating to biodiversity net gain, nature enhancements, waste and water use) on pages 45, 47, 48.

## Progress against targets

### Key to progress

Achieved

In progress

Not achieved

### Our homes and places

Target	Progress in 2023
Develop our technical specification for zero carbon ready homes during 2022 and 2023	The Future Homes Standard consultation was published in December 2023. We are using this and the findings from our build trial at Sudbury to develop the technical specification for zero carbon ready homes. We are focused on creating a specification that is customer focused and cost effective.
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 estimate we have supported working from home for around 5,820 customers so far. This is calculated based on the number of our standard house types which include a study area in their floor plan. We installed over 1,380 EV charging points in 2023, and 3,746 since 2019. Around 200 additional bike stands have been installed. We expect the number of charging points installed to increase more quickly as we roll out the new specification for our homes.
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.
Make it easier for 20,000 customer households in water stressed regions to install a water butt by 2025	We have reviewed our plotting for house types to understand the best locations for water butt installation and hope to add water butts to our customer option portal to support more customers to save water in their gardens. We have installed just under 1,988 water butts since 2021.
Help customers engage with nature and create 20,000 more nature-friendly gardens by 2025	We want to inspire customers to adopt nature-friendly gardening techniques and have helped 2,966 customers to create a more nature-friendly garden by distributing wildflower seeds and home welcome packs with wildflower seeds and bug hotels. We've also added guides to our website in partnership with Hedgehog Street and BugLife and our regional businesses have engaged customers and local communities in nature-based activities.
Timber frame used for 30% of completed homes by 2030	16% of completions used timber frame in 2023 (2022: 18%).
200 beehives on our sites by 2025	We have installed 16 beehives to date and have prepared some guidance for our teams which we expect to roll out in 2024.
Achieve a CQR score of at least 4.5 in each of our regional businesses and at least 94% of build stages to score 4 or above in all regional businesses	Our average score was 4.89 out of six (2022: 4.81) compared with an industry benchmark group average of 4.67 (2022: 4.6). We met our target to achieve at least a 4.5 rating in each regional business. 95.7% of build stages scored 4 or above in all regional businesses, exceeding our target of 94%. All of our regional businesses exceeded our minimum target of 90%.
Resolve at least 70% of customer issues within 28 days	In 2023, we achieved 60% (2022: 58%). During the year, we introduced the My Task portal to improve how we monitor our subcontractors' responses to customer issues. We aim to follow up with a call to our customer after the subcontractor has visited to confirm the issue has been resolved satisfactorily.
Resolve all complaints or have agreed an action plan within 8 weeks	We achieved this for 68% of complaints in 2023 (2022: 70%). This drop is due to a change in how we categorise complaints to improve accuracy. Previously, when complaints were escalated they were sometimes categorised as new complaints.
Maintain a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating	92% of customers in the 8-week survey would recommend us to a friend (2022: 90%). We are pleased to have increased our score and met our target to maintain a five-star rating.
Improve our 9-month customer satisfaction survey score	Our most recent score was 77.4% (2022: 78%). Improving this score will be a priority in 2024.



## Progress against targets continued

### Key to progress

Achieved

In progress

Not achieved

### Our people and suppliers

Target	Progress in 2023
Maintain or lower our Annual Injury Incident Rate (AIIR), compared with 2022	Our Annual Injury Incidence Rate (AIIR) of 151 is a 9% reduction on the previous year (2022: 166). This is well below the average for the housebuilding sector and wider construction industry. Our AIIR for major injuries per 100,000 employees and contractors was 65 (2022: 68). There were no fatalities.
40% female representation in GMT and direct reports by 2030	Women accounted for 28% of GMT members and their direct reports (2022: 21%). We are pleased at this increase but have further to go to reach our target.
50% female representation in regional business leadership roles by 2030	27% of regional business leadership roles were held by women in 2023 (2022: 31%).
12.5% ethnic representation in regional business leadership roles by 2030	5.7% of our employees are from a minority ethnic background (2022: 5%). In regional business management roles the figure is 3.7% (2022: 2.5%). Although there has been a modest increase year on year, we know there is more to do to reach our aspirational target.
50% female and 25% ethnically diverse representation on our graduate programme by 2030	62% of graduates were women and 17% were from an ethnic minority background, making good progress towards our target.
50% female and 25% ethnically diverse representation to our early entry talent programmes by 2030	There was 15% women and 7% ethnic minority representation on our early entry talent programmes (excluding our graduate programme).

### Our planet

Target	Progress in 2023
By 2045 we will reach net zero greenhouse gas emissions (scopes 1, 2 and 3) across our value chain on a 2019 base year (comprising at least a 90% reduction and neutralising residual emissions) (This target has been approved by the SBTi)	We will re-baseline our Purchased Good and Services (supply chain) 2019 footprint using the more accurate measurement methodology that we implemented in 2022 which is based on the quantities of materials purchased. We will use this to adjust our overall scope 3 baseline and report progress against this target. We were not able to complete this process in 2023 but plan to do so in 2024.
36% reduction in operational carbon emissions intensity by 2025 from a 2019 baseline (science-based target) and be net zero aligned by 2035 (The emissions reduction element of this target has been approved by the SBTi)	Since 2019, our absolute operational emissions (scopes 1 and 2), have fallen by 35.3% and operational emissions intensity has decreased by 5%. The decrease in absolute emissions is due to a reduction in the number of completions in 2023 as well as carbon reduction measures including our use of green electricity and hybrid generators, and decarbonisation of the UK's national grid. Our emissions intensity increased by 12.2% year on year in large part due to the impact of challenging economic conditions. While we completed fewer homes, there was only a small reduction in the number of outlets which meant we continued to use energy for site compounds, street lighting and pumping stations as well as our fixed facilities such as offices, IT systems and our logistics warehouse. We remain focused on meeting our reduction target by 2025.

## Progress against targets continued

### Key to progress

Achieved

In progress

Not achieved

### Our planet continued

Target	Progress in 2023
Reduce scope 3 emissions by 52.8% per 100 sqm of completed floor area from a 2019 base year (based on a reduction of 46.2% in absolute emissions against the base year) (This target has been approved by the SBTi)	We will report progress against this target once the re-baseline of our scope 3 footprint is complete.
Reduce operational energy intensity by 32% for UK building sites by 2025	Operational energy use on UK building sites was 77,215 MWh. This is a 21.4% reduction on 2019, however energy use intensity increased by 17.5% over the same period. This reflects the reduction in completions in 2023 but continued energy use needed to run our sites. We have further work to do to meet our target on energy efficiency.
Purchase 100% REGO-backed (Renewable Energy Guarantees of Origin) green electricity for all new sites	We purchased 100% REGO-backed renewable electricity for new sites during construction, offices, show homes, sales areas and plots before sale. This is around 79% of our total Group electricity consumption (2022: 70%).
Reduce car and grey fleet emissions by 50% by 2025	We have reduced company car and grey fleet emissions by 21.1% since 2019. Around 72% of vehicles in our company car fleet are now electric or hybrid (2022: 55%).
By 2030 all our homes will be zero carbon ready (becoming truly net zero on decarbonisation of the electricity grid).	In 2023, we started to roll-out changes to our homes in line with the updates to Building Regulations Parts L and F. In England, these are, on average, 31% more carbon efficient in use compared to our previous specification, with similar reductions in Scotland and Wales. Our future homes build trial is helping us to prepare for zero carbon ready homes from 2025 in England and Wales and 2024 in Scotland.
Reduce emissions from customer homes in use by 75% by 2030	We are developing our measurement systems to enable us to report progress against this target.
Reduce embodied carbon per home by 21% by 2030	We will report progress against this target once the re-baseline of our scope 3 footprint is complete. We are working with suppliers to identify and select products with a lower carbon footprint and have established our timber frame facility to increase our use of timber frame which can reduce embodied carbon from materials.
Update our policies and processes to reflect the risks and opportunities from a changing climate in 2022	We conducted scenario analysis in 2022 and have used the results to inform our Net Zero Transition Plan, our TCFD disclosure and risk management processes. We published an updated environment policy in 2023 and are working to further embed climate risks into our EMS. We will no longer report progress against this target from 2024.
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	Some of our sites are already integrating a biodiversity net gain approach (see data on page 24) and we have prepared for the introduction of Biodiversity Net Gain requirements in England from February 2024 including training and guidance for our land and planning, technical and strategic land teams. We aim to integrate enhancements on all suitable new sites and have started with hedgehog highways, bee bricks and bug hotels, bird and bat boxes. Since 2021, 561 bee bricks and bug hotels, 679 bat boxes and 1,998 bird boxes have been installed to support native species. 279 sites have included hedgehog highways since 2021.

## Progress against targets continued

### Key to progress

● Achieved

● In progress

● Not achieved

### Our planet continued

Target	Progress in 2023
All new sites have planting that provides food for local species throughout the seasons	● We have prepared some guidance for our teams on integrating pollinator friendly planting on our sites with input from Buglife. The final document will be reviewed by Buglife before it is distributed to our regional businesses which we expect to happen in 2024.
Cut our waste intensity by 15% by 2025 and use more recycled materials	● The volume of waste produced in 2023 was 28% lower than in 2019, however our waste intensity increased by 9.8% against our 2019 baseline. We believe the increase in intensity this year is partly due to disruptions in our build programme as a result of market challenges which led to materials being stored for longer on site. We have further work to do to meet our target and will continue to focus on this in 2024. 98% of construction waste was diverted from landfill. At the time of publication, our waste data was undergoing verification by the Carbon Trust. We will publish the final audited figures on our website on completion of this process which could differ from those reported here. We have launched our Towards Zero Waste Strategy and Action Plan to guide our progress on waste reduction and increased use of recycled materials.
Return 100,000 pallets per year for reuse and recycling by 2025	● 105,180 pallets were picked up from our sites (2022: 95,600). This represents around 1,893 tonnes of wood (2022: 1,721). 46% of these pallets are suitable and sent for reuse (2022: 52%). We achieved our target ahead of schedule and will set a new target in 2024 to further increase pallet returns.
Collect 50,000 used paint cans per year for recycling by 2025	● 57,800 paint pots returned for recycling from our sites, reducing waste to landfill (2022: 54,900). We achieved our target ahead of schedule and will set a new target in 2024 to further increase paint can recycling.
Reduce operational mains water intensity by 10% from a 2019 baseline by 2025	● Water consumption was 28% lower than in 2019, however, water intensity was 9.3% higher. We believe the increase in intensity this year is due to the drop in number of completions. While we completed fewer homes there was only a small reduction in the number of outlets which meant 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 are asking suppliers to provide Environmental Product Declarations. These are based on life cycle assessments (LCA's) and include quantification of embodied carbon which can inform our procurement decision making. Not every product currently has an EPD.
Set improvement targets in relation to embodied carbon and waste for key supplier categories.	● We are continuing to improve our understanding of embodied carbon and waste impacts in our supply chain but have not yet established category improvement targets.
Engage with suppliers to meaningfully reduce plastic packaging on our sites by 2025	● We have engaged extensively with suppliers on plastic packaging through sponsorship and participation in two projects in collaboration with other home builders and the Supply Chain Sustainability School. The first (in 2021) assessed the readiness of selected suppliers to provide data on plastics and other packaging, and the second (in 2023) published practical guidance for plastics and packaging reduction for the home building industry and its supply chain.  We have started to reduce plastics at TWL (Taylor Wimpey Logistics). This includes moving to perforated shrink wrap sheets, reducing the thickness of shrink wrap from 125 microns to 75 microns, and switching to self-sealing clear plastics bags for ironmongery.



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