

# Building more than homes





Welcome to our Sustainability Report 2014

Our vision is to become the UK’s leading residential developer for **creating value and delivering quality** for all our stakeholders

We are committed to being a responsible homebuilder and to making our business practices more sustainable because it is the right thing to do and it makes sound business sense for our Company.

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The ability to purchase the right sites in the right locations at the right price and at the right point in the cycle is a key driver of our shareholder value.

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Designing a sustainable community that meets the needs of local residents.

**Key topics**

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Working with selected subcontractors and building using carefully sourced materials to ensure the homes that we build are of a high quality.

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We aim to make buying, moving into and living in a Taylor Wimpey home as easy and enjoyable as possible for our customers.

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Our people deliver aspirational, high-quality homes and communities for our customers.

**Key topics**

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We do much more than build homes; we add social, environmental and economic value to the wider communities in which we operate and capture value at every opportunity.

**Key topics**

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Stakeholders

We strive to be an open, transparent and responsive company for all of our stakeholders as stakeholder engagement helps us to understand and address the wider social, economic and environmental impacts resulting from our operations. This report includes details of a wide range of engagement undertaken by Taylor Wimpey in 2014.

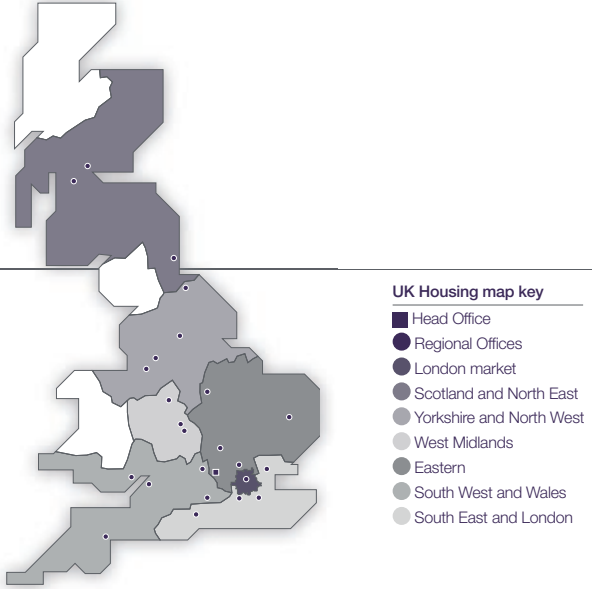
Creating sustainable value

Make it yours

Please see [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability) and our Annual Report and Accounts 2014 for further information on who our stakeholders are and how we go about engaging with each of them.

# Business Overview

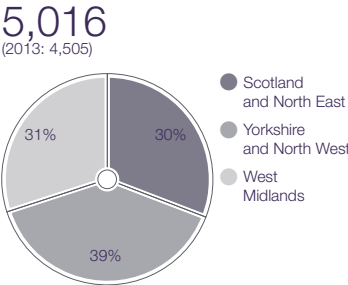
Taylor Wimpey is a national developer operating at a local level from 24 regional businesses across the UK. We also have a small operation in Spain.



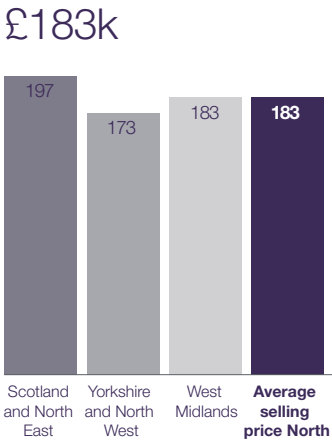
## North

Our North Division covers Scotland, the North East, Yorkshire, the North West and the West Midlands.

### Completions excluding JVs



### Average selling price £k



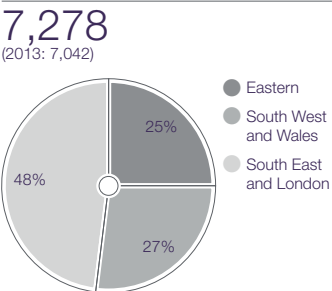
### Highlights

- Average selling price increased 6.4% to £183k in 2014 from £172k in 2013
- Private sales rate increased to 0.58 homes per outlet per week (2013: 0.54)
- Average plot cost as a % of average selling price in the owned landbank of 15.1% (2013: 15.7%)

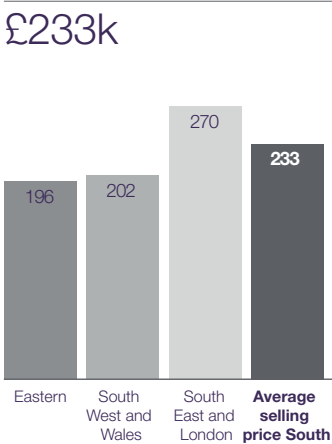
## South

Our South Division incorporates our businesses in the East, South West and Wales, and South East including London.

### Completions excluding JVs



### Average selling price £k



### Highlights

- Average selling price increased 14.2% to £233k in 2014 from £204k in 2013
- Private sales rate of 0.69 homes per outlet per week (2013: 0.70)
- Average plot cost as a % of average selling price in the owned landbank of 18.4% (2013: 18.9%)

### London

- Strong and established presence in London, building around 1,000 homes a year
- Growing and diverse portfolio across the London boroughs, delivering a variety of homes and communities for all market segments

## Spain Housing

We build high-quality homes in the popular locations of Costa Blanca, Costa del Sol and the island of Mallorca. We build homes that appeal to both Spanish and foreign buyers. Our Spanish housing business represents approximately 1% of Group revenue.

### Highlights

- Completed 164 homes (2013: 118)
- Average selling price increase of 9.2% to €250k (2013: €229k)
- Order book increased by 33% to £58.4m (2013: £43.9m)



# Key Sustainability Highlights

We do much more than build homes. We provide well-designed, high-quality homes in vibrant communities in which people want to live. We add social, environmental and economic value to the communities that we create and the wider geographical regions in which we operate.

## Key benefits that we provided in 2014:

- Completed 12,454 well-designed, high-quality, highly energy-efficient homes in the UK
- £300m committed to infrastructure, community facilities, education and schools, jobs, businesses and affordable housing via planning agreement contributions
- Jobs and career progression opportunities for an average of 3,916 UK employees as well as work for an average of 11,450 operatives on UK sites
- Valuable contracts for our suppliers
- Raised over £539k for registered charities through donations and fundraising
- £141k raised for the Youth Adventure Trust when nearly 200 of our employees took on a Brecon Beacons mountain climbing challenge
- £185k committed to the Mayor's Fund for London for the 'Be the Best You Can Be! London' programme

## Key achievements in 2014:

- 70 of our site managers received Pride in the Job Quality Awards, 23 were awarded a Seal of Excellence and five were named Regional Winners, achieving our strongest performance since 2007. Andy Shaw, from our Midlands regional business, was also named Runner-Up in the Multi-Storey Builder category at the Supreme Awards
- Our Cambourne development in Cambridgeshire was named Best Low or Zero Carbon Initiative at the Housebuilder Awards 2014
- Our City Mills development in London won Best Regeneration Project at the National Housing Awards 2014
- Our Golwg Y Coed development in Barry won the Best High Volume Housing Award in the Local Authority Building Control Awards for South Wales
- We were named Private Developer of the Year at the First Time Buyer Reader Awards for the second year running
- Our Sales Academy was Highly Commended in the Best Customer Satisfaction Initiative category at the Housebuilder Awards 2014
- The Taylor Wimpey website won Best Manufacturing, Automotive or Technology Site at the Sitecore Experience Awards 2014
- Our sustainability reporting received Highly Commended in the PwC Building Public Trust Awards 2014



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CARBON MEASURED 2015





# Creating Communities

Chobham Manor, one of the most high profile sites in our portfolio, provides an example of our business model in action and illustrates the range of factors that we take into consideration when creating sustainable communities across the UK.

## Managing the planning and community engagement process (pages 16-19)

Chobham Manor is being designed to fully capture the family-friendly nature of the neighbourhood while embracing the heritage of east London life, with its famous community spirit and vibrant cultural diversity. We are undertaking considerable consultation with a diverse range of local communities and other stakeholders. In addition, we have committed to long term community development plans including a range of innovative projects involving local people.

## Selecting land (pages 14-15)

Building on the London 2012 Olympic and Paralympic Games legacy, Chobham Manor is the first of five new residential neighbourhoods on Queen Elizabeth Olympic Park, Stratford. Delivered in partnership with the London Legacy Development Corporation and housing association L&Q, Chobham Manor will comprise up to 850 high-quality homes, including those suitable for families and a number of affordable properties, in the heart of the Olympic Park.

## Getting the homebuilding basics right (pages 20-27)

All properties at Chobham Manor will exceed level four of the Code for Sustainable Homes, with reduced energy consumption and overheating, plus secure and controllable natural ventilation. The homes will also be connected to a low carbon heat network and a minimum of 20% of construction materials by value will be from recycled or sustainable sources. The homes' fabric will meet the Government's zero carbon standards and smart meters will be installed within all homes to provide feedback to residents on their energy usage. We will also include brown roofs and green walls. Other features include home working provision, cycle storage, disabled car spaces, electric vehicle charging points and space for use by the London Cycle Hire Scheme. 10% of homes will be wheelchair adaptable and we will build 26 zero carbon Exemplar Sustainable Homes.

## Delivering customer service (pages 28-31)

Our state-of-the-art show complex at Chobham Manor includes interactive technology to help visitors get the most from their visit (see page 31). Constructed over three levels and including two show apartments, it is the largest show complex that we have ever built and one of the largest in the London residential property sector.

## Optimising value (pages 36-41)

In addition to around 850 quality new homes, Chobham Manor will also feature community facilities, nursery and retail space, play areas and communal gardens. To address the local need for family-size homes, 75% of properties will have three or more bedrooms. Nearly 30% of the homes will be affordable housing.

## Our people (pages 32-35)

As part of this regeneration scheme, we have committed to increasing the employment and employability of local residents. We have specific targets in place for employing construction workers and apprentices from under-represented groups such as those from black and ethnic minority backgrounds, women and disabled people. We will also provide a range of work experience, voluntary work and training courses and have targets for supporting local suppliers and subcontractors including small and medium enterprises.

For more information about Chobham Manor visit [www.chobhammanor.co.uk](http://www.chobhammanor.co.uk)



# Chief Executive's Introduction

We are **actively managing** our future, while continuing to deliver a strong operational performance and maximising the value we generate for our stakeholders



“We believe that sustainability is fundamental to each aspect of our value cycle and, therefore, to the long term success of our Company.”

**Being a sustainable homebuilder helps us to:**

- Identify and reduce business risk.
- Demonstrate high standards of governance to stakeholders whose opinions and actions can have an impact on our business.
- Meet customers' needs and wants.
- Attract and retain high-calibre employees.
- Save money and protect our reputation by managing our business effectively.
- Win competitive tenders on the basis of being able to deliver sustainable solutions.
- Achieve better planning success due to our emphasis on consultation and engagement.
- Anticipate and comply promptly with new legislation.
- Identify opportunities for business development and innovation.

**Our approach to sustainability**  
Our vision is to become the UK's leading residential developer for creating value and delivering quality for all our stakeholders. We believe that sustainability is fundamental to each aspect of our value cycle and, therefore, to the long term success of our Company. Operating sustainably is both the right thing to do and brings significant business benefits.

During 2014, we have continued to embed the Sustainability Strategy that we launched in 2013 and, to support our strategic commitments, we have now renamed this report as our Sustainability Report. This is the eighth year that we have reported on sustainability issues.

Health and safety continues to be our non-negotiable top priority. We have introduced major new health and safety initiatives in 2014 that will continue to help to ensure that everyone leaves our sites safe and well. We seek to engage with local communities on every one of our UK sites and have maintained our focus on being the industry leader in managing the planning and community engagement process.

We have made further progress on our energy reduction programme on sites, in sales areas and in offices. In addition, we have worked on a range of other environmental areas including flood risk, water use, biodiversity and climate change adaptation.

Customer service and learning and development have also been key priority areas for us in 2014. We have recruited a new Customer Director and continued to undertake a wide-scale review of our customer service. Our new Group Human Resources Director is in the

process of updating our human resources strategy with a focus on talent, succession and learning and development programmes. We have also introduced a Diversity and Inclusion Committee. We are committed to helping tackle the skills shortage in our industry and recruited a greater number of our graduate scheme members, management trainees and apprentices in 2014. The new site management apprenticeship scheme we introduced in 2013 is also proving popular and we remain committed to our ongoing partnership with Buckinghamshire University Technical College.

**2014 performance and operational environment**  
In 2014 we saw the benefit of the improved environment in all of our regional markets, with more sustainable price growth and high customer demand, helped by a more affordable and accessible mortgage market.

We completed 12,618 homes across the UK and Spain in 2014 and continued to do much more than build homes. We invested £300 million in local communities via Section 106 and Section 75 agreements (2013: £227 million), providing a significant contribution to the social, environmental and economic sustainability of the communities in which we build.

2014 was an important year for the Group as we met or exceeded all previous targets and committed to delivering more by setting new stretching financial targets for the medium term. More information about our financial performance in 2014 can be found in our Annual Report and Accounts 2014.

**Outlook**  
We are proud of our progress in 2014 and remain committed to improving our sustainability performance and reducing our carbon emissions. During 2015, we will introduce a sustainability network of individuals who will help to further promote and embed aspects of our sustainability agenda. Customer service and learning and development will remain key areas of focus in 2015.

I welcome your feedback on this report as well as on our wider sustainability practices.

**Pete Redfern**  
Chief Executive

**Case study: Contributing to the long term sustainability of London**

Our Chief Executive Pete Redfern has joined senior figures from the public sector and some of the UK's biggest firms to help deliver a major programme of investment in new homes, schools, water, energy and transport facilities in London over the next 50 years. The Mayor of London, Boris Johnson, commented: "Our board members all play vital roles in the everyday life of our city and will all have a part to play in helping London remain the greatest city in the world."

For more case studies please visit [www.taylorwimpey.co.uk/in-your-area](http://www.taylorwimpey.co.uk/in-your-area)



More information about sustainability is available online at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)



More information about Taylor Wimpey is available online at [www.taylorwimpey.co.uk/about-us](http://www.taylorwimpey.co.uk/about-us)

**Our sustainability principles**

- Our Sustainability Strategy sets out six sustainability principles that apply to all of our business activities, from identifying land through to completing and handing over our developments.
1. We try to understand the communities, the environments and the economies in which we operate.
  2. We understand the consequences of our business activities and work to improve the positive social, economic and environmental outcomes while reducing any negative impacts.
  3. We work and develop sustainably to achieve our business objectives. These include greater efficiency, less waste, more certain planning outcomes, an enhanced reputation and better relationships with stakeholders and communities based on trust.
  4. We treat the communities in which we build as we would like to be treated if development was taking place near our own homes.
  5. We are not afraid to challenge others where we consider the political, regulatory or other influences that our business faces are not sustainable, reasonable or viable.
  6. We want to leave a positive environmental, social and economic legacy that future generations can enjoy, which is the right thing to do, and will contribute to trusting and enduring relationships with communities and other stakeholders.



# Our Approach

## Being a sustainable business is fundamental to the long term success of our Company



This is our eighth annual report into our sustainability practices as Taylor Wimpey. It demonstrates our work and achievements during the period from 1 January to 31 December 2014.

Our aim is to balance the long term economic stability and growth of our Company with our responsibilities to the environment, society and the economies in which we operate. In 2013, we launched our Sustainability Strategy, committing Taylor Wimpey to working towards being a more socially, environmentally and economically sustainable company; and in 2014 we continued our work towards this. To support this, this year we have renamed this publication our Sustainability Report, rather than the Corporate Responsibility Report.

### Sustainability management

Ultimate executive accountability for sustainability and climate issues continues to rest with our Chief Executive Pete Redfern. Our Sustainability Steering Group (SSG) co-ordinates our sustainability activities at the operational level. It includes our Director of Sustainability Ian Heasman, and is chaired by our UK Land and Planning Director Peter Andrew, who is a representative of the Group Management Team (GMT). The GMT is the most senior executive committee and in effect the Operational Board of Taylor Wimpey UK, our main subsidiary through which we conduct virtually all of our business. Sustainability issues are regularly discussed by the plc Board, the GMT and also the Group Operations Team (GOT), which comprises the GMT and our six Divisional Managing Directors.

### Case study: Externally recognised performance

Taylor Wimpey continues to be a constituent of the Dow Jones Sustainability Europe Index and the FTSE4Good Index Series. Companies in these indices have met stringent environmental, social and governance criteria and are positioned to capitalise on the benefits of responsible business practice.

We are a member of NextGeneration, a rigorous and detailed sustainability performance benchmark of the UK's largest homebuilders. In 2014, we achieved fifth place in the benchmark (2013: sixth) and achieved a NextGeneration Bronze Award.

We are pleased with this overall positioning but will continue to drive improvement where it makes sense to do so in line with our Sustainability Strategy.



FTSE4Good

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

Our Sustainability Strategy sets out a range of strategic commitments that relate to key social, environmental and economic issues. The strategy works alongside our Energy and Carbon Strategy.

During 2015, we will develop a sustainability network of individuals within our regional business units, who will help us to promote and embed key aspects of our Sustainability Strategy. We had intended to introduce an internal communications programme focused on sustainability in 2014 but this has been postponed while we review how we communicate our strategy internally during 2015.

Health and safety and customer service form part of all senior managers' business objectives. In 2014 10% of our senior management bonus related to customer service. A further 10% of the bonus related to data quality, half of this to sustainability data quality, focusing on carbon emissions. Health and safety is a non-negotiable top priority for Taylor Wimpey and it therefore does not directly form part of our senior management bonus.

Our COMBINE (Co-ordinated Measurement of Business Information) system collects a wide range of non-financial and sustainability data from our

regional business units. It covers health and safety, environment, sustainable construction, resource efficiency, planning and community engagement, employee and customer data.

### Corporate governance

Taylor Wimpey continues to place great emphasis on corporate governance. We fully support the UK Corporate Governance Code. Following the Board's review of the Company's compliance against the Code, we are pleased to report that we are again fully compliant. The Board has reviewed the 2014 UK Corporate Governance Code (the 'Code') announced in September 2014, and welcomes the new changes which will apply to our 2015 financial year. Consistent with past practice, the Board has already moved to comply with certain aspects of the Code. In 2014 we updated our approach to tackling money laundering and insider dealing as well as procedures relating to reporting to shareholders.

Our business strategy has enabled us to significantly improve the quality of our financial performance, whilst delivering sustainable growth of much needed new homes and contributing £300 million to local communities. In 2014 we began our cash return to shareholders in addition to our maintenance dividend. Going forward, surplus cash returns will continue to form a significant proportion of our annual total return to shareholders.

One of our governance priorities for 2015 is to ensure that shareholders clearly understand Taylor Wimpey's approach and how it will affect them.

More information on corporate governance is available in our Annual Report and Accounts 2014 at [www.taylorwimpey.com/corporate](http://www.taylorwimpey.com/corporate)

Did you know?

We continue to be a constituent of the Dow Jones Sustainability Europe Index and the FTSE4Good Index

### Case study: Highly commended sustainability reporting

We are delighted that Taylor Wimpey was Highly Commended in the FTSE 250 Sustainability Reporting category of the PwC Building Public Trust Awards 2014, which aim to recognise trust and transparency in corporate reporting. This is the first time we have been shortlisted for this award. The report judges commended our sustainability reporting for its 'innovative and highly visual format to explain how sustainability is integrated into all operations and business decisions'.

**Building Public Trust Awards 2014**  
Highly commended  
Sustainability Reporting in the FTSE 250

Further information on our approach to sustainability, including related policy documents, is available at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)

### 2015 targets

- Continue to maintain the highest standards of corporate governance and comply with the UK Corporate Governance Code and other key governance requirements.
- Introduce a sustainability network of individuals throughout Taylor Wimpey to help promote and further embed aspects of our sustainability agenda.



# Our Sustainability Progress

## We are continuing to **integrate sustainability** into every aspect of our business

Since the launch of our Sustainability Strategy in 2013, we have made strong progress in sustainability, with some of our 2014 highlights outlined on page 3 and below.

- Continued to undertake tailored, development-specific engagement with local communities on each and every one of our UK sites.
- Introduced a new schools pack to inform and engage with pupils and their parents who live near our sites and offices (see page 19).



- Published new guidance for employees on Our Approach to Sustainable Development (see page 18).



Did you know?  
96% of our employees believe that Taylor Wimpey takes its social and community responsibilities seriously



- Updated our comprehensive Community Engagement Toolkit, which now also includes our new Economic Benefits Toolkit (see page 17).



Did you know?  
99% of our employees believe that Taylor Wimpey is committed to health and safety and keeping people safe



- Continued our partnership with Buckinghamshire University Technical College and our first work placements started a year ahead of schedule (see page 38).
- Continued with our energy reduction programme on sites, in sales areas and in offices (see page 25).

- Reviewed internal processes with regard to flood risk, undertook a water audit and biodiversity review and investigated climate change adaptation (see page 22).
- Introduced a major new Health, Safety and Environmental Theme Initiative (see page 26).
- Recruited 99 apprentices, 19 graduates and 50 management trainees (see page 35).
- Maintained our inclusion in the FTSE4Good and Dow Jones Sustainability Group Indices (see page 8).

### 2015 and beyond - building the business for the future

- Introduce a sustainability network of individuals who will help to promote and embed aspects of our sustainability agenda.
- Continue to maintain best practice community engagement.
- Continue to focus on water management and biodiversity.
- Continue our energy reduction programmes and make further progress towards our carbon intensity reduction target of 25% by 2018.
- Develop and introduce a new customer service strategy and update our human resources strategy.



Did you know?  
95% of our employees are proud to work for Taylor Wimpey



# Risk and Opportunity Management

## Our focus on sustainability helps us to identify and manage risks as well as recognise opportunities for business development and innovation

Our Sustainability Steering Group (SSG) is responsible for reviewing Taylor Wimpey's Sustainability and Climate Change Risk and Opportunity Register on a six-monthly basis. The register aims to highlight all relevant material risks and opportunities facing the Company in relation to sustainability and climate change.

Taylor Wimpey uses a standardised methodology for the assessment of risk. This requires each risk identified to be assessed and ranked according to a risk matrix, which accounts for the likelihood and impact of each risk. The risks identified are assessed for potential effect on the Company's short and long term value. We participate annually in CDP (the Carbon Disclosure Project), which uses measurement and information disclosure to improve the management of environmental risk. The Sustainability and Climate Change Risk

and Opportunity Register follows the CDP approach, identifying the following for each risk and opportunity: risk driver, description of risk, potential impact, timeframe, whether the risk or opportunity is direct or indirect, likelihood and magnitude of impact.

The register forms part of Taylor Wimpey's Corporate Risk Management Framework. This consists of registers at all organisational levels which detail the risks faced by the Group, its operating companies and the centrally functioning teams.

Our Audit Committee participates in reviewing financial and non-financial risks included in the Group's Consolidated Risk Register. These risks are detailed in the Board's annual assessment of the risks affecting the Group as well as in the ensuing plans for effective management of these risks, including the supporting internal

control framework. Our established systems and procedures – such as our comprehensive Health, Safety and Environmental Management System – also contribute to effective risk management.

Our UK Operating Framework sets out the key rules and best practices for operating our business. It explains our approach across all functional areas and is supported by a series of detailed policies and manuals. It provides detailed clarification of our systems and procedures in all core areas and supports operational efficiency, consistency and control. We have a continual improvement process in place over the Operating Framework, including a formal self-assessment and feedback process.

Details of the Company's principal risks and uncertainties are published in the Annual Report and Accounts 2014.



Did you know?  
We participate annually in CDP (the Carbon Disclosure Project) at [www.cdproject.net](http://www.cdproject.net)

For more information see our Annual Report and Accounts 2014 at [www.taylorwimpey.co.uk/corporate](http://www.taylorwimpey.co.uk/corporate)

Key sustainability and climate change risks and opportunities that we focused on during 2014 include:

Key risk	Progress in 2014	Opportunities
<b>Government policy and planning regulations (pages 16-19)</b> The inability to obtain suitable consents, or unforeseen delays, could impact on the number or type of homes that we build. We may be required to fund higher levels of planning obligations or additional costs to meet increased regulatory requirements. Locally produced Community Infrastructure Levy (CIL) charge schedules may increase costs and so impact the viability of current developments. In addition, where local CIL charges are not in place there could be an impact on gaining planning consent or Judicial Review Challenge. This could have a detrimental impact on the contribution per plot. A further change in Government Policy, although unlikely, following an election could have a disrupting or destabilising effect on the planning system.	Our customer and community engagement strategy is becoming embedded and having a positive effect. We have been successful in gaining planning consents through the year with particular emphasis on the conversion of the strategic land pipeline.  We consult with Government agencies and opposition parties on housing policy, both directly and indirectly as a member of industry groups, to highlight potential issues and to understand any proposed changes to regulations. We continued our participation in the local Plans Management Group (PMG), via the HBF, to ensure local plans are robust and CIL charge schedules are appropriate.	Being an industry leader in planning and community engagement could help us to win competition tenders, secure planning consents and obtain the approval of local communities.
<b>Resource efficiency (pages 20-25)</b> Notwithstanding recent oil price reductions, not acting on resource efficiency would be a missed opportunity in the short term and could make us less fit to tackle issues of potential resource scarcity in the medium term.	Implemented an energy-efficient specification for new site compounds and developed a more energy-efficient specification for use when retrofitting existing compounds. Continued to address energy efficiency in our offices as well as our show homes and sales areas. Continued our ReUSE soil sharing programme.  Our construction waste increased in comparison to 2013, however, we continue to compare favourably with our peers. We aim to achieve a 15% reduction in waste in 2015.	Reduction in energy use and further reductions in waste to landfill could result in significant cost savings and environmental benefits.
<b>Site and product safety (pages 26-27)</b> Building sites are inherently dangerous places. Unsafe practices by our employees or subcontractors have the potential to cause death or serious injury. In addition to the potentially tragic personal impact of an accident on site or after customer completion, there is potential for legal proceedings, financial penalties, reputational damage and delay to the site's progress.	We continue to compare favourably with the UK housebuilding and construction industry in terms of site safety. We have continued to keep our Annual Injury Incidence Rate (AIIR) low at 209 per 100,000 employees and contractors in 2014 (2013: 207). We reduced our AIIR for major injuries from 60 in 2013 to 26 in 2014. During 2014, we continued our site safety training. We introduced additional working platform lifts on all our scaffolds, resulting in a significant reduction in the risk of injury from falls or slips, particularly from operatives working at mid-floor or roof level. We introduced specialist equipment on all sites to make ladders safer to use.	Health and safety at Taylor Wimpey is a non-negotiable top priority – we will not compromise in ensuring that everyone leaves our sites safe and well.
<b>Customer service (pages 28-31)</b> Failure to meet our customer service standards.	We have focused on reviewing our customer process and culture in 2014. We have recruited a Customer Director who is working to improve our approach to customers and turn Taylor Wimpey into a truly customer centric business. We are very disappointed that the customer satisfaction rate decreased from 90% to 87% in 2014 and we will achieve a four-star rating from the HBF for customer satisfaction in 2015. Customer satisfaction is a key priority for us and we aim to achieve a five-star rating again as soon as possible.	Satisfied customers improve our reputation and we strive to be the homebuilder of choice.
<b>Ability to attract and retain high-calibre employees (pages 32-35)</b> Recruiting employees with inadequate skills or in insufficient numbers, or not being able to retain key staff with the right skills for the future, could have a detrimental impact on our business.  Not having the right teams in place could lead to delays in build, quality issues, reduced sales levels, poor customer care and reduced profitability.	During 2014, we increased our intake of apprentice and trainee schemes. We embedded and expanded our mentoring scheme and continued our Circle Management Development Programme. We also held an Assessment and Development Centre for a number of employees who had been identified as having potential to perform in future senior roles within the Company. We delivered an average of 3.0 days of training per monthly salaried employee (2013: 2.7 days). We undertook a range of activities relating to diversity including establishing a senior management working party to create a diversity and inclusion strategy.	Our employees are our greatest asset. Having great teams improves our business success and the retention of high-quality trained employees is key to achieving our strategic goals.
<b>Material costs and availability of subcontractors (pages 25-27)</b> An increase in production following the recovery of the housing market may reduce the availability of materials and subcontractors, resulting in an unexpected increase in costs. If the availability of subcontractors or materials is insufficient to meet demand this could lead to increased build times, increased costs and, thereby reducing profitability. Lack of skilled subcontractors could also result in higher levels of waste being produced from our sites and lower build quality.	We maintain regular contact with suppliers and negotiate contract volume, pricing and duration as appropriate. In addition, we provide both high level and site specific programme information to aid with demand planning. Competencies are considered as part of our subcontractor selection process, particularly in relation to health and safety, quality, previous performance and financial stability. We work to address the skills shortage through apprenticeship schemes and the Construction Industry Training Board. During 2014, industry volumes continued to increase the demand for building materials. The Group has agreed product allocations and volumes with key suppliers to mitigate against extended lead times and potential shortages. We have made progress in delivering increased build efficiency by the ongoing review of our standard house types and selective regional cost benchmarking.	Working in partnership with contractors helps to improve their performance, our standards and our ability to access the high-quality contractors that we need.

Details of Taylor Wimpey's Sustainability and Climate Change Risk and Opportunity Register are available as part of our 2014 CDP submission at [www.taylorwimpey.co.uk/corporate/sustainability/carbon-emissions-and-reporting](http://www.taylorwimpey.co.uk/corporate/sustainability/carbon-emissions-and-reporting)



# Selecting Land

## Land is the critical ‘raw material’ for our business



We focus on buying land where there is a need for homes, where people want to live and where we believe we have a realistic chance of securing planning permission.

Land is the critical ‘raw material’ for our business and the ability to purchase the right sites in the right locations at the right price and at the right point in the cycle is a key driver of shareholder value.

Over the past five years we have secured very high-quality short term land and in 2014 reached our optimal short term landbank size for the business at this point in the cycle. Over the last 12 months we have also strengthened our

strategic land pipeline with a record performance, where we converted over 10k plots from the strategic pipeline into the short term landbank. Strategic sites are purchased without residential planning permission in place, allowing us to add value through the planning process. We are often able to engage with local communities at an earlier stage on strategic sites, ensuring that our development proposals are tailored to their needs and address any concerns they may have.

Our short term landbank consists of c.75k plots and our strategic pipeline consists of c.110k potential plots.

We are committed to converting our short term landbank into developments and our strategic pipeline into consented sites, with a focus on getting it right first time and progressing sites through planning as efficiently as possible.

### Sustainable land

We have a responsibility to provide long term stewardship of the land resources that we own and on which we build. Land is a scarce and valuable resource and we want to make the best use of what is available, select the right sites and transform them into vibrant and thriving sustainable communities.

### Case study: Land acquisition

Each of our regional business units has a land strategy to ensure that we acquire the right land for creating sustainable communities where people will want to live. We analyse and rank both the wider macro area as well as the smaller neighbourhood micro areas. We look at population demographics to ensure that we understand our target audiences: who they are, what homes they want and, as a consequence, what will sell.

We analyse social issues such as schooling as well as environmental issues including flooding so we understand the potential impact of development and where mitigation would be needed. We take social and environmental factors into account alongside economic factors to ensure the long term viability and sustainability of each potential development.



We fully support the Government’s National Planning Policy Framework (NPPF) and its ‘presumption in favour of sustainable development’ as well as the Government’s Planning Practice Guidance (PPG).

In 2014 we published new guidance on Our Approach to Sustainable Development for our staff including those involved in land purchase (see page 18). This document includes our Sustainable Development Checklist, formerly known as our site sustainability appraisal tool. The guidance highlights that we must start to think about sustainability as soon as we start to look for land. Our primary target locations for land should inherently have the qualities or attributes needed for sustainable development.

### Remediation and regeneration

We regularly transform empty, derelict or contaminated areas of land into vibrant and thriving sustainable communities. We are involved in major regeneration projects such as Greenwich Millennium Village in Greenwich (see page 21) and our Rowner development in Gosport.

We re-launched our comprehensive Land Assessment and Management Process (LAMP) in 2014. LAMP ensures that we identify and effectively manage the full range of technical aspects of land including remediation, geotechnics, flooding, ecology and archaeology. During 2014, we reviewed our internal processes to ensure that we effectively assess and manage flood risk now and in the future.

In 2014 we built 55% of our homes on previously occupied land known as brownfield land (2013: 55%). The UK housebuilding industry builds the majority of new homes on brownfield land but the percentage has reduced in recent years due to changes in the Government’s planning and environmental policy.

### Working in partnership

We continue to focus on communicating and building relationships with landowners, communities, land agents and local authorities. We aim to be the land partner of choice and strive to be honest, professional and act with integrity in all of our land dealings. We work in partnership with local authorities throughout the life of our developments, starting at the earliest stage of the land acquisition process.

### Case study: Creating a new town in Devon

Our Strategic Land team and Exeter regional business are working in a consortium with other developers to create a new 5,500 home sustainable market town five miles east of Plymouth in Devon. The new Sherford community will be home to more than 12,000 residents when complete. Retail and commercial areas are expected to support at least 5,000 new jobs and the creation of hundreds of jobs in construction over the lifespan of the development will provide a substantial boost to the wider local economy. The project has been supported with an investment of up to £35 million from the Homes and Communities Agency to enable key infrastructure and community facilities to be delivered.



### 2015 targets

- Continue to focus on selecting the right land and developing it in a sustainable manner.
- Source more than 40% of completions from the strategic pipeline per annum in the medium term.
- Convert on average c.6k plots per annum in the medium term.

### Did you know?

We converted a record number of plots from strategic pipeline to short term landbank in 2014



# Managing the Planning and Community Engagement Process

We aim to be the **industry leader** in managing the planning and community engagement process



### Did you know?

We undertake tailored, development-specific engagement with local communities on each and every one of our UK sites

Planning is fundamental to the success of our business and we aim to progress sites through planning as efficiently as possible. We support the Government's Localism Act and work closely with local authorities and communities throughout the planning process and beyond. We aim to create development proposals that are financially viable, benefit the local community and provide the housing that is needed.

### Community engagement

Taylor Wimpey is committed to undertaking tailored, development-specific engagement with local communities on each and every one of our UK sites throughout the life of a development. Our comprehensive community engagement framework applies to every stage of the development timeline, from pre-planning consultation to ongoing communication with existing and new residents during, and after, construction. We updated and re-issued the framework in 2014.

### Case study: Award winning regeneration

Our City Mills development in Haggerston, London was named Best Regeneration Project in the National Housing Awards 2014. We are working in partnership with L&Q to replace two neglected estates with 761 high-quality, highly energy-efficient new homes, community facilities and public open space.

According to the judges of the awards: "The City Mills has successfully provided evidence of a regeneration project that has transformed and positively influenced the local community. An area that once presented the highest crime levels in the borough can now proudly say that the crime rates have fallen and long term opportunities exist for training and community cohesion following the regeneration."



We know that local communities do not always welcome housing developments in their area, so it is essential that we engage, consult and work in partnership with them to find the right solutions.

At Taylor Wimpey, we firmly believe that the more thoroughly we engage with the local community and local stakeholders, the better and more rounded our development designs will be. We know that people are busy and many do not have time to participate in traditional consultation exercises. In 2014, we explored further ways to involve individuals and groups who are unlikely to come to consultation events but whose opinions are equally valid. We undertook a number of trials of social media engagement alongside conventional consultation and will continue to look at social media engagement in 2015.

Our Taylor Wimpey website includes pages for all of our proposed developments. We have continued to develop and improve the functionality and content of these sections. By the end of 2014, we had trained relevant employees in all of our regional business units on how to design, fill and update the content of these pages.

We are committed to publishing information on proposed developments online so that members of local communities and other interested parties can easily find out what we are planning and where. We would like people to register their interest so we can update them on progress. Above all, we want wider and more diverse groups and individuals to get involved and tell us their views, whether positive or negative.

Many of our regional businesses are producing the Cornerstone local community magazine to help us engage more with our prospective customers. It is produced in hard copy as well as online at [www.taylorwimpey.co.uk/cornerstone](http://www.taylorwimpey.co.uk/cornerstone). The magazine gives our regional teams an opportunity to highlight local engagement initiatives and how we are supporting the neighbourhoods in which we build.

We have provided training for relevant employees in all of our regional business units in community engagement and communication skills including using plain English. We know that we do not always get it right but look to learn from our experience and continually improve. We are proud of our progress towards greater transparency and wider engagement.

"The economic benefits of new housing projects go far beyond providing homes. We create jobs, fund a wide range of improvements to the local area and bring in new residents whose spending power has a significant impact on local economies."

**Peter Andrew**  
UK Land and Planning Director

### Case study: Local economy benefits

In 2014 we launched an Economic Benefits Toolkit for our regional business units to use with local authorities and communities during consultation.

The toolkit calculates benefits to the local economy and presents them in an easy to read visual format so that local stakeholders can understand the significant economic benefits of housebuilding. It provides figures for direct site and indirect supply chain jobs as well as the expected total economic value of those jobs. It also calculates the considerable amount of money that new residents will spend moving in and then annually as they continue to live there.

We use the pictured board at community engagement events for our proposed Exeter Fields development in Stamford.

Our UK Land and Planning Director Peter Andrew said: "The economic benefits of new housing projects go far beyond providing homes. We create jobs, fund a wide range of improvements to the local area and bring in new residents whose spending power has a significant impact on local economies."





Managing the Planning and Community Engagement Process continued

Did you know?

We organised 158 days of community events and exhibitions and held 266 community meetings in 2014

**Creating sustainable communities**

We aim to create communities that will continue to thrive for many years to come after completion. In order to do this, we need to balance the social, environmental and economic aspects of each site. During 2014, we published guidance on Our Approach to Sustainable Development for staff involved in land purchase, planning, design and delivery of the homes and communities that we build. In addition, we produced a design guide on our approach to placemaking (see page 20), which will help us to realise the design objectives set out in the Government's Planning Policy Guidance.

We support Building for Life (BfL), a Government endorsed standard for well-designed, sustainable homes and neighbourhoods. We engaged extensively with the partners behind the 2013 BfL 12 standard and expect our regional business units to take BfL into account when designing new developments.

We provided training on our integrated approach to sustainable development, community engagement and design to over 300 employees in 2013 and 2014.

**Working with partners and stakeholders**

We aim to be the residential developer that everyone wants to deal with. We work closely with local authorities, parish councils, the Homes and Communities Agency (HCA), the Greater London Authority (GLA) and other public sector organisations in planning and developing our schemes.

We continue to be a member of the HCA's Delivery Partner Panel (DPP2) in all four of its geographic regions as well as the GLA's London Development Panel. These are panels of prequalified housing developers who have a sound track record of delivering housing on public sector land.

We develop and maintain partnerships with registered providers such as independent housing associations that manage properties as affordable homes. For example, our City Mills (see page 16) and Chobham Manor developments (see pages 4 to 5) are joint ventures with L&Q, which is one of London's largest residential developers.

At Taylor Wimpey, we are very keen to engage and work with external organisations on planning issues. We meet regularly with the Home Builders Federation (HBF) and the UK Government and Opposition to discuss how to improve the planning structure and regulatory environment.

“Stakeholder engagement is exceptionally important. The more communities and other stakeholders engage with us, the more we can take local views into account and tailor our development proposals to the needs of the local area.”

Peter Andrew  
UK Land and Planning Director

**Case study: Stakeholder engagement on planning and design**

In early 2014 we ran a series of three interactive workshops exploring the potential for an extensive new community in the Blindwells area of East Lothian, Scotland. Our workshops were attended by around 50 people representing different departments of the East Lothian Council as well as other key stakeholders in the planning process. These included organisations such as Scottish Water, the Scottish Environment Protection Agency, Historic Scotland and Scottish Natural Heritage as well as local landowners. Day one focused on what East Lothian aspires to be as a place to live and work over the next 30 years, and day two on placemaking for a potential new community at Greater Blindwells. Day three encompassed design sessions and masterplanning which included 'planning for real' sessions with all attendees.

We will continue to work closely with the local community, the Council and all other stakeholders to ensure the long term sustainability of the proposed new community in the Blindwells area.



**Case study: Engagement with schools**

During 2014, we launched a new curriculum pack to help our regional business units to engage with local pupils and their parents on a range of different topics in schools near to where we build. We have developed a wide range of interactive projects that complement the different stages of our engagement process. For example, if we are at an early stage in the development of a site, we might invite pupils to identify possible development sites in their area or draw up development plans. If construction is underway, we may ask pupils to interview a construction worker and find out about jobs on site. Other projects include community consultation related activities, learning about the development process, the importance of safety on building sites, building materials, eco-friendly homes, housebuilding through the ages and more.



**Sustainable living**

The communities we build often include a range of social, environmental and economic features to promote sustainable living. In addition to the sustainability features of our homes that encourage low carbon living (see page 21), we regularly develop green transport plans for developments and provide cycle-paths and footpaths. A number of our developments include electric car charging points, car-sharing clubs, cycle storage or other green transport features. We regularly include segregated recycling bins, and developments such as Cambourne in Cambridgeshire include water butts and composting facilities. We integrate public open and green spaces with play areas and, often, sporting facilities to encourage health and well-being.

See pages 36 to 37 for details of how we support economic vitality on our sites. Further examples of how we integrate sustainability into our communities can be found at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)

Our larger developments take many years to complete and we often become very involved in community development and local activities during this time. We are involved in a programme of local events at our Chobham Manor development in London and are seeking to ensure that new residents integrate with the existing local community. These included getting local residents involved in a 'Bayeux Tapestry' artwork that tells the history of the local area and its people as well as providing local college students with valuable work placements to improve their employability. Once our first residents move in, we will encourage new residents in each phase to meet their neighbours and get them involved in further projects from art and cookery to community gardening.

We are involved in the long term stewardship of a number of our developments through Community Development Trusts, such as Leybourne Grange in Kent. We help to fund community workers at some of our developments, such as our Cranbrook development in Devon.

**2015 targets**

- Continue to investigate digital aspects of community engagement, including analysing the outcomes of our social media engagement pilots.
- Continue to maintain best practice community engagement.

-  More information about our engagement process and proposed developments is available on our website [www.taylorwimpey.co.uk/about-us](http://www.taylorwimpey.co.uk/about-us)
-  Our Community Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)

Did you know?

We organised 58 school visits in 2014



# Getting the Homebuilding Basics Right

## We strive to enhance the environment and local community and to run our business in a way that is sustainable



### Did you know?

We launched new employee guidance on Our Approach to Sustainable Development in 2014

#### Design

Our focus is on creating high-quality sustainable homes and communities and on continually improving the quality of our design. In 2014 we introduced new guidance for staff and consultants involved in the design of our homes. Our Approach to Placemaking manual provides guidance on the key design considerations necessary to create well designed, sustainable places. We also introduced guidance on Our Approach to Sustainable Development (see page 18). Both new manuals are to be used in conjunction with existing guidance on planning, community engagement, preparing design and access statements as well as Building for Life 12 guidance (see page 18).

We have a standard house type portfolio of over 50 house types that are designed to be high quality, extremely energy-efficient and straightforward, cost-effective and safe to build. The house types meet specific space standards and are highly flexible, offering different options for internal layouts and exteriors that can be varied to complement local landscape and streetscapes. Designs can be easily adapted to meet Lifetime Homes accessibility standards where required. Secured by Design crime prevention principles are also integrated into our developments based on the local need.

We have been involved in working groups on space, accessibility and security as well as the wider consultation on the Housing Standards Review. Once the review and new standards are published in 2015, we will ensure that Taylor Wimpey responds appropriately to the outcome of the review and upcoming amendments to Building Regulations.

#### Case study: Building excellence in South Wales

Our Golwg Y Coed development of 67 homes in Barry won the Best High Volume Housing Award in the LABC (Local Authority Building Control) South Wales Building Excellence awards.

We were given the award because of the appearance and layout of our high-quality homes, our landscaping, and our team's attention to safety, security and accessibility.



#### 2015 targets

- Continue to focus on placemaking.
- Respond to the outcomes of the Housing Standards Review and new Building Regulations.

#### Case study: Sustainability in every detail

Our current phase three and future phases four and five at Greenwich Millennium Village (GMV) in Greenwich include 1,746 homes that will be built to at least Code level four and Lifetime Homes standard. We also have outline planning consent for a landmark building overlooking the existing ecology park on the site. GMV is incorporating rainwater harvesting, cycle storage and electric car charging points among other features. We will also have an Energy Centre containing a Combined Heat and Power system and gas boilers, which will provide heat to the homes through a district heating network, as well as producing electricity for export to the national grid.



#### Environmentally sustainable homes

New homes are considerably more energy-efficient than older housing stock and we are committed to building increasingly energy-efficient homes in line with Government policy and Building Regulations. We take a 'fabric first' approach to energy efficiency, concentrating on highly insulated walls and windows. Our next step is to make all of our homes exceptionally airtight and use mechanical ventilation systems to maintain good air quality and comfort. Finally, where appropriate, we use low carbon and renewable technologies.

The Code for Sustainable Homes is a Government standard for enhanced sustainability of homes. In 2014, we completed 3,268 homes to Code level three (2013: 3,067) and 756 homes to Code level four (2013: 350). The requirements of the Code are soon to be consolidated into Building Regulations and the Code will be wound down.

We have extensive experience of delivering renewable energy solutions and our sites increasingly integrate some form of water saving features. See [www.taylorwimpey.co.uk/about-us/what-we-do](http://www.taylorwimpey.co.uk/about-us/what-we-do) for other examples of how we integrate sustainability into our developments.

In 2014 we were due to undertake a review of the embodied energy in the homes we build but focused instead on developing new guidance on sustainable development and placemaking (see pages 18 and 20).

We support the work of Zero Carbon Hub and continue to be involved in its work on closing the gap between design and as-built performance in new homes and construction joint details. We regularly engage and work with organisations such as the Home Builders Federation (HBF) and the National House-Building Council (NHBC) on issues relating to environmentally sustainable homes.

#### 2015 targets

- Respond to the outcomes of the Housing Standards Review and new Building Regulations.

#### Environmental management

We remain committed to high standards of environmental management on all of our developments and sites. We strive to keep any adverse effects that our activities may have on local environments and communities such as pollution and ecological damage to a minimum and to make a positive contribution to the environment of the areas we build in.

We have a formal, comprehensive and fully integrated Health, Safety and Environmental (HSE) Management System in place covering all of our business activities. We provided environmental management training in 2014 to all of our site management teams as well as our technical, commercial and production teams.

Our Environmental Management System (EMS), which is internally audited by our regional HSE advisors, is based upon, but not certified to, environmental management standard ISO 14001. Local management team directors visit and review all sites monthly and, during this process, they review environmental aspects on site including our mandatory environmental checks and Site Specific Environmental Action Plans (SSEAPs – see page 22).

On at least a monthly basis every operating site has an independent HSE audit completed by our external site HSE advisors, RG Wilbrey and C-MIST. The unannounced audits include compliance checks on specific monthly health and safety or environmental topics which encompass environmental controls such as secure fuel storage and silt pollution prevention.

Our environmental advisors RSK also complete regular reviews of our EMS to ensure that procedures and reporting mechanisms remain up to date with legislative and best practice requirements. We also operate an Environmental Advice Line that is available to all of our employees, contractors and site operatives. Taylor Wimpey is committed to best practice environmental control on site, particularly water and air pollution prevention. See our health and safety section on pages 26 to 27 for more detail on HSE procedures.



Getting the Homebuilding Basics Right continued

“We have reported on water use for the first time in 2014 and are in the process of developing a business-wide water reduction strategy.”

Ian Heasman  
Director of Sustainability

Our office HSE manual provides guidance for our regional business units on the main environmental aspects associated with office activities including waste.

We carry out flood risk assessments in consultation with water authorities and the Environment Agency, as required, to ensure appropriate design. Flooding is an issue in the UK and we take flood risk extremely seriously. During 2014, we reviewed our internal processes to ensure that we effectively assess and manage flood risk now and in the future.

There were no instances of non-compliance with environmental legislation in the UK or Spain in 2014.

2015 targets

- Complete our review of internal processes to effectively assess and manage flood risk.

Water use

We are committed to reducing operational water consumption and increasing the water efficiency of our site compounds and the homes we build. We undertook a water audit in 2014 and this is our first year of reporting on water use.

In 2014 our metered mains water footprint for the UK is estimated as 350,482 cubic metres, or 31.05 cubic metres per 100 square metres of completed build. This includes water used in building sites, sales areas, show homes, plots before sale, offices and our logistics business. It excludes all unmetered water consumption. A water footprint method statement summary can be found at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)

We have a high degree of confidence in some elements of this total such as offices; in 2014 our mains water consumption from our UK offices where there is a water meter was 15,059 cubic metres, or 6.28 cubic metres per full time employee (FTE) in those offices.

However, there is a degree of estimation and uncertainty in other areas, for example, in relation to building sites and plots before sale.

The new specification that we introduced for site compounds in 2014 (see page 25) includes water saving features.

2015 targets

- Reduce our mains water consumption from our metered UK offices by 3% per FTE.
- Improve the accuracy with which water data is collected across our estate and develop a business-wide water reduction strategy.

Biodiversity

During 2014, we undertook an in-depth review of biodiversity with a view to developing a biodiversity strategy for Taylor Wimpey. The strategy will identify ways in which we can enhance ecological value on sites as well as protect and conserve existing biodiversity. As part of this process we engaged with external organisations such as the Royal Society for the Protection of Birds (RSPB), the Wildlife Trusts and the Town and Country Planning Association.

Where possible, we aim to improve the ecology of the sites we develop. Ecological issues are addressed in our LAMP process (see page 15) and at the design stage in our range of guidance documents (see page 20). We produce ecological impact assessments for all of our sites.

We also require all of our sites to have and regularly update a SSEAP, which provides a management plan for a wide range of environmental issues and controls, including biodiversity, on all sites.

In 2014 we significantly improved our Site Environmental Database (SED), which is used for developing SSEAPs on site. As well as ensuring it covers all the

legislative and best practice standards, we made it more user-friendly and easier to understand for contractors such as our groundworkers. We provided training on SED in conjunction with our EMS update training (see page 21).

We regularly integrate green spaces and wildlife areas into our communities, as well as providing other features that improve ecological value. For example, our Chobham Manor development in London is incorporating a wide variety of native species, fruiting trees and hedgerows to promote biodiversity. We have green and brown roofs on apartment buildings at our City Mills development also in London. See [www.taylorwimpey.co.uk/about-us/what-we-do](http://www.taylorwimpey.co.uk/about-us/what-we-do) for further examples of integrating sustainability into our developments.

2015 targets

- Use the findings of our biodiversity review to develop a biodiversity strategy.

Tackling climate change

We acknowledge the global threat of climate change and are committed to reducing our emissions, energy use, waste and water use. Our Sustainability and Climate Change Risk and Opportunity Register (see page 12) helps to guide the adaptation of our business practices and the homes we build, as well as informing mitigation areas.

In 2014 we conducted a review of climate change adaptation. We undertook a literature review and analysis of what a changing climate could mean for Taylor Wimpey. We examined design, ground conditions, health and safety, overheating, flooding, adoption, supply chain disruption and other areas.

We completed our commitments under phase one of the Government's Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (2010-2014) this year and our participation in CRC has come to a close. We continue to participate annually in CDP (the Carbon Disclosure Project) and our 2014 submission is available on our website. We received a score of 88% for disclosure and performance band C (2013: 75% / D) and are pleased that our improvements in carbon reporting and reduction have been acknowledged.

Global Greenhouse Gas emissions

Data is provided as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) for all operations. Scope 1 and 2 emissions are from our sites, offices, show homes and sales areas, plots before sale and car fleet. Our 2014 scope 1 and 2 emission data has been externally verified by the Carbon Trust. We have also estimated four scope 3 categories: purchased goods and services, business travel, waste generated in operations and fuel and energy related activities. We are committed to continually improving the methodology upon which our Greenhouse Gas (GHG) emissions are based.

Total emissions (tonnes CO <sub>2</sub> e)	2014	2013
Emissions from combustion of fuel (scope 1)	16,436	16,177
Emissions from electricity, heat, steam and cooling purchased for own use (scope 2)	11,885	10,526
Total scope 1 and 2 emissions	28,322	26,703
Emissions intensity scope 1 and 2: Emissions per 100sqm of completed homes	2.45	2.48
Other indirect GHG emissions from operations and supply chain (scope 3)	696,005	551,749
Total scope 1, 2 and 3	724,327	578,452
Emissions intensity scope 1, 2 and 3: Emissions per 100sqm of completed homes	62.60	53.82

Note: The estimation of carbon emissions is not an exact science; there are significant uncertainties and no single established way of doing the calculations. Year on year variations reflect a combination of changes to emissions and changes to the data capture and processing methodology. We used a new emissions measurement methodology in 2013 due to the introduction of Mandatory Carbon Reporting. This means that 2013 data is not entirely comparable to previous years. See page 48 for 2012 data.

Further information on our emissions measurement methodology, the Carbon Trust's verification statement and our 2014 CDP response is available at [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)



We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition), data gathered to fulfil our requirements under the CRC Energy Efficiency scheme and Mandatory Carbon Reporting requirements, and emission factors from the Government's GHG Conversion Factors for our corporate reporting.

Energy reduction progress

In 2014 we introduced an intensity reduction target for direct carbon emissions (scope 1 and 2) of 25% by 2018 with a 2013 baseline. In 2014 we saw a 1.2% reduction in scope 1 and 2 emissions intensity due to a combination of Taylor Wimpey energy reduction initiatives, methodological improvements and changes to DEFRA emission factors. We also saw a 23% increase in absolute scope 3 carbon emissions. This is due primarily to more accurate tracking of spend on purchased goods and services. For further details, see [www.taylorwimpey.co.uk/corporate/sustainability](http://www.taylorwimpey.co.uk/corporate/sustainability)

2015 targets

- Continue to progress towards our carbon intensity reduction target of 25% by 2018.

For more information our Climate Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)



Getting the Homebuilding Basics Right continued

Construction waste			
Tonnage of UK construction waste per 100sqm build			
	2014	2013	2012
General waste	3.94	3.02	2.95
Plasterboard waste	0.64	0.57	0.67
Total construction waste	4.58	3.59	3.62
Note: Construction waste is waste from the construction phase of our developments and excludes other site wastes such as demolition, remediation and excavations, and infrastructure including soil.			
UK construction waste recycled or sent to landfill			
	2014	2013	2012
Waste recycled	94%	92%	91%
Waste sent to landfill	6%	8%	9%

For more information our Waste and Resource Use Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)

Did you know?

47,500 pallets were picked up from our sites in 2014 by our pallet repatriation service

Waste and resource use

We have a comprehensive Waste and Resource Strategy and Action Plan for our housing operations and our supply chain. We see materials as resources, using them more efficiently through design and on site recovery, and keeping generated waste to a minimum.

In 2014, we saw our construction waste increase to 4.58 tonnes per 100 square metres of completed floor area (2013: 3.59). Our research indicates that nationally there has been upward pressure on waste generation figures in 2014. We have identified numerous potential contributory factors, the principal one being skills shortages associated with the upswing in

housebuilding activity. In 2015, we will work towards controlling and improving the situation, and aim to reduce our construction waste by 15%. Even at our 2014 level of waste generation, our construction waste figures compare favourably with our peers.

2015 targets

- Develop and implement action plans for reducing construction waste.
- Reduce construction waste by 15% in 2015.

Case Study: Resource efficiency

We continued to use our innovative ReUSE programme in 2014. ReUSE allows us to share surplus soils and recycled aggregates between different Taylor Wimpey sites and regional business units, thereby diverting these materials from landfill and transforming what would previously have been waste into resources.

We continued to use a pallet repatriation service resulting in 47,500 pallets being picked up from our sites in 2014 (2013: 34,000) representing 850 tonnes of wood (2013: 670 tonnes). The pallets were dispatched to a consolidation centre and the majority taken to their organisation of origin for reuse. We continue to support the National Community Wood Recycling Project and work with it on its recycling initiative.



Energy reduction

During 2014, we implemented a new specification for site compounds which means that all of our new site compounds are now highly energy-efficient. We have developed more energy-efficient specifications for existing compounds and will retrofit appropriate compounds in 2015.

In 2013 we introduced specifications on low energy lighting for our show homes and sales areas and in 2014 we continued to implement these specifications. We surveyed our sales directors with regard to energy-efficient behaviour within these site areas. We have now developed new specifications with regard to heating, which will be implemented in 2015.

We started to provide guidance on energy-efficient behaviour to site staff in 2014 and will finalise this process and then do the same for sales area and office employees in 2015. We are introducing a new HSE induction process for all site workers in 2015 (see page 27) and this will include information on energy-efficient behaviour.

New offices, such as our South Midlands office (see case study), will now be significantly more energy-efficient than our existing offices. In addition, we are looking at retrofitting and refurbishing offices that we already own and will continue this process in 2015. For example, we purchased a new office for our South Thames region and refurbished it fully before moving in. We used a range of energy-saving methods and reduced energy use per square meter by 23%.

Case study: Excellence in environmental and sustainability credentials

In 2014 our South Midlands regional business relocated to its brand new headquarters next to our Willow Lake development in Newton Leys, Milton Keynes.

The offices, known as Newton House, achieved a BREEAM Office Excellent rating and are A rated for energy performance. They incorporate highly energy-efficient building fabric specifications, roof mounted solar panels, rainwater harvesting and facilities for cyclists. The design for Newton House informed our guidance on designing and fitting out regional offices.



2015 targets

- Continue with our energy reduction programme on sites, in sales areas and in offices.

Supply chain sustainability

Our Supply Chain Policy outlines our approach to using environmentally preferable materials and how we work with suppliers and subcontractors. We were due to develop a supply chain sustainability strategy in 2014. This process has been delayed while we undertake a supply chain review in 2015. During 2014, we continued to review our housing supply chain resource efficiency in terms of energy, carbon, water and waste.

We use energy-efficient fixtures and fittings and low flush toilets in our homes. All appliances that we offer as standard options in our homes are at least A rated for energy efficiency. Our timber products are sourced from legally logged sources in all cases and from tree species that are not included on the IUCN Red List of Threatened Species. We are committed to procuring timber from sustainable sources with assurance provided by an approved scheme such as Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) and Sustainable Forestry Initiative (SFI).

We strive to work in partnership with our suppliers and subcontractors. We endeavour to ensure their safety on our sites, to treat them fairly and with respect, and to make sure that they are paid promptly.

“The investments that we have made in terms of energy data quality and energy reduction provide a firm foundation for progress against our direct carbon emissions intensity reduction target.”

Ian Heasman  
Director of Sustainability

More than 95% of our national suppliers now use Constructionline, a UK Government certification service for supplier vetting. Suppliers and subcontractors enter into a framework agreement with Taylor Wimpey, which includes specific HSE provisions and requires them to adhere to our Supply Chain Policy. We engage regularly with our suppliers and subcontractors on HSE issues and undertake quarterly reviews of all national suppliers.

2015 targets

- Undertake a supply chain review.

For more information our Supply Chain Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)



Getting the Homebuilding Basics Right continued

Case study: Safe working at height

Working at height in construction is one of the areas where there is still significant potential for serious injury. Starting in 2013, we carried out a full review of all work at height on our sites, consulting and engaging with trade groups on how to further improve safety standards.

As a result, in 2014 we introduced additional working platform lifts on all our scaffolds. The result was a significant reduction in the risk of injury from falls or slips, particularly when operatives are working at mid-floor or roof level. We also introduced specialist equipment on all sites to help make ladders safer to use.



Health and safety

Health and safety continues to be our non-negotiable top priority. Our 2014 employee survey found that 99% of our staff believe that Taylor Wimpey is committed to health and safety and keeping people safe. We have a comprehensive HSE Strategy in place with accompanying site operational plans.

We have a formal, comprehensive and fully integrated Health, Safety and Environmental (HSE) Management System in place covering all of our business activities. We update and improve this system and associated procedures frequently and aim to set or achieve best practice in the homebuilding industry.

Our HSE management system is internally audited by our regional HSE advisors and is based upon, but not certified to, occupational health and safety standard OHSAS 18001. Local management team directors visit and review all sites monthly and, on at least a monthly basis, every operating site has an independent HSE audit completed by our external site HSE advisors, RG Wilbrey and C-MIST. The unannounced audits include compliance checks on specific health, safety and environmental topics.

We have strict reporting and close-out mechanisms for HSE incidents. Data is verified by our regional business unit Managing Directors, validated by internal HSE advisors and cross-checked by external advisors to ensure compliance and accuracy of reporting.

Details of the HSE performance of all of our regional business units are provided monthly to the Group Management Team (GMT – see page 8) and to Directors and Managing Directors of all regional business units. HSE performance is discussed at all monthly regional business unit meetings. Site managers are also required to disseminate relevant information on performance to contractors.

We set regular improvement plans and produce HSE newsflash memos as necessary to highlight key issues that

arise as well as legislative and procedural changes. All changes are integrated into our Site HSE Manual and reinforced through annual HSE update training to all production and site management teams. We run a range of HSE workshops for site management teams each year and provide senior management HSE training sessions for all new directors and managing directors.

In 2014 we provided an average of 5.3 days per person of formal HSE training to our site operational staff (2013: 4.3 – see page 49) and 0.2 days to other support staff (2013: 0.2).

We continue to engage extensively with contractors and operatives on health and safety, continually working in partnership with them to find safer ways of carrying out their tasks on site. During 2014, we launched our HSE Theme Initiative, which provides a new approach to HSE communication and supervision on site. We introduced stage one, The Operative's Journey, in 2014 (see page 27). Stage two will involve further engagement with our contractors to improve the level and quality of HSE supervision on site. Stage three will introduce a new and improved site HSE induction process. The induction will include our key sustainability messages. Stages two and three will be introduced in 2015.

Did you know?  
We launched our HSE Theme Initiative, which provides a new approach to HSE communication and supervision on site, in 2014

Annual Injury Incidence Rate (AIIR) and RIDDOR injuries

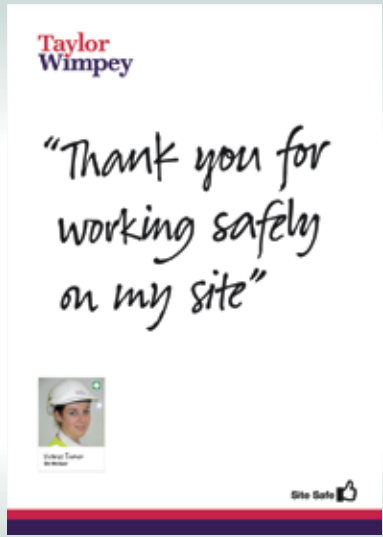
	2014	2013	2012
Reportable injuries (Incidence rate per 100,000 employees and contractors)	209	207	311
Major injuries (Incidence rate per 100,000 employees and contractors)	26	60	113
RIDDOR injuries (number of reportable RIDDOR injuries per year)	32	31	44

Note: See page 49 for incidence rates for Taylor Wimpey Spain.

	Taylor Wimpey 2014	HBF Home Builder Average 2013/14	HSE Construction Industry Average 2013/14
AIIR (Incidence rate per 100,000 employees and contractors)	209	351	412

Case study:  
The Operative's Journey

The Operative's Journey is the first stage of our major new HSE Theme Initiative. It focuses on maximising the impact of essential HSE messages during operatives' journeys on our sites, from arriving in the car park to leaving at the end of the day. The signs welcome them, direct them to sign in and provide them with critical safety information and messaging. The signage aims to be clear and simple, replacing the multitude of signage that you can encounter on a construction site that can lead to 'sign blindness' where critical messages are lost. The initiative is intended to reinforce the importance of safety throughout each operative's day.



We continued our groundworker engagement and supervision initiative in 2014 and have now trained a total of 2,753 groundworkers' supervisors since the initiative began in 2012. We continue to provide a range of training for our operatives from induction training and HSE poster campaigns to regular on-site HSE briefing sessions called toolbox talks.

In the UK, we attained an Annual Injury Incidence Rate (AIIR) of 209 for reportable injuries in 2014. This is close to the AIIR for 2013 of 207. We set out to achieve a similar reduction from the rate of 311 in 2012. We reduced our AIIR for major injuries from 60 in 2013 to 26 in 2014. We recorded a total of 32 RIDDOR injuries in 2014 (2013: 31). In 2015 we aim to improve or, as a minimum, maintain the same AIIR as in 2014.

Our AIIR of 209 in 2014 compares favourably with the HBF (Home Builders

Federation) Home Builder Average AIIR of 351 for 2013 / 2014 and the HSE (Health and Safety Executive) Construction Industry Average AIIR of 412 for 2013 / 2014.

Occupational Health is an extremely important aspect of our health and safety management system. During 2013 and 2014, we consulted and engaged with trade groups and developed practical solutions and controls for minimising operatives' exposure to construction related dust. This includes the use of suitable respiratory protection as well as extraction equipment. Our agreed dust control procedures are standard practice on all of our sites.

We continue to engage with the housebuilding industry on health and safety initiatives and issues. We are a member of the HBF Health and Safety Committee. We work with other

housebuilders and participate in various working groups to help improve HSE standards in the industry. We support and contribute to the HBF's Action Plan for health and safety.

We continue to support the Contractors Health and Safety Scheme (CHAS) and to encourage our suppliers and subcontractors to sign up to Safety Schemes in Procurement (SSIP).

We have a comprehensive health and safety management system in Spain based upon, but not certified to, OHSAS 18001 and have a rigorous internal audit process. Each site is visited at least quarterly by directors with responsibility for that site. We provide health and safety induction training for all new contractors and subcontractors on our sites.

Taylor Wimpey received no improvement or prohibition notices or prosecution from the HSE in 2014 but did receive two notifications of contraventions (see page 48). There were no instances of non-compliance with health and safety legislation in Spain.

2015 targets

- Introduce stages two and three of our HSE Theme Initiative.
- Improve or, as a minimum, maintain the same RIDDOR incidence rate achieved in 2014.

For more information our HSE Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)



Case study: Being good neighbours

Our comprehensive HSE management system includes procedures and processes in place to keep noise, dust and disturbance to a minimum on our sites and to ensure visitor safety at all times. We regularly engage with local schools about site safety (see page 19).

We fully support the principles of the Considerate Constructors Scheme (CCS) and many of our larger developments participate in the scheme.

In 2014 our Monterey Park development in Bovey Tracey, Devon received a Silver CCS 2014 National Site Award in recognition of our efforts to be considerate towards existing residents living nearby, subcontractors and the environment.



# Delivering Customer Service

## Customer service is and will continue to be a key priority



**Did you know?**  
First time buyers  
accounted for 35%  
of our sales in 2014

Buying a home is a major financial and emotional investment and we aim to make buying, moving into and living in a Taylor Wimpey home as easy as possible for our customers.

We use our experience and expertise to design and build sustainable high-quality homes and developments that are practical and enjoyable to live in, and we aim to make buying them as straightforward as possible for our customers. Buying a home is the single largest investment most people will ever make and we have set out our strong commitment to our customers in the Taylor Wimpey Customer Charter. We work to the UK Consumer Code for Home Builders, which sets guidelines

for marketing and selling homes as well as after-sales customer service.

Our Customer Journey guides our customers through the homebuying process and helps them to make the most of living in a Taylor Wimpey home. It also forms the basis of our comprehensive quality management system.

**Making homebuying affordable**  
We build a wide range of houses and apartments with prices ranging from under £100k to over £3m. We completed 12,454 homes in the UK in 2014 (2013: 11,696) including building in areas where there is under-supply of housing. In 2014 we sold 35% of our homes to first time buyers (2013: 38%).

### Case study: Our approach to and delivery of customer service

During 2014, we have focused on reviewing our customer process and culture, with the aim of coordinating a new approach that delivers the best homebuying experience for our customers. To support this we recruited Charles Waggett for our newly created role of Customer Director and he is working closely with our Chief Executive Pete Redfern and the regional business units to improve our approach to customers and turn Taylor Wimpey into a truly customer centric business. In 2015, we will continue our work on improving the service we deliver to our customers and will develop a comprehensive Customer Service Strategy. Charles said: "We aim to become genuinely customer centric and our mission is to deliver excellence to our customers through an approach that places communication, empathy, integrity and quality at the forefront of our service."



### Case study: Supporting first time buyers

For the second year running, our East London regional business was named Private Developer of the Year at the 2014 First Time Buyer magazine Reader Awards. This award is voted for by readers of the magazine and members of the public. We were commended for helping so many people to purchase their first homes by offering a wide variety of great value properties and a superb selection of flexible homebuyer incentives tailored to the purchasers' individual needs.

We are proud of the fact that we make homebuying affordable and achievable for a wide range of buyers.



In 2014 17.5% (2013: 18.2%) of the homes we built were designated as affordable housing.

We support the Government's Help to Buy equity loan scheme and other schemes. During 2014 approximately 35% of total sales used the scheme and we worked with c.4,400 households to take the first step to home ownership or to move up the housing ladder. Approximately 73% of sales through Help to Buy in 2014 were to first time buyers.

**Customer information**  
We provide extensive customer information on our website, in marketing brochures and in our From House to Home folder for new customers, as well

as providing customers with a copy of the Consumer Code. Our Cornerstone hard copy and digital magazine also provides our customers with regular updates on Taylor Wimpey news in their area.

Our customer information includes energy efficiency and wider sustainability issues. We provide homeowners with details of how to use and maintain the specific environmental features in their homes as well as details of local authority recycling schemes, where relevant. Our website and From House to Home folder include advice on sustainable living. This ranges from energy efficiency tips to growing your own vegetables, getting to know your neighbours and supporting local shops and services.

Our website won Best Manufacturing, Automotive or Technology Site at the Sitecore Experience Awards 2014. The awards are open to all Sitecore certified partners and customers and celebrate the best website solutions.

**Did you know?**  
Approximately 73%  
of sales through Help  
to Buy in 2014 were  
to first time buyers

### Case study: Award winning customer education

Our East Anglia regional business won Best Low or Zero Carbon Initiative at the Housebuilder Awards 2014 for introducing low carbon living to the minds of customers at our Cambourne Sustainable Show Village in Cambridgeshire. The show village exhibits energy-saving and waste-reducing customer options. A three-storey wall display has facts about energy consumption and the importance of sustainability and there are working examples of low carbon technologies in the village.

We provide information about the benefits of AA+ rating appliances, greywater recycling and renewably sourced materials as well as our 'everyday' sustainable features such as water butts, smart meters and cycle storage. The judges commended the work that we did on educating consumers and our 'great community engagement'. "It is so important to get the zero carbon message across" they said.





Delivering Customer Service continued

UK customer satisfaction – independent HBF survey

	2014 Taylor Wimpey	2014 UK homebuilder average	2013 Taylor Wimpey	2013 UK homebuilder average	2012 Taylor Wimpey	2012 UK homebuilder average
Customers satisfied or very satisfied with the quality of their home	87.4%	84.5%	90.0%	88.1%	92.5%	90.7%
Customers satisfied or very satisfied with the service provided during the buying process	85.2%	80.0%	87.7%	84.0%	91.4%	87.8%
Customers satisfied or very satisfied with the condition of their home on the day they moved in	85.4%	78.7%	88.6%	84.3%	91.4%	88.4%
Customers who would recommend us to a friend	88.8%	84.9%	92.0%	89.1%	93.2%	91.3%

Note: The figures relate to Taylor Wimpey's survey scores that were available at the end of December each year. The homebuilder average is from the HBF Eight Week National New Homes Survey – Group Report (based on surveys year to date to December 2014).

Customer satisfaction

In 2014 we achieved a customer satisfaction rate of 87.4% (2013: 90.0%) reflecting the number of customers satisfied with the quality of their Taylor Wimpey homes, with the decrease reflecting the challenge to deliver our homes on time as the labour market adapted to the better sales market.

We started the year with a five-star rating for customer satisfaction, awarded by HBF. We are very disappointed that our customer satisfaction rate has decreased and we will achieve a four-star rating from the HBF for customer satisfaction in 2015.

Increasing customer satisfaction has been a clear priority for us in 2014. During the year we undertook more detailed research and continued with our in-depth customer service review, with a view to developing a Customer Service Strategy and action plans in 2015. We also created a new role of Customer Director (see page 28).

Customer service is a very important area for us and will continue to be a key focus in 2015 and on an ongoing basis, as we work to realise improvements to our service and to our customers' experience. We aim to achieve a five-star rating again as soon as possible.

Our customers are independently surveyed by the HBF eight weeks after completion and the NHBC nine months after completion. The survey results form a key part of our Customer Service Management (CSM) system. See page 49 for the results of our Taylor Wimpey Spain customer surveys that we undertake internally.

Improving performance

Following an initial customer service review in 2013, we undertook more detailed research into the Taylor Wimpey customer experience in 2014. We analysed our customer approach and procedures and investigated how consistently and to what standards we deliver these across the UK. We engaged with our Board and divisional managing directors as part of the process, and researchers surveyed customers and visited our sites and business units to analyse process mechanics. In the process we have conducted interviews with employees throughout the business and have examined customer service data as part of the process. As we develop our new customer strategy, our research in relation to our customers remains a key aspect.

Our Sales Academy training programme was Highly Commended in the Best Customer Satisfaction Initiative category of the Housebuilder Awards 2014. During 2014, we reviewed and updated the 40 existing modules of the training programme and added community engagement and sustainability modules.

We also engaged with our sales teams for feedback on the Academy. All of our sales executives are required to participate in the training and a further 184 executives graduated with certification in 2014. We started to develop a Marketing Academy in 2014 and continued to develop our sales development programme for sales managers, which we intend to finalise in 2015.

We also undertook a brand refresh in 2014, introducing a refreshed visual identity for the Company. One of the aims of the refresh was to make our brand less corporate and more customer-friendly. We want customers and local communities to see us as accessible and approachable.

We continue to engage regularly with organisations such as HBF and NHBC with regard to customer service and marketing.

2015 targets

- Customer service will remain a key area of focus for us in 2015 and we will strive to improve our customer satisfaction scores.
- Draw up a comprehensive Customer Service Strategy and action plans.
- Continue to develop our Marketing Academy.

Our Customer Service Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)

Extensive information on customer service including our Customer Charter and Customer Journey is available on our website at [www.taylorwimpey.co.uk/customer-service](http://www.taylorwimpey.co.uk/customer-service)

Case study: State of the art show complex

The show complex at our Chobham Manor development in London (see pages 4 and 5) is constructed over three levels with an impressive reception, office space and an interactive area on the ground floor. Upstairs are a two and a three bedroom show apartments with energy monitor displays as well as a roof terrace with stunning views across London. There is a 100-inch interactive touch table, smaller touch screens and iPads allowing visitors to take a virtual tour of Chobham Manor, the surrounding area and browse the homes for sale. Visitors can save and compare floorplans of the new homes, email screenshots to themselves and even see the view from the property. One large wall is dedicated to sustainability with a graphical representation of some of the development's features such as energy-efficiency, heating, water use, green transport and ecology. It took 12 weeks to build the show complex with the build process captured in our time-lapse video which can be accessed on our Taylor Wimpey YouTube channel at [www.youtube.com/taylorwimpey](http://www.youtube.com/taylorwimpey)



Did you know?

Our Sustainable Show Village at Cambourne won Best Low or Zero Carbon Initiative at the Housebuilder Awards 2014



Our People

We aim to be the employer of choice in the housebuilding industry



Did you know?

We recruited 99 apprentices, 19 graduates and 50 management trainees in 2014

In 2014 we directly employed 3,975 people across the Group (2013: 3,972) and had a Group employee turnover rate of 7.0% (2013: 7.4%). Our employees are our greatest asset so we strive to recruit, train and develop our staff to the highest level in the industry, giving individuals from all backgrounds the opportunity to reach their full potential.

Whilst we have done a lot over the last few years in developing our people, we recognise there is still more to do. Our new Group Human Resources Director Anne Billson-Ross is working with our Group Management Team and the wider business to update the human resources strategy for Taylor Wimpey and drive further improvement in 2015.

Cultural principles and business ethics

We strive to treat our employees fairly and with respect. We support the United Nations' Universal Declaration of Human Rights and have policies and processes in place to ensure that we act in accordance with our cultural values which encompass areas such as equal opportunities, anti-corruption and whistleblowing. We encourage our employees and subcontractors to speak up about concerns over any wrongdoing at work and provide access to an independent reporting hotline service. The Safecall hotline received three calls in 2014 (2013: 10).

During 2014, we continued to focus on diversity and inclusion. We remain committed to the belief that embracing diversity and inclusion will enable Taylor Wimpey to succeed through a workforce that is creative and innovative. We continue to actively embrace the business and local communities in which we operate and will strive to reflect their richness and character to include such aspects as gender, race and religion but also diversity of thought, background and experience. In 2014 we undertook a range of activities including establishing a senior management working party to create a diversity and inclusion strategy. For further detail see our Annual Report and Accounts 2014.

Employee engagement

We are proud of how committed our employees are to Taylor Wimpey and the long term success of our business. We strive to listen to and engage with staff. During 2014, we undertook an employee engagement survey and the feedback from our employees is shaping our plans and priorities for the future. We believe that requesting and listening to employee feedback is essential and we will conduct employee surveys on an annual basis from now on.

We have active employee consultation committees in our regional business units and communicate with employees via our half-yearly Teamtalk employee magazine

and weekly Teamtalk Express email newsletter. Our intranet includes a wide range of employee information from human resources policies to advice for employees on sustainable living. It also includes an Open Door forum that puts employees directly in touch with our Chief Executive.

During 2014 we introduced a new Customer Services Forum on our intranet and invited employees to voice their thoughts on key customer questions. Employees could post comments within the forum or send an email to our Chief Executive or Customer Director. We received more than 200 feedback posts and emails in response. These provided invaluable insights for the development of our new customer service strategy (see page 30).

Investing in our people

We have consistently invested in our future success through our employee learning and development, including training programmes and apprenticeship schemes. We aim to be the employer of choice in our industry, attracting and retaining quality people because of our culture and the opportunities that we provide for career development.

2014 employee survey highlights

Taylor Wimpey is committed to health and safety and keeping people safe	99%
I fully understand how my work fits into Taylor Wimpey	99%
I am confident that Taylor Wimpey will meet its 2014 objectives	96%
Taylor Wimpey takes its social and community responsibilities seriously	96%
I am clear and confident about the Taylor Wimpey strategy	95%
I am clear about what is expected of me on a day-to-day basis	95%
I am proud to work for Taylor Wimpey	95%

During 2014, we delivered an average of 3.0 days of training per monthly salaried employee including health and safety training (2013: 2.7 days).

We have set out to recruit for two new key roles that will further strengthen our focus on talent and resources. Our new Head of Talent will create and instigate a talent management process to identify and develop talent at all levels of our Company. This will include an annual succession review at all management levels. In addition, a new Senior Resourcing Manager will develop a resourcing strategy to ensure that we attract high-quality candidates and create effective talent pools for our future business needs.

Training and development programmes undertaken in 2014 include our mentoring programme, which we are continuing to embed and expand.

A total of 45 employees were mentored in 2014, including all of our graduate scheme participants. In addition, 36 individuals participated in our Circle Management Development Programme during 2014. This modular programme focuses on developing effective managers and leaders. We also held an Assessment and Development Centre in 2014 for a number of employees who had been identified as having potential to perform in future senior roles within the Company. This two and a half day programme offers participants the opportunity to acquire the skills and mindset for a senior level role up to managing director level.

One of our 2014 targets was to provide professionalism training across the UK. We did not undertake this training because we decided to focus on other training programmes instead.

Case study: Supporting our people

In September 2014 we recruited Anne Billson-Ross as our new Group Human Resources Director. Anne is responsible for supporting our people, which will see her and her team implementing various talent, succession and learning and development programmes as part of our wider human resources strategy, which will be updated next year. Anne commented: "Our people are passionate about the homes they create. It is important to us that we have a human resources strategy that attracts, develops and retains the best people by creating a culture in which employees remain committed and have the opportunity to develop their potential."





Our People continued

Case study: Developing our future site managers

We introduced a new site management apprenticeship scheme in 2013 and recruited 29 apprentices under the scheme in 2014. The course is up to three years long and allows candidates to gain an in-depth knowledge of site management, spend time in different areas of the business and achieve a relevant vocational qualification. According to Shannon Hartigan, a 19 year old Site Management Apprentice at our Reflections site in Romford: "This scheme, which is perfect for me, has not only allowed me to learn more about the construction trade but will open so many different doors in the future with roles within the industry and, for someone who has just left school, that's a fantastic thing to have. I am so grateful to Taylor Wimpey for giving me the opportunity to progress my career in this industry."



Did you know?

We recruited 29 apprentices under our new site management apprenticeship scheme in 2014

In 2014, we introduced a challenging two day business simulation for our graduate scheme participants. Our aim was to provide a development opportunity that would stretch them and broaden their commercial thinking. The simulation was extremely successful and we plan to include a similar approach in 2015.

Following the success of our Sales Academy (see page 30), we have been investigating how to develop the best technical and production employees in the industry. During 2014, we have looked in depth at what the roles within these functions entail, our departmental

structures and existing processes. We have also analysed the skills, training and qualifications needed to excel in these areas. We are now in the process of developing an externally recognised Taylor Wimpey Production Diploma based on the relevant National Vocational Qualifications (NVQs) for site management and production management employees. In terms of our technical employees, we have decided to focus on the two key areas of design and project management and will report further on both of these workstreams in 2015.

We recruited 19 individuals for our graduate scheme in 2014 (2013: 11) and 50 new management trainees (2013: 23). We also recruited a total of 99 apprentices, which included 70 trades apprentices and 29 site management apprentices. We will aim to recruit at least 20 graduates, 20 management trainees and 100 apprentices in 2015. These schemes and our work with organisations such as Buckinghamshire University Technical College (see page 38) are needed to tackle ongoing skills shortages within the construction and homebuilding industries.

At the end of December 2014 a total of 92% (2013: 93%) of our workforce were Construction Skills Certification Scheme (CSCS) carded. We do not require CSCS carding on our sites but are happy to support any employees who would like to renew their CSCS card.

Employee well-being

We continue to provide a wide range of employee benefits ranging from our stakeholder pension and share plans to life assurance, free private healthcare and a Cycle to Work scheme. Employees also have access to our Reward Gateway, a popular employee discount site that helps our staff to make their money go further. In addition to our standard 5% house purchase discount, during 2014 we introduced an enhanced

Did you know?  
70 of our site managers were recognised with a range of NHBC Pride in the Job awards in 2014

employee discount scheme of up to 20% subject to certain criteria when buying a Taylor Wimpey home to reward and encourage long term loyalty of our employees. We believe that our new home purchase discount scheme offers a great opportunity for many of our staff.

During 2014, we ran employee roadshows that explained all of the Taylor Wimpey benefits available to our office and site employees throughout the UK. This also gave us the opportunity to engage with employees about our approach to benefits. We were pleased to see an increase in the take up of employee benefits within the months following the roadshow.

2015 targets

- Update the human resources strategy for Taylor Wimpey.
- Continue our current graduate, management trainee and trades apprenticeship schemes and attract at least 20 new graduates, 20 management trainees and 100 new apprentices.
- Undertake an annual employee survey.
- Expand the development opportunities across our senior teams.

Our Anti-Corruption, Business Conduct, Diversity and Whistleblowing Policies are available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)



Case study: Taking pride in the job

We are proud of the quality of the homes and communities that we build and how we approach every stage of homebuilding. Seventy of our site managers (2013: 68) received a Quality Award in the NHBC's annual Pride in the Job Awards 2014. A further 23 also achieved a Seal of Excellence Award (2013: 17) and five were named Regional Winners (2013: 5), achieving our strongest performance since 2007.

Regional Winner Andy Shaw (pictured), from our Midlands regional business, was also named Runner-Up in the Multi-Storey Builder category at the Supreme Awards for his work at our Diglis Water development in Worcester.





# Optimising Value

We do much more than build homes; we add social, environmental and economic value to the wider communities in which we operate and capture value at every opportunity



Our operations add significant additional value to communities in which we build; for example, job creation, improvements to local environments and infrastructure, as well as contributions to education and community facilities, creating sustainable and vibrant communities.

**Planning agreement contributions**  
During 2014, we contributed £300 million to local communities as part of planning agreement contributions known as Section 106 agreements in England and Wales and Section 75 agreements in Scotland. These contributions take many forms including the provision of community and leisure facilities, educational funding, jobs for local people, public art and green spaces.

Exactly what we provide in a specific location will depend on factors such as the number and size of the new homes being built and what facilities are already available in the surrounding area. We consult with local communities and try to provide facilities that meet their needs.

For example, at Cranbrook in Devon we will provide around £12.5 million in planning agreement contributions during the lifetime of the development. In 2014 we contributed more than £80,000 towards a play area, a community development worker and youth facilities including a temporary youth centre and a youth worker.

**Homes in which people can afford to live**  
Taylor Wimpey home prices start from under £100k. First time buyers accounted for 35% of our sales in 2014 (2013: 38%). See page 29 for more information on supporting first time buyers.

During 2014, 17.5% of the homes that we built were designated as affordable housing (2013: 18.2%). We work in partnership with local authorities and registered providers (independent housing associations that manage properties as affordable homes) to deliver affordable homes on the vast majority of our sites.

## Case study: Investing in local communities

We started building up to 700 new homes at the site of the former Cadbury chocolate factory in Keynsham, Bristol in 2014. The original 1920s factory buildings are being retained and redeveloped with new family housing built alongside. We are funding the rebuilding of the popular and historic Fry Sports and Social Club with sports and community facilities. In addition, we will create a local centre that will have retail units, a medical centre, a riverside café and a care home as well as a new nursery and primary school.

There will be a new riverside walk with a cycle and pedestrian bridge over the River Avon, substantial areas of public open space and a wetland area for wildlife. The Somerdale site is expected to deliver more than 1,000 jobs in Keynsham.



## Case study: Encouraging young people into construction

In November 2014 our East London regional business hosted an industry skills summit at our Chobham Manor development in London. Two of our apprentices – Apprentice Bricklayer Brett Dare and Apprentice Site Manager Shannon Hartigan – joined Housing Minister Brandon Lewis MP, Skills Minister Nick Boles MP and the HBF at the event to discuss career opportunities in the industry and the Government's commitment to create new jobs and apprenticeships.

At the end of the summit, ministers and industry agreed a range of measures to encourage young people to consider a career in construction.

Brandon Lewis MP said: "Today's deal with the housebuilders will create tens of thousands of jobs and apprenticeships on sites across the country, so we can nurture this home-grown talent for years to come."

Nick Boles MP added: "Through top quality employer-designed apprenticeships and industry-led training programmes, we want to help firms across the country to develop and invest in home-grown talent and get the skills they need to succeed."



Did you know?  
We invested £300m in local communities through planning agreement contributions in 2014

**Jobs and work opportunities**  
We provided employment for an average of 3,916 people in the UK in 2014 (2013: 3,900) and work for an average of 11,450 UK subcontractors (2013: 11,380), and as such continue to support job creation and the economy.

Taylor Wimpey is a significant local employer, having built 12,454 new homes across the UK in 2014. We strive to recruit the majority of our employees and subcontractors from the local area. We provide advice and help small and medium sized businesses with the health, safety and environmental (HSE) risk assessments and other site-specific procedures that they need to prepare for their areas of activity. See pages 34 to

35 for details of apprenticeship and other training schemes, which help to increase employability and tackle skills shortages.

In 2014 we provided 768 days of work experience for students and school children (2013: 405). As well as our ongoing work with Buckinghamshire UTC (see page 38), we run initiatives with a range of other schools, colleges and higher education providers. For example, we entered into a partnership with the University of Northampton in 2014 through which we will provide students with internships and work experience. In addition, staff from our East Midlands regional business will be able to sign up to accredited training programmes at the University. We also supported Edinburgh College's 'Get into Construction' scheme piloted in Scotland in conjunction with The Prince's Trust and the Construction Industry Training Board. In 2015 we will be working with Teesside University, providing educational talks for students on interior architecture (also see our work with St Edmunds Society on page 41). We also marked National Apprenticeship Week in 2014 by telling the story of some of our apprentices and emphasising the need to address an industry skills shortage through investment in the next generation of homebuilders.

Housebuilding has a considerable and positive impact on local economies in addition to providing jobs and work opportunities. See page 17 for details of the Economic Benefits Toolkit that we launched in 2014.

**Community involvement**  
We often become involved in community activities during the construction of our developments. We organise and support community events, such as a Community Fun Day at our East Wichel development near Swindon. We sponsor sports teams and community projects across the UK and are also happy to get our hands dirty for a good cause. For example, our East Scotland regional

Did you know?  
We provided 768 days of work experience for students and school children in 2014



Optimising value continued

business donated money and manpower to support a community clean-up day in the playground of St David's Primary School in Dalkeith, Midlothian. We helped to create new play areas, a climbing wall, garden areas and a vegetable patch. See page 19 for details of our community involvement at Chobham Manor in London and our engagement with schools.

Further examples of how we add value to the communities that we build are available on our website at [www.taylorwimpey.co.uk/in-your-area](http://www.taylorwimpey.co.uk/in-your-area)

Charitable initiatives

We support charities at both a national and regional level with housing and homelessness remaining our key areas of focus. Our Chief Executive Pete Redfern is on the Board of Trustees for Crisis, the national charity for single homeless people. Taylor Wimpey is also a patron of CRASH, the construction and property industry's charity for homeless people.

During 2014, we continued our partnership with Centrepont and our network of six regional homelessness charities across the UK, raising c.£466k since the partnership began in 2012.

In addition to helping to tackle homelessness and housing issues, in 2014 we supported a range of other charitable causes at a national as well as regional level. We continued our partnership with Macmillan Cancer Support, sponsoring its flagship Parliamentary Tug of War event for the 27<sup>th</sup> consecutive year (see page 41). Furthermore, nearly 200 of our colleagues scaled the highest peaks in the Brecon Beacons as part of a gruelling charity trek to raise funds for the Youth Adventure Trust (see page 40). We also started a partnership with the

Case study: Investing in the workforce for the future

We are proud to be sponsoring Aylesbury based Buckinghamshire University Technical College (UTC) which focuses on construction and ICT (Information and Communication Technology) studies for 14-19 year olds. We have been involved in the development of the college from the beginning: helping the college to develop its construction course curriculum and providing advice, funding and even a minibus. We have also set up a smaller version of a building site adjacent to one of our larger housing schemes, so students can get experience as real construction workers. We have already taken on two construction course students on one-year work experience placements. Beverley Flanagan, Principal of Buckinghamshire UTC, said: "We're delighted with the fantastic support that we've received from Taylor Wimpey. It's great to be able to work so closely with Taylor Wimpey and we hope we continue to enjoy a fruitful partnership long into the future".

For more information about Buckinghamshire UTC visit the college website at [www.buckinghamshireutc.co.uk](http://www.buckinghamshireutc.co.uk)



Mayor's Fund for London and 21st Century Legacy to help young Londoners from some of the most disadvantaged communities achieve their potential (see page 40).

2015 targets

- Continue to add social, economic and environmental value to the wider communities in which we operate and continue to report on progress.
- Expand the membership of our Charity Committee and review our charity focus.

Our Donations Policy is available at [www.taylorwimpey.co.uk/corporate/sustainability/our-policies](http://www.taylorwimpey.co.uk/corporate/sustainability/our-policies)

Our charitable initiatives across the UK





# Case studies across the UK



## Investing £185,000 in young Londoner's futures

We are delighted to be working with the Mayor's Fund for London and 21st Century Legacy as part of a new three-year partnership to deliver the 'Be the Best You Can Be! London' programme. The Mayor's Fund for London exists to give young people in deprived areas the skills and opportunities to get a job and escape the threat of poverty. This initiative will support 50,000 primary and secondary age pupils from some of the capital's most deprived areas – with the aim of getting them thinking beyond their current environment and helping them to achieve new horizons. Taylor Wimpey staff from our five regional businesses across London will volunteer their time to visit 250 participating schools, where they will assist with one-to-one tutoring, help with job interview practice, and offer support for teachers.

By 2017, we believe the programme will have found over 1,500 jobs and opportunities for unemployed young Londoners. Boris Johnson, Patron of the Mayor's Fund for London, said: "This generous support from Taylor Wimpey offers young people an opportunity to find their own pathways in playing a part in London's future."



## Conquering the Brecon Beacons

In March 2014 nearly 200 of our staff from across our regional businesses set off towards the Brecon Beacons with an aim to climb the Welsh National Park's 10 highest mountains in 10 hours. We are incredibly proud of our amazing walkers and support teams.

Our 45 teams raised £141,000 for the Youth Adventure Trust, a charity which provides adventure camps and day activities for disadvantaged children aged between 11 and 14, to give them an opportunity to learn to go beyond their own expectations and grow in confidence. A key part of our employees' preparations for the challenge included fitness training, with teams powerwalking up and down local hills at lunchtimes, after work and weekends to make sure they were physically (and mentally) fit for the challenge. Regular training updates were provided through our Teamtalk Express emails to employees, encouraging teams to share top training tips.

Mark Davey, Chief Executive of the Youth Adventure Trust, said: "This challenge has been the most successful fundraising event in the history of the Youth Adventure Trust. The money raised by Taylor Wimpey employees is a huge amount for a charity of our size and has a significant impact on our work. It will pay for more than 45 young people to attend a life-changing three year programme. We are extremely grateful to Taylor Wimpey for their contribution and the incredible enthusiasm of their employees."



## Helping vulnerable young people to find work

We continued to work with our charity partner St Edmunds Society in 2014. The charity provides support and training to enhance future employment prospects and independent living. It caters for vulnerable young people living in Norfolk, including those who face homelessness, have been excluded from or are underachieving at school, are ex-offenders or at risk of offending. During 2013, our East Anglia regional business worked with the St Edmunds Society to run our third annual employability day to help young people develop the understanding and skills they need to consider and apply for a job in construction. In addition, we provided two-week work placements to 15 unemployed young people as part of The Prince's Trust 'Get into Construction' programme and in conjunction with the St Edmunds Society. We also organised a golf day that raised £6,000 for the charity.

Lorraine Bliss, St Edmunds Society Chief Executive, said: "Taylor Wimpey has been a fantastic partner for us. Not only do they provide us with financial help, but they also give us technical support, materials and their time. Most importantly, they give opportunities for our young people for work experience, apprenticeships and jobs. The company is more than prepared to help us when we run into difficulties. It is one of the best things that has ever happened to us."



## Supporting charities and community groups

Every year, we get involved in a wide range of sponsorship and fundraising activities at a national level and within the regions in which we operate. For example, we have sponsored the Macmillan's annual House of Lords vs House of Commons Parliamentary Tug of War for 27 years.

The Ice Bucket Challenge to raise money for the Motor Neurone Disease Association captured everyone's imagination in 2014 and Taylor Wimpey was no exception. This is a very important charity and one that is close to our hearts as one of our colleagues in our Yorkshire regional business was diagnosed with the disease two years ago. Our regional business units nominated each other until every region had taken part including Taylor Wimpey Spain. Our Chief Executive and all our Divisional Managing Directors were among those who took up the challenge.

Our regional business units tend to focus on local initiatives, for example by providing Community Chest grants to charities or community groups in the local area. We regularly donate time, materials and labour as well as cash. And our employees often don hiking boots and running shoes or even, in the case of South Midlands Sales and Marketing Director Steve Rolt, a pair of high heels, to take part in events for charity.





# Our Performance

## We continue to set and benchmark ourselves against annual sustainability targets

This section highlights our progress in 2014, including performance against targets set out in our Corporate Responsibility Report 2013, and our targets for 2015. Progress and targets are displayed in sections according to the structure of this report – with our approach followed by the five aspects of our value cycle.

### Our approach

#### Progress

- Implemented our Sustainability Strategy.\*
- Continued to comply with the UK Corporate Governance Code and other key governance requirements.\*
- Continued to measure, monitor and report annually on our sustainability performance.\*
- Delayed the introduction of an internal communications programme focused on sustainability while we review how we communicate our strategy internally during 2015.\*

#### Targets for 2015

- Continue to comply with the UK Corporate Governance Code and other key governance requirements to ensure continuing best practice and compliance.
- Introduce a sustainability network of individuals throughout Taylor Wimpey to help promote and further embed aspects of our sustainability agenda.

\* Targets for 2014



#### Progress

- Our regional land strategies ensure that we continue to focus on selecting the right land and developing it in a sustainable manner.\*
- Integrated our Site Sustainability Appraisal Tool (now known as our Sustainable Development Checklist) into new guidance for employees on Our Approach to Sustainable Development.\*
- Reached our optimal short term landbank size and strengthened our strategic land pipeline with a record performance where we converted over 10k plots from the strategic pipeline into the short term landbank.

#### Targets for 2015

- Continue to focus on selecting the right land and developing it in a sustainable manner.
- Source more than 40% of completions from the strategic pipeline per annum in the medium term.
- Convert on average c.6k plots per annum in the medium term.

See pages 14 - 15

#### Progress

- Continued to undertake tailored, development-specific engagement with local communities on each and every one of our UK sites.
- Updated and re-issued our Community Engagement Toolkit.
- Further developed the website pages for our proposed developments and promoted our website as a community engagement tool.\*
- Undertook pilots of social media use in community engagement to understand how social media could contribute to our community engagement process.\*
- Continued to provide employees with training on our integrated approach to sustainable development, community engagement and design.

See pages 16 - 19

- Launched an Economic Benefits Toolkit for use during consultation.
- Launched a new curriculum pack to help our regional business units to engage with local school pupils and their parents.

#### Targets for 2015

- Continue to investigate digital aspects of community engagement, including analysing the outcomes of our social media engagement pilots.
- Continue to maintain best practice community engagement.

#### Progress

- Produced new guidance on design in Our Approach to Placemaking.\*
- We did not proceed with a review of the embodied energy in the homes we build.\*
- Reviewed internal processes with regard to flood risk, undertook a water audit\* and biodiversity review\* and investigated climate change adaptation.\*
- We are disappointed that construction waste increased in comparison to 2013 levels\*, however, we continue to compare favourably with our peers.
- Our scope 1 and 2 carbon emissions intensity reduced by 1.2% in 2014. We expect a greater reduction in 2015 as our energy reduction programme progresses.
- Continued with our energy reduction programme on sites, in sales areas and in offices.\*

See pages 20 - 27

- Started to provide guidance on energy-efficient behaviour for site staff and will provide guidance for sales area and office employees in 2015.\*
- Work on our supply chain sustainability strategy has been delayed while we undertake a supply chain review in 2015.\*
- More than 95% of our national suppliers have now signed up to Constructionline, which is less than the 100% targeted.\*
- Launched our new HSE Theme Initiative focusing on The Operative's Journey in 2014. The next stage of the initiative, which includes further engagement with contractors and site safety supervisory training, will take place in 2015.\*
- Developed and introduced new procedures on safe working at height.\*
- Maintained almost the same RIDDOR incident level with 32 incidents in 2014 in comparison with 31 incidents in 2013.\*

### Did you know?

Our sustainability reporting was Highly Commended in the PwC Building Public Trust Awards 2014

### Did you know?

Our City Mills development in London won Best Regeneration Project at the National Housing Awards 2014

### Did you know?

We continued with our energy reduction programme on sites, in sales areas and in offices in 2014

### Did you know?

We introduced a major new HSE Theme Initiative and new procedures on safe working at height in 2014



Our Performance continued



Targets for 2015

- Continue to focus on placemaking.
- Respond to the outcomes of the Housing Standards Review and new Building Regulations.
- Complete our review of internal processes to effectively assess and manage flood risk.
- Reduce our mains water consumption from our metered UK offices by 3% per full time employee.
- Improve the accuracy with which water data is collected across our estate and develop a business-wide water reduction strategy.
- Use the findings of our biodiversity review to develop a biodiversity strategy.
- Continue to progress towards our carbon intensity reduction target of 25% by 2018.
- Develop and implement action plans for reducing construction waste.
- Reduce construction waste by 15%.
- Continue with our energy reduction programme on sites, in sales areas and in offices.
- Undertake a supply chain review.
- Introduce stages two and three of our HSE Theme Initiative.
- Improve or, as a minimum, maintain the same Annual Injury Incidence Rate (AIIR) as in 2014.

\* Targets for 2014

Progress

- Undertook more detailed research and continued with our customer service review, with a view to developing a customer service strategy and action plans in 2015.\*
- Increasing customer satisfaction has been a clear priority for us and we have created a new role of Customer Director.
- We are very disappointed that the customer satisfaction rate decreased from 90% to 87% in 2014 and we will achieve a four-star rating from the HBF for customer satisfaction in 2015. We aim to achieve a five-star rating again as soon as possible.

 See pages 28 - 31

- Reviewed and updated the 40 existing modules of our Sales Academy and introduced community engagement and sustainability modules.\*
- Continued to develop our sales development programme for sales managers, which we now intend to finalise in 2015 rather than 2014.\*

Targets for 2015

- Customer service will remain a key area of focus for us in 2015 and we will strive to improve our Customer Satisfaction Scores.
- Draw up a comprehensive Customer Service Strategy and action plans.
- Continue to develop our Marketing Academy.

Progress

- Recruited a new Group Human Resources Director as well as creating new roles of Head of Talent and Senior Resourcing Manager.
- Continued to work on diversity and established a Diversity and Inclusivity Committee.
- Continued our trades apprenticeship scheme and recruited 29 individuals for our site management apprenticeship scheme.\*
- Recruited an increased number of graduates and management trainees.\*
- Continued to develop our approach to learning and development for our production and technical employees.\*

 See pages 32 - 35

- Postponed undertaking further Professionalism Training while focusing on updating our human resources strategy.\*
- Undertook our employee engagement survey.\*

Targets for 2015

- Update the human resources strategy for Taylor Wimpey.
- Continue our current graduate, management trainee and trades apprenticeship schemes and attract at least 20 new graduates, 20 management trainees and 100 new apprentices.
- Undertake an annual employee survey.
- Expand the development opportunities across our senior teams.

Progress

- Continued to do much more than build homes, using our approach to design and our planning agreement contributions to add social, environmental and economic value to the wider communities in which we operate.\*
- Ran initiatives with schools, colleges and higher education providers to provide educational projects, work experience, jobs and help with employability.
- Became involved in a wide range of charitable and community activities throughout the UK.
- Continued to support homelessness charities.\*

Targets for 2015

- Continue to add social, economic and environmental value to the wider communities in which we operate and continue to report on progress.
- Expand the membership of our Charity Committee and review our charity focus.

 See pages 36 - 41

Did you know?

Our East London regional business was named Private Developer of the Year at the First Time Buyer magazine Reader Awards

Did you know?

Our Cambourne Sustainable Show Village won Best Low or Zero Carbon Initiative in the Housebuilder Awards

Did you know?

70 of our site managers were recognised with a range of NHBC Pride in the Job awards in 2014

Did you know?

We invested £300m in local communities through planning agreement contributions in 2014



# Performance against targets set out in the Corporate Responsibility Report 2013

## Our approach

Continue to comply with the UK Corporate Governance Code and other key governance requirements. Measure, monitor and report annually on our corporate responsibility performance.	Achieved. See pages 8 to 9.
Implement our Sustainability Strategy.	Achieved. See pages 8 to 9.
Introduce an internal communications programme focused on sustainability.	Delayed while we review how we communicate our strategy internally during 2015. See page 9.

## Selecting land

Continue to focus on selecting the right land and developing it in a sustainable manner.	Ongoing process. See pages 14 to 15.
Develop other aspects of our Site Sustainability Appraisal Tool in 2014.	Achieved. We address site sustainability appraisal in Our Approach to Sustainable Development, which integrates our Site Sustainability Appraisal Tool (now known as our Sustainable Development Checklist). See pages 15 and 18.

## Managing the planning and community engagement process

Further develop the web pages for our proposed developments and promote our website as a community engagement tool.	Ongoing process. See page 17.
Look at how social media may be able to contribute to our community engagement process.	Ongoing process. See page 17.

## Getting the homebuilding basics right

Produce new internal guidance on design layouts for our homes and developments.	Achieved. Introduced new guidance on Our Approach to Placemaking. See pages 18 and 20.
Undertake a review of the embodied energy in the homes we build.	Not achieved. We did not proceed with a review of the embodied energy in the homes we build but focused instead on developing new guidance on sustainable development and placemaking. See page 21.
Undertake an audit of our operational water use.	Achieved. See page 22.
Review our biodiversity practices.	Achieved. See page 22.
Investigate climate change adaptation.	Achieved. See page 22.
Progress towards our carbon intensity reduction target of 25% by 2018.	Ongoing process. Our scope 1 and 2 carbon emissions intensity reduced by 1.2% in 2014. We expect a greater reduction in 2015 as our energy reduction programme progresses. See page 23.
Reduce or maintain the level of construction phase waste generated relative to our build.	Not achieved. We are disappointed that construction waste increased in comparison to 2013 levels, however, we continue to compare favourably with our peers. We aim to reduce construction waste by 15% in 2015. See page 24.
Launch new energy-efficient specifications for our building sites.	Achieved. See page 25.
Continue to switch from standard bulbs to LED energy-saving alternatives in show homes and sales areas.	Ongoing process. See page 25.
Launch an Energy Guide for our employees, which will set out principles for energy-efficient behaviour.	Ongoing process. We are no longer producing an Energy Guide but have instead started to provide guidance on energy-efficient behaviour to site staff and will provide guidance for sales area and office employees in 2015. See page 25.
Continue to work on our Supply Chain Sustainability Strategy.	Delayed while we undertake a supply chain review in 2015. See page 25.
Require all of our national suppliers to sign up to Constructionline.	Ongoing process. More than 95% of our national suppliers have now signed up to Constructionline. See page 25.

Extend our site safety supervisory training to other trades and undertake further HSE consultation workshops.	Instead of extending supervisory training to other trades and undertaking further consultation workshops we introduced an HSE Theme Initiative, which provides a new approach to HSE communication and supervision on site. We continued to engage extensively with contractors and operatives. See pages 26 to 27.
Draw up new procedures on safe working at height.	Achieved. See page 26.
Seek to improve or, as a minimum, maintain the same RIDDOR incident level in the UK in 2014.	We continued to keep our RIDDOR incident level low at 32 RIDDOR injuries per year in 2014 (2013: 31). Our Annual Injury Incidence Rate (AIIR) was 209 in 2014 (2013: 207). See pages 26 and 27.

## Delivering customer service

Develop action plans to tackle issues raised by the customer service review undertaken in 2013. Increasing customer satisfaction will be a clear priority.	Ongoing process. We undertook more detailed research into the Taylor Wimpey customer experience in 2014. Customer service continues to be a key area of focus for us. See pages 28 and 30.
Finalise our Sales Academy community engagement and sustainability modules and update existing Sales Academy modules.	Achieved. See page 30.
Launch our sales development programme for sales managers.	Ongoing process. We now intend to finalise this programme in 2015. See page 30.

## Our people

Continue our trades apprenticeship scheme and strive to attract around 100 new apprentices onto our new site management apprenticeship scheme by the end of 2015.	Ongoing process. We recruited 99 apprentices in 2014, which included 70 trades apprentices and 29 site management apprentices. Our new target is to recruit at least 100 new apprentices in 2015. See pages 34 to 35.
Recruit a greater number of graduates and management trainees.	Achieved. See page 35.
Provide professionalism training on diversity to office and site employees across the UK.	Not achieved. We decided to focus on other training and development programmes in 2014. See page 33.
Start our Production Academy training and finalise our Technical Academy.	Ongoing process. We looked at these two areas in greater depth in 2014. We are now in the process of developing an externally recognised Taylor Wimpey Production Diploma. In terms of our technical employees, we are focussing on design and project management. See page 34.
Undertake our two-yearly employee survey.	Achieved. See pages 32 to 33.

## Optimising value

Continue to do much more than build homes, adding social, economic and environmental value to the wider communities in which we operate.	Ongoing process. See pages 36 to 38.
Continue to support homelessness charities in 2014.	Achieved. See pages 38 and 41.



Data table

Key Performance Indicators (KPIs) and other relevant non-financial and sustainability data. Our KPIs appear in italics in the table below.

General		2014	2013	2012
Number of completions	UK	12,454	11,696	10,886
	Spain	164	118	156
Maintain compliance with the UK Corporate Governance Code		Yes	Yes	Yes
Climate change – current methodology <sup>a</sup>		2014	2013	2012
Total emissions (tonnes CO <sub>2</sub> e)				
Emissions from combustion of fuel (scope 1)		16,436	16,177	#
Emissions from electricity, heat, steam and cooling purchased for own use (scope 2)		11,885	10,526	#
Total scope 1 and 2 emissions		28,322	26,703	#
Emissions intensity: emissions per 100sqm of completed homes		2.45	2.48	#
Other indirect GHG emissions from operations and supply chain (scope 3)		696,005	551,749	#
Total scope 1, 2 and 3		724,327	578,452	#
Emissions intensity: emissions per 100sqm of completed homes		62.60	53.82	#
Operational (site and office) fuel and electricity consumption (MWh) <sup>b</sup>		81,679	81,800	#
Climate change – previous methodology <sup>a</sup>		2014	2013	2012
Emissions from combustion of fuel (scope 1)		#	#	13,679
Emissions from electricity, heat, steam and cooling purchased for own use (scope 2)		#	#	13,440
Other indirect GHG emissions from operations and supply chain (scope 3)		#	#	472,092
Total scope 1, 2 and 3		#	#	499,211
Our homes and communities		2014	2013	2012
Number of affordable home completions in the UK		2,178	2,124	1,946
Donations and fundraising for registered charities		£539,000	£415,000	£333,000
Value of Section 106 (England) and Section 75 (Scotland) Agreements in the UK (£000s)		£299,614	£226,997	£180,785
Environmental sustainability		2014	2013	2012
Number of completed units built to UK Code for Sustainable Homes	Level three	3,268	3,067	1,371
	Level four	756	350	10
Tonnage of construction waste per 100sqm build <sup>c</sup>	General waste	3.94	3.02	2.95
	Plasterboard waste	0.64	0.57	0.67
	Total construction waste	4.58	3.59	3.62
Construction waste recycled or sent to landfill	Waste recycled	94%	92%	91%
	Waste sent to landfill	6%	8%	9%
Percentage of UK homes built on brownfield land		55%	55%	58%
Percentage of UK sites with biodiversity action plans (SSEAPs)		100%	100%	100%

Taylor Wimpey received no improvement or prohibition notices or prosecution from the HSE in 2014 but did receive two notifications of contraventions. The first related to Newton Farm in Cambuslang where an operative failed to use appropriate dust protection. The equipment was available on site and we issued an updated Dust Briefing Note to reinforce the necessary measures with those who work on our sites. The second notification involved a customer concern relating to vehicle and plant movements at our Kingston Chase development in Milton Keynes. We introduced a series of additional controls and adjusted delivery times to avoid peak pedestrian movement. There were no other reported instances of breaches of health and safety or environmental legislation.

Our customers		2014	2013	2012
Customers satisfied or very satisfied with the quality of their home <sup>d</sup>	UK	87.4%	90.0%	92.5%
	Spain	100%	100%	100%
Would you recommend a Taylor Wimpey house to your best friend? <sup>d</sup>				

Our employees		2014	2013	2012
Average number of employees	UK	3,916	3,900	3,683
	Spain	75	72	72
Annual voluntary employee turnover <sup>e</sup>	UK	7.1%	7.5%	7.1%
	Spain	2.7%	2.8%	8.3%
Average number of days training per monthly salaried employee <sup>f</sup>	UK (including health and safety training)	3.0	2.7	2.5
		19	11	7
Number of individuals recruited for the Taylor Wimpey graduate programme		19	11	7
Number of UK management trainees recruited		50	23	13
Number of UK apprentices recruited		99	49	34
Average number of days absence per monthly salaried UK employee		5.623	5.592	4.980
Number of calls to our Safecall reporting hotline service		3	10	7

Health, safety and environmental management		2014	2013	2012
Number of reportable RIDDOR injuries per year	UK	32	31	44
	Spain	6	0	3
Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors) <sup>g</sup>	UK	209	207	311
	Spain	894	0	915
Annual Injury Incidence Rate (AIIR) for major injuries (incidence rate per 100,000 employees and contractors)	UK	26	60	113
	Spain	0	0	0
Health, safety and environmental training days per UK employee <sup>h</sup>	Site management and operational staff <sup>i</sup>	5.3	4.3	3.4
	Support staff (e.g. office based staff)	0.2	0.2	0.3

a Please see page 23 for more notes on this data. Emissions data is provided as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e).

b This figure includes the consumption of electricity, natural gas and other fuels (gas oil, diesel etc.) but excludes car fleet emissions.

c Please note that construction waste is waste from the construction phase of our developments and excludes other site wastes such as demolition, remediation and infrastructure including soil.

d UK and Spain data relates to customer survey scores that were available at the end of December each year. Please see page 30 for more detail.

e UK employee turnover has been calculated using a different methodology since 2013. Data for 2012 has been amended accordingly.

f UK training data covers formal training programmes that are organised centrally but excludes regionally organised health, safety and environmental training and additional on site and on the job training.

g The injury frequency rate for Spain equates to the number of reportable RIDDOR injuries, which is six in 2014, zero in 2013 and two in 2012.

h Health, safety and environmental training data includes formal training programmes but excludes regular on site update training such as toolbox talks, etc.

i We changed our methodology for calculating H&S training days for site management and operational staff in 2014. Data for 2013 and 2012 has been amended accordingly.

# Data not available.



Glossary

<b>AIIR</b>	Annual Injury Incidence Rate.
<b>BfL</b>	Building for Life 12 is the industry standard, endorsed by Government, for well-designed homes and neighbourhoods.
<b>Built for Life</b>	Built for Life schemes satisfy a 12 point criteria for design quality, safety and community developed by the Home Builders Federation, Cabe at the Design Council and Design for Homes.
<b>CDP</b>	Carbon Disclosure Project. An international, not-for-profit organisation providing a global system for companies and cities to measure, disclose, manage and share environmental information.
<b>CfSH</b>	The Code for Sustainable Homes is the national standard for the sustainable design and construction of new homes.
<b>CIL</b>	The Community Infrastructure Levy is a planning charge, introduced by the Planning Act 2008 as a tool for local authorities in England and Wales to help deliver infrastructure to support the development of their area.
<b>COMBINE</b>	Taylor Wimpey's Co-ordinated Measurement of Business Information System.
<b>Constructionline</b>	UK Government's certification service for supplier vetting.
<b>CRC</b>	UK Government's Carbon Reduction Commitment Energy Efficiency Scheme.
<b>Dow Jones Sustainability Index</b>	The Dow Jones Sustainability Indices serve as benchmarks for investors who integrate sustainability considerations into their portfolios.
<b>FTE</b>	Full time employee.
<b>FTSE4Good</b>	The FTSE4Good Index Series objectively measures the performance of companies that meet globally recognised corporate responsibility standards.
<b>GHG</b>	Greenhouse gas.
<b>GLA</b>	The Greater London Authority is the local authority responsible for Greater London.
<b>GMT</b>	Taylor Wimpey Group Management Team.
<b>GOT</b>	Taylor Wimpey Group Operations Team.
<b>HBF</b>	Home Builders Federation.
<b>HCA</b>	The Homes and Communities Agency is the national housing and regeneration agency for England.
<b>HSE</b>	Taylor Wimpey's term for health, safety and environment.
<b>HSE</b>	UK Government's Health and Safety Executive.
<b>ISO 14001</b>	Environmental management standard from the International Organization for Standardization.
<b>Lifetime Homes</b>	The Lifetime Homes standard is a set of 16 design criteria that provide a model for building accessible and adaptable homes.
<b>Localism Act</b>	The Localism Act was introduced in November 2011. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing.
<b>NextGeneration</b>	NextGeneration is an annual membership based benchmark of the sustainability performance of the UK's largest homebuilders.
<b>NHBC</b>	National House-Building Council.
<b>NPPF</b>	The National Planning Policy Framework acts as guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.
<b>OHSAS 18001</b>	An international occupational health and safety management system specification.
<b>ReUSE</b>	Taylor Wimpey soil sharing programme.
<b>RIDDOR</b>	RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
<b>Section 106 / Section 75</b>	Planning obligations under Section 106 of the Town and Country Planning Act 1990, commonly known as S106 agreements, are a mechanism which makes a development proposal acceptable in planning terms in England and Wales. Section 75 agreements are the equivalent planning obligations in Scotland.
<b>Secured by Design</b>	Secured by Design is the official UK Police flagship initiative supporting the principles of 'designing out crime'.
<b>SSEAPs</b>	Taylor Wimpey Site Specific Environmental Action Plans.
<b>SSG</b>	Taylor Wimpey Sustainability Steering Group.
<b>UTC</b>	University Technical College.



We value your feedback and welcome comments on this report or any aspect of our approach to sustainability.

If there is a proposed development in your area, please get involved. At Taylor Wimpey, we firmly believe that the more thoroughly we engage with the local community and local stakeholders, the better and more rounded our development designs will be.



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