

Customer service and quality

We want every customer to receive a great service and for every new home to meet our quality standards. We are investing in training and process improvements to improve consistency across our business.



2020 highlights

- Achieved a recommend score of 92% in the HBF 8-week survey which equates to a five-star rating
- Achieved an average quality score of 4.45 compared with an industry benchmark group average of 4.32
- 20% of our senior leadership's performance-related bonus was dependent on achieving customer satisfaction targets

Plans and targets

- Achieve a CQR score of at least 4.1 in each of our regional businesses and at least 75% of build stages to score 4 or above in all regional businesses
- Resolve at least 70% of customer issues within 28 days
- Resolve all complaints or have agreed an action plan within 8 weeks
- Maintain a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating
- Improve our 9-month customer satisfaction survey score
- Achieve a 4.5 star rating on Trustpilot

Customer satisfaction (including quality) is one of the criteria in our corporate bonus scheme for all employees. In addition, in 2020, 20% of our senior leadership's performance-related bonus was dependent on achieving customer satisfaction targets.

Getting things right first time also reduces costs and is important from an environmental perspective as fewer mistakes mean less waste, fewer deliveries to site and homes that perform to the energy-efficiency standards we expect.

High-quality homes

Build quality on site is overseen by our UK Head of Production, who works closely with our Customer Director. Progress is reviewed monthly by our Group Management Team. We agree a quality improvement plan for any sites not meeting our standards and work with commercial, technical and production teams to implement improvements.

We have recruited Quality Managers across the majority of our regional businesses. They work closely with Production Directors to review performance and address quality issues.

Our Consistent Quality Approach (CQA) guidelines ensure Site Managers, subcontractors, production and customer service teams have a consistent understanding of the finishing standards we expect on all our homes. In 2020, we published a customer version, to make it clearer to customers what they can expect from us.

Our Production Academy training helps us embed our quality standards. Participants complete an NVQ at the relevant level, from construction site supervision to construction senior management and further external technical courses adapted to our business. These cover the NHBC warranty, effective snagging, defects prevention, site environmental management, leadership skills, commercial awareness and project management.

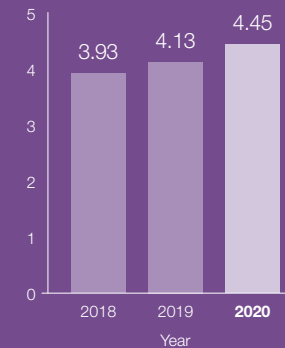
Over 450 employees have enrolled in or completed the training so far. During 2020, we introduced weekly online masterclasses during the first lockdown for our people to learn from industry experts, suppliers and others on a range of topics including air quality testing, timber frame, lintels, roofing standards and workmanship.

Quality scores

We track progress by monitoring the NHBC Construction Quality Review (CQR) score, which measures build quality at key build stages. In 2020, our average score of 4.45 (2019: 4.13) compared to an industry benchmark group average of 4.32. We met our target to achieve at least a four rating by 2020 in each regional business and over 86% of build stages scored at least four. We are fifth nationally when ranked against housebuilders that have more than 100 build stages (which excludes self build and very small housebuilders).

NHBC Construction Quality Review

(average score out of 6)



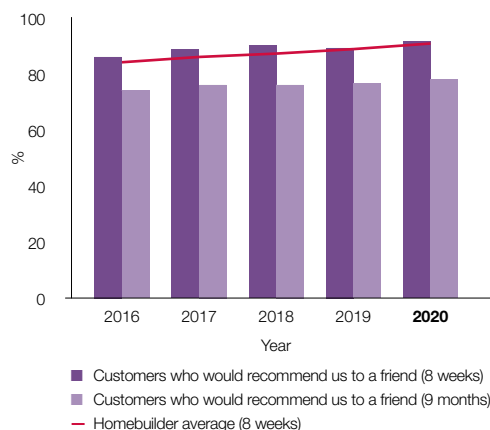
Customer satisfaction

We want customers to receive clear information and prompt service throughout the homebuying process.

Our training academies help us build the functional skills we need to deliver great customer service. Our Academy of Customer Excellence for customer service teams covers our product range, Customer Journey, consumer protection legislation, technical standards, and health, safety and the environment. Our Academy of Sales Excellence builds the skills, knowledge and expertise of our sales teams to deliver excellent customer service and consistent sales in all market conditions.

We track customer satisfaction using the Home Builders Federation (HBF) 8-week and 9-month survey results. In 2020, 92% of customers in the 8-week survey would recommend us to a friend (2019: 89%). This means we met our target to achieve a five-star rating.

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



Note: The Taylor Wimpey eight week data for 2020 is based on a sample size of 4,848. The nine month data is based on a sample size of 5,022.

Our 9-month satisfaction scores give us insight into how customers feel about the homes and places we build over the longer term. Our score for 2020 was 78% (2019: 77%).

We encourage customers to leave reviews on Trustpilot. At the end of 2020 we had a 4 out of 5 star rating with a Trust Score of 4 out of 5. We aim to reach a 4.5 star rating next year.

Trust and transparency

We want to get things right for customers, and where concerns do arise, we aim to address them at an early stage. We have a target to resolve 70% of customer issues within 28 days. In 2020, our performance was affected by the pandemic and we achieved 52%.

If issues aren't resolved to our customers' satisfaction, they can raise a complaint with our customer service teams. Any complaints that can't be resolved are referred to the regional Head of Customer Service. This process is overseen by our Customer Director. We have trained our teams on handling complaints effectively and sympathetically and only trained employees are authorised to manage complaints. We aim to resolve all complaints or have an agreed action plan in place within eight weeks.

We are supportive of Government plans to introduce an independent ombudsman service for the new build sector. We expect this to be introduced in 2021 and will sign up to its code of conduct. This will supersede the current UK Consumer Code for Home Builders, of which we are a signatory. We have been working with the HBF and others in our industry to align to the expected new requirements in areas such as complaints handling and customer rights to pre-inspection of new properties.

Responsible marketing

Our advertising and marketing agencies are required to follow the guidelines established by the Advertising Standards Authority, Committee of Advertising Practice, Institute of Practitioners in Advertising and British Code of Sales Promotion as well as the UK Consumer Code for Home Builders.

During 2020, there were no complaints made to the Advertising Standards Authority.

Ground Rent Review Assistance Scheme

During 2007-2011, ten-year doubling ground rent clauses were generally included in customer leases on some of our developments. We ceased using such clauses on new developments from January 2012 onwards. In April 2017, following a detailed review, we launched a voluntary Ground Rent Review Assistance Scheme (GRRAS) to help affected customers. Under GRRAS, Taylor Wimpey covers the cost of converting our customers' lease terms into an industry standard RPI-based lease, comparable to that used in the majority of residential leases in the UK.

GRRAS is available to all of our customers and also to subsequent purchasers on those developments where we still own the freehold.

We have reached agreement with freeholders representing 99% of the leases concerned, with the other 1% in negotiations. All of our customers that currently have the option of converting their ten-year doubling lease to an RPI-based structure have been contacted in connection with this matter.

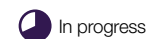
The CMA's investigation into leasehold remains open and we understand that the CMA will continue to proceed with its investigation. We will continue to cooperate with the CMA and will formally respond to the CMA at the appropriate point in its process.

Progress against targets

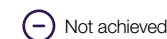
Target	Progress	Achieved?
Achieve a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating	92% of customers in the 8-week survey would recommend us to a friend. This equates to a five-star rating.	✓
Achieve a QCR score of at least 4 in each of our regional businesses	All regional businesses achieved a score of at least 4 and our group average was 4.45 (2019: 4.13) from a possible score of 6. This compares with an industry benchmark group average score of 4.32. 86% of build stages scored at least 4.	✓
Improve our 9-month customer satisfaction survey score to a consistent 80%	Our score for 2020 was 78%, an increase from 77% the previous year.	◐
Produce a customer version of our Consistent Quality Approach document so customers are clear what they can expect from us	This was published on our website. We also now communicate the guide to new customers when they reserve their property with us.	✓
Exceed NHBC requirements by conducting two Construction Quality Reviews per site per year	We conducted 468 inspections during 2020, achieving our target.	✓
Trial our new Customer Relationship Management system across the business	We began trials in two regional businesses but the full roll-out was delayed until 2021 due to the impact of the pandemic.	◐



Achieved



In progress



Not achieved