

A photograph of two women walking a small dog on a grassy hill. The woman on the left is wearing a white long-sleeved shirt and black pants, holding a leash. The woman on the right is wearing a beige sweater and black pants. A small white dog with a red collar is walking between them. In the background, there are trees and a house with a blue roof. The foreground is a grassy hill with some blurred foliage on the right side.

Emerging **Stronger** for all stakeholders

Sustainability Report 2020

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This report explains our progress on the most important social, environmental and ethical issues for our business and our stakeholders.

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Our material issues

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Our purpose is to build great homes and create thriving communities.

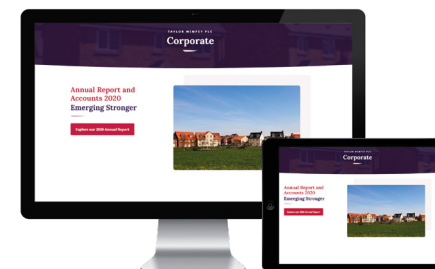
Our commitment to sustainability helps us to achieve our purpose by ensuring we design and build flourishing, inclusive places for our customers; operate responsibly; create a great place to work for our employees; and play our part in protecting the environment for future generations.

By integrating sustainability into the way we work, we can create a stronger business for the long term and generate more value for all our stakeholders.

This has never been more important than in 2020. We have taken a careful approach to the pandemic, putting the health and safety of our employees, customers, subcontractors and partners first, while setting the business up to emerge stronger from this crisis.

Our reporting

Reflecting the importance of ESG at Taylor Wimpey, we are moving towards integrated reporting. We have increased disclosure of ESG topics in our Annual Report and Accounts this year. In 2022, our goal is to publish an integrated report supported by our sustainability web pages and an ESG Addendum for social and environmental performance data.



 Our Annual Report and Accounts 2020 and online Sustainability Report can be viewed at www.taylorwimpey.co.uk/corporate

Chief Executive's letter

Committed to our purpose



“The pandemic highlighted the importance of home and that includes the planet we all live on.”

2020 was an eventful and challenging year, but despite the disruption, I'm very pleased to say that we continued to make progress across our environmental, social and governance priorities.

What sustainability means to us

Sustainability for our business isn't just about a particular set of targets, although they are very important. We run our business for the long term and so sustainability, in the widest sense, has always been a key part of our decision making. You can see this approach at work across Taylor Wimpey, from our absolute commitment to health and safety and investment into build quality through to developing our people and subcontractor relationships.

Prioritising safety

Health and safety is always our number one priority. We were the first major homebuilder to stop construction and close sales centres during the first lockdown as we developed new working practices to protect our employees, partners and customers. We made these new practices available to smaller housebuilders free of charge. We also used our expertise and resources to support local communities, including making donations of personal protective equipment (PPE) to local care organisations.

Doing the right thing

Doing the right thing for our customers is a key priority for the Group. At the time of our 2020 full year results, we announced our intention to support building owners and leaseholders with fire safety investments to ensure their apartment buildings are safe and meet current EWS1 (External Wall Fire Review) requirements. This applies to Taylor Wimpey apartment buildings constructed over the last 20 years, including apartment buildings below 18 metres. We announced an additional £125 million provision to cover this cost.

Supporting our employees

During 2020, I have been incredibly proud of the resilience shown by our teams in adapting to ensure that we could continue to keep Taylor Wimpey open for business and to support customers in a safe and responsible way. Through all of this, our teams have pulled together to support one another and continue to work to achieve our purpose – building great homes and creating thriving communities. Their efforts are reflected in the five-star rating we have received from the Home Builders Federation (HBF) based on customer reviews, and the results of independent National House Building Council (NHBC) quality assessments that show we improved performance year on year.

Supporting employees during the pandemic has been a focus for our management team and has included increased employee communication, new wellbeing programmes and virtual training opportunities. We were pleased to be named in the Glassdoor top 50 places to work in the UK for the fourth year running, based on employee feedback, and that 98% of employees reported feeling positive with the support they received whilst on furlough.

We also maintained our focus on diversity and inclusion, seeking to widen our talent pool and ensure that all of our employees are respected and included regardless of their background. We have made some good progress in this area but recognise we have more to do to create a workforce that fully reflects our wider communities.

Increased focus on the environment

The pandemic highlighted the importance of home, not just the four walls in which we live but our neighbourhoods, our green spaces and our planet. The challenges posed by climate change and biodiversity loss are becoming ever more urgent, and we want to play our part in tackling them. During the year, we reviewed and updated our environment strategy, which now includes an ambitious carbon reduction target that has been approved by the independent Science Based Targets initiative (SBTi).

We are also making biodiversity a priority and will be working across our business to ensure that nature can find a home on our developments. We see this environmental strategy as a big step forward, and one which our employees are behind. After the challenging task of implementation, we will continue to target improvements, making meaningful and positive changes in our focus areas.

An integrated approach

Our commitment to sustainability is central to helping us achieve our purpose. Reflecting this, we are moving towards integrated financial and non-financial reporting. Following feedback from stakeholders, we have also widened the scope of our reporting and have reported against the Sustainability Accounting Standards Board (SASB) criteria for the first time this year.

We are pleased at the progress made to date to embed sustainability into the everyday, but know there is more that we can, and should, do. This will remain a focus for us and I look forward to updating you on our progress next year.

Pete Redfern
Chief Executive

97%

employees comfortable with the arrangements the company has put in place to protect their safety

92%

8-week customer satisfaction score

Our response in 2020

2020

Closure of show homes, sales centres and construction sites

Following the start of the first nationwide lockdown, we took the decision to close all of our show homes and sales centres on 23 March, and construction sites on 24 March, while we put in place the safety measures necessary to operate in a COVID-secure manner.

Employee wellbeing

A small challenge was set each day for employees, with the aim of providing a focus for all and encouraging colleagues to stay connected and engaged. A total of 44 challenges were set between March and May and almost 1,000 entries were shared using the Group's internal social network, Yammer.

Reopening of construction sites and sales centres

The phased reopening of Taylor Wimpey construction sites in England and Wales began on 4 May and in Scotland from 28 May.

Following Government guidance which removed restrictions on non-essential home moves and supported the return of activities related to the sale and purchase of homes, Taylor Wimpey's sales centres reopened by appointment only in England from 22 May.

NHS and care worker discount

Discount scheme for NHS and care worker employees launched, offering 5% discount off the purchase price of a new home, as a thank you for their heroic efforts during the COVID-19 pandemic.



New national restrictions

The Government confirmed that the housing market should remain open for business during the period of new restrictions in England announced in November, and construction was encouraged to continue.

Construction sites also remained open in Scotland and Wales.

Cost and organisational review

A detailed review of organisational and cost structures resulted in management changes, a rationalisation of the London operating structure and a series of reductions in central and business unit overhead levels.

February

Irene Dörner adopts position of Chairman

After joining the plc Board as Chair-designate in December 2019, Irene Dörner adopted the position of Chairman on 26 February, bringing a wealth of financial and commercial experience.



Feb

March

April

Pay It Forward Scheme

Taylor Wimpey Pay It Forward Scheme launched offering advance payments to support self-employed subcontractors.

PPE donations

Following the closure of our construction sites, surplus PPE was donated to local care organisations which highlighted a widespread need. TW Logistics was able to procure face masks, gloves and aprons which were distributed by employees to care homes across the country.

Isolation Challenge

As the annual TW Challenge was unable to take place, employees instead took part in an Isolation Charity Challenge to complete as many miles as possible during their daily exercise, raising over £70k for charity.

Board changes

Kate Barker stepped down from the Board after just over nine years with Taylor Wimpey. Robert Noel took up the position of Senior Independent Director on 21 April.

May

June

Equity raise

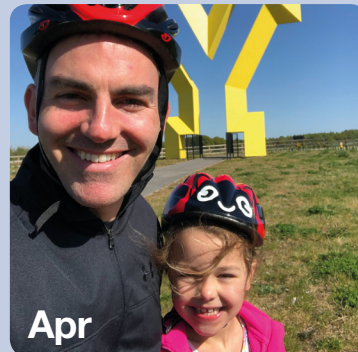
Successfully completed an equity raise, raising net proceeds of £510 million in order to take advantage of attractive opportunities in the land market.

Scotland and Wales sales centres reopen

Sales centres in Wales reopened by appointment only for customers from 22 June, and in Scotland from 29 June.

Educational masterclasses

Between April and June, a series of masterclass sessions were held for employees, covering a range of topics with over 2,500 attendees.



Apr

July

Diversity and Inclusion

Taylor Wimpey's second diversity and inclusion conference was held virtually on 6 July, with over 110 attendees including our D&I Champions, Managing Directors and Divisional Chairs.

Furlough subsidies returned

All employees returned to work from furlough and all furlough subsidies returned to Government.

October

Work-life balance during COVID-19

Taylor Wimpey was named in Glassdoor's top 10 companies for work-life balance, based on employee reviews left between March and September 2020.

November

Housebuilder Award for care home initiative

Taylor Wimpey received the Housebuilder Star Award at the Housebuilder Awards 2020, for the Company's care home initiative, which supplied over 50 care organisations with much needed PPE and other supplies.

New Non Executive Directors

The Board announced that Scilla Grimble and Jitesh Gadhia will be appointed as Independent Non Executive Directors with effect from 1 March 2021.

December



Dec

Our sustainability priorities

What sustainability means to us

Our purpose is to build great homes and create thriving communities.

We focus on a range of social, environmental and economic issues to help us achieve our purpose and be a responsible business:

Our homes

-  Sustainable homes and communities
-  Land, planning and community engagement
-  Customer service and quality
-  Charitable giving

Our people

-  Health, safety and wellbeing
-  People and skills

Our environment

-  Environment
-  Responsible sourcing

Operating responsibly



Governance and management

As a responsible business, we want to play our part in creating a sustainable future for everyone. We focus on the sustainability issues that are most material for our business and the areas where we can have a positive impact.

Our framework reflects the importance we place on creating high-quality homes for our customers and being an employer of choice. It also highlights our commitment to create value for all stakeholders by operating responsibly and playing our part in protecting and regenerating the natural environment.

We have taken time in 2020 to review our response to environmental issues, including climate change and biodiversity through our new environment strategy. Read more on pages 5 and 6.

Integrating ESG

The importance of environmental, social and governance (ESG) issues is increasingly being recognised by investors and we are developing our reporting to reflect this. We have integrated more sustainability information into our Annual Report and Accounts 2020 and are reporting against the majority of the disclosures recommended by the Sustainability Accounting Standards Board for our sector (see pages 36 to 40). Reflecting the importance of ESG, the Company's ESG agenda is currently the responsibility of the Nomination and Governance Committee of our Board of Directors.

United Nations Sustainable Development Goals

We support the UN Sustainable Development Goals (SDGs), which aim to unite governments, businesses and the third sector to end poverty, fight inequality and address climate change. We have identified 12 goals and 32 targets where we can make a contribution towards a more sustainable future. We use the goals to inform our materiality process and the development of our sustainability strategy and targets. An index is included on our website, showing how we can support the goals.

 Read more about our commitment to the SDGs here:
www.taylorwimpey.co.uk/corporate/sustainability

 Read more about our ESG commitments in our Annual Report and Accounts 2020

Our environment strategy

Building a better world

In 2020, we have reviewed our approach to the environment and developed a new set of challenging targets.

Why this matters to us

Our business has a significant environmental footprint through the resources we use and the emissions associated with our operations, supply chain and the homes we build. We will also be affected by the physical impacts of climate change and new legislation. We know from our research that customers are increasingly engaged on environmental subjects and many have a desire to live more sustainably.

Most importantly, climate change, declining nature and other environmental problems are increasingly becoming a threat to the wellbeing of people today and future generations. We want to play our part in addressing these challenges and we have a great opportunity to do so. Through our operations, we can positively impact the local environment in hundreds of locations around the UK and, through the homes and places we build, we can enable our customers to live more sustainably.

What we will do

With the launch of our environmental strategy, we will play our part in creating a greener, healthier future for our customers, colleagues and communities.

Our strategy focuses on the key environmental impacts for our business: climate change, nature, resources and waste. We have set a challenging carbon reduction target that has been approved by the Science Based Targets initiative to ensure we align our progress with the international Paris Climate Agreement.

We will engage our supply chain to influence positive change beyond our business and reduce the significant environmental impacts associated with the goods and services we buy.

We have also included several targets that will directly help our customers to reduce their own footprint and achieve their aspiration of a greener and healthier lifestyle.

Vision and commitment

Building a better world

Our world – our home – is in trouble and we aren't standing on the side lines watching. We want to be part of the solution – working together to minimise the impact we have on climate change and protecting our planet for future generations. We're committing to challenging, measurable targets based on science, to making changes in the way we work and to reducing our footprint. By thinking globally and acting locally, we will play our part to create a greener, healthier home for us all. Let's build a better world together.

Our priorities

Climate change

Protect our planet and our future by playing our part in the global fight to stop climate change.

Nature

Improve access to and enable enjoyment of nature for customers and communities by regenerating the natural environment on our developments.

Resources and waste

Protect the environment and improve efficiency for our business and our customers by using fewer and more sustainable resources.

Our environment strategy continued

Our targets

We have set ambitious quantitative targets to help drive progress in each of our priority areas, up to 2030.

Delivering our targets will be challenging and will require action from every colleague across our business as well as collaboration with our peers, non-governmental organisations (NGOs) and government.

Responsibility for implementing our targets lies with our heads of function and leaders in our regional businesses who will report progress to our Group Management Team (GMT).

Our Legacy, Engagement and Action for the Future (LEAF) Committee, chaired by a member of our GMT, will monitor our progress.



You can read more on our website at www.taylorwimpey.co.uk/corporate/sustainability



See pages 17 to 20

Our priorities

Strategic objectives

Supporting targets

Climate change

Protect our planet and our future by playing our part in the global fight to stop climate change.

Achieve our science-based carbon reduction target:

- Reduce operational carbon emissions intensity by 36% by 2025 from a 2019 baseline
- Reduce carbon emissions intensity from our supply chain and customer homes by 24% by 2030 from a 2019 baseline

- Reduce operational energy intensity by 32% for UK building sites by 2025
- Purchase 100% REGO-backed (Renewable Energy Guarantees of Origin) green electricity for all new sites
- Reduce emissions from customer homes in use by 75% by 2030
- Reduce embodied carbon per home by 21% by 2030
- Reduce car and grey fleet emissions by 50% by 2025

- Update our policies and processes to reflect the risks and opportunities from a changing climate by 2022
- Make it easier for close to 40,000 customers to work from home and enable more sustainable transport choices through 36,000 EV charging points and 3,000 additional bike stands by the mid 2020s

Nature

Improve access to and enable enjoyment of nature for customers and communities by regenerating the natural environment on our developments.

Increase natural habitats by 10% on new sites from 2023 and include our priority wildlife enhancements from 2021.

- Include our wildlife enhancements on all suitable new sites:
- Hedgehog highways from 2021
- Bug hotels (at least 20% of homes) from 2021
- Bat boxes (at least 5% of homes) from 2022
- Bird boxes (at least 80% of homes) from 2023
- Wildlife ponds from 2024

- Reptile and amphibian hibernation sites from 2025
- All new sites have planting that provides food for local species throughout the seasons
- Help customers engage with nature and create 20,000 more nature-friendly gardens by 2025
- 200 beehives on our sites by 2025

Resources and waste

Protect the environment and improve efficiency for our business and our customers by using fewer and more sustainable resources.

Cut our waste intensity by 15% by 2025 and use more recycled materials. By 2022, publish a 'towards zero waste' strategy for our sites.

- Engage with suppliers to meaningfully reduce plastic packaging on our sites by 2025
- Help 20,000 customers to increase recycling at home by 2025
- Reduce operational mains water intensity by 10% from a 2019 baseline by 2025
- Make it easier for 20,000 customer households in water stressed regions to install a water butt by 2025

- Measure the environmental footprint of the key materials in our homes and set a reduction target
- Measure air quality in our homes and on our sites by 2021
- Give customers the information they need to maintain good air quality in their homes by the end of 2021

Our material issues

Our materiality assessment helps us to identify and focus on the sustainability (environmental, social and economic) issues and impacts that matter most to our business and our stakeholders, including customers, investors, our people and regulators.

The assessment takes into account a range of factors including our business priorities, stakeholder views, the UN Sustainable Development Goals, long term trends and government policy.

Materiality assessment methodology

We updated our materiality assessment in 2019 and early 2020 to ensure we remain focused on the priority sustainability issues for our business and stakeholders.

We use the results of our materiality assessment to inform our approach to managing ESG risks and opportunities, including the development of our environmental strategy.

1. Issue identification

A long list of issues was identified based on current priorities, our previous materiality assessment, business strategy, our main impacts and risks, long term and market trends, the UN Sustainable Development Goals and other frameworks.

2. Stakeholder research

We sought the views of investors, local government, non-governmental organisations, academics, registered social landlords and sustainable business organisations. We also drew on consumer research, a government policy review and a media scan.

3. Internal interviews and research

We carried out internal interviews and research with senior leaders, functional leads and graduates.

4. Review

Our materiality matrix was reviewed by our Chief Executive and members of our Group Management Team.

Our materiality matrix



Our material issues



Sustainable homes and communities



Land, planning and community engagement



Customer service and quality



Health, safety and wellbeing



Environment



Responsible sourcing



People and skills



Charitable giving



Governance and management

Sustainable homes and communities

We build houses that become homes, and developments that become communities. We focus on placemaking and design and invest in affordable homes, infrastructure and research and development to help us create great places to live.



2020 highlights

- Ran our third placemaking competition to celebrate best practice in our business
- Contributed £287 million to local communities via planning obligations
- 71% of our UK completions were within 500m of a public transport node
- 20% of our completions were designated affordable
- Surveyed over 1,000 people on their attitudes to the environment and sustainable living

Plans and targets

- Make it easier for close to 40,000 customers to work from home and enable more sustainable transport choices through 36,000 EV charging points and 3,000 additional bike stands by the mid 2020s
- Help 20,000 customers to increase recycling at home by 2025
- Make it easier for 20,000 customer households in water stressed regions to install a water butt by 2025
- Give customers the information they need to maintain good air quality in their homes by the end of 2021
- Add an environmental category to our placemaking awards
- Roll-out our new standard house type range and develop a range of standard apartments
- Update our placemaking guidance and training on sustainable travel



UN SDG: Goal 11 – Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

We aim to create sustainable, healthy homes and communities across the UK to align with the goal. We are strengthening our approach to placemaking, contributing to the UK's affordable housing stocks, and focusing on sustainable transport, home energy-efficiency and research and development.

Thriving, connected communities

We are equipping our teams to plan, design and deliver schemes that promote social, environmental and economic sustainability, as well as the wellbeing of future residents.

Our placemaking standards are based on best practice, such as Building for a Healthy Life, and incorporate criteria to help us create attractive, successful and healthy communities for the long term. We have an Urban Designer and a Director of Design who work with our teams on placemaking. We have appointed a Design Lead in each of our regional businesses and strategic land teams to champion good design at the regional level. Our approach includes:

- **Review processes:** Our regional businesses complete a self-assessment for new developments, based on Building for a Healthy Life, the National Design Guide and our internal standards. This uses a traffic light system to show if improvements need to be made. We run design surgeries and workshops to review proposals. From 2021, all new developments will be reviewed by our Urban Designer and signed off by our Director of Design before being submitted for planning approval.
- **Guidance, training and engagement:** Our placemaking compendium, Building Blocks of Place, includes practical advice and case study examples. Our e-learning Design Academy covers the core principles of urban design and how to create sustainable communities. We also held a series of masterclasses throughout 2020. We hold regular conferences for our Design Leads and our third internal competition received 26 entries and rewarded colleagues for consistently applying placemaking best practice.
- **External partnerships:** We work with many organisations on placemaking to share our views and learn from the expertise of others. In 2020, we engaged with the Academy of Urbanism, BOB-MK (a design network for Berkshire, Oxfordshire, Buckinghamshire and Milton Keynes), Design for Homes (including participating in a consultation on the new Building for a Healthy Life standard), Home Builders Federation, Homes England, Ministry of Housing, Communities and Local Government, Royal Institute of British Architects, Royal Town Planning Institute and the Urban Design Group. We are participating in several discussions on the implications of the pandemic for placemaking and design.

Two of our schemes were shortlisted at the national Housing Design Awards, which promote excellence, innovation and sustainability in housing scheme design. Our Whitehill & Bordon development won a national planning award and a second scheme was shortlisted.

Infrastructure and facilities

We invest in infrastructure and facilities including affordable housing, green spaces, community and leisure facilities, transport infrastructure, educational funding, jobs for local people, heritage buildings and public art.

The majority of our contributions are made through our planning agreement obligations (Section 106 agreements in England and Wales, Section 75 agreements in Scotland, and Community Infrastructure Levy payments). These are negotiated with local authorities and reflect local needs, council policy and feedback gained through community engagement. During 2020, we contributed £287 million to local communities via planning obligations (2019: £447 million). The reduction reflects reduced building activity in 2020 due to the pandemic.

Encouraging active travel and sustainable transport

We aim to design walkable neighbourhoods that prioritise pedestrians and cyclists and where customers can enjoy an active lifestyle and make sustainable transport choices. Our placemaking standards encourage layouts that integrate paths and cycle routes that connect with existing networks and street design that encourages slower vehicle speeds and safer cycling conditions.

In 2020, around 71% of our UK completions were within 500m of a public transport node and around 88% within 1,000m. We invest in public and community transport, walkways and cycle paths through our planning obligations and aim to install this infrastructure at an early stage.

Connected communities

When moving into a new home, people want to quickly feel part of a thriving community. However, it can take time for social networks to establish on new developments. We're exploring how we can accelerate this process.

We launched a pilot in 2020 to test the impact of different approaches to fostering community connections. At our Pennington Wharf site in Manchester, we created a Community Hub, a community centre kitted out with shared working facilities, a kitchen, a community notice board and spaces for socialising and community activities such as yoga sessions and childrens' classes. We also appointed a community champion to facilitate regular events and introduce new residents to their neighbours. We assessed the impact using customer research and early findings suggested that the approach can help to foster connections. A second pilot did not take place due to the impact of the pandemic.

Our Community Communications Plan, launched in 2019, provides guidance for our teams on actions they can take throughout the development process to help foster new communities.

Affordable homes

A lack of affordable housing is one of the biggest challenges facing people across the UK, with rising house prices and rents and younger generations waiting longer to get on the housing ladder.

We can play a part in addressing these problems by creating high-quality homes for a greater number and wider range of people and exploring new initiatives to improve affordability and encourage homeownership. Our approach includes:

- Building houses and apartments to suit a wide range of budgets
- Exploring new initiatives that can improve affordability
- Working with local authorities and registered provider partners (housing associations) to integrate high-quality social housing on our developments

In 2020 we completed 9,609 new homes in the UK, including joint ventures (2019: 15,719), with prices starting from under £100,000. 40% of our total completions were to first time buyers (2019: 36%). Second time buyers accounted for 34% of total completions (2019: 35%) and investors around 4% (2019: c.5%). Around 53% of private completions used the Government's Help to Buy scheme in 2020 (2019: 48%), of which approximately 79% were to first time buyers (2019: 80%).

We participate in Home Reach, a government-backed shared ownership scheme. This allows customers to buy up to 50-75% of a new home with a 5% deposit and pay a low monthly rent on the remaining share. We are also trialling our own rent to buy scheme at our Kilnwood Vale development in West Sussex.

In 2020, we were pleased to offer care workers a special 5% discount off the purchase price of a new home as a thank you for their efforts during the COVID-19 pandemic. We are pleased that over 3,000 NHS and care workers used the scheme, saving a combined c.£46 million on reservations made in the year. We also have a discount for armed forces personnel at many Taylor Wimpey developments.

Apartments can be more affordable and help us provide more homes on our developments. In 2020, 9% of completions were apartments (2019: 11%).

Contributing to social housing

The majority of our developments include affordable social housing (homes made available at below market rates including social rent, affordable rent, low-cost home ownership and discount market sale tenures) which are negotiated as part of planning obligations. In 2020 we delivered 1,904 affordable homes including joint ventures (2019: 3,548), equating to 20% of total completions (2019: 23%).

Greener living – what do our customers think?

Focus on environmental issues has never been higher, but how does concern for the environment influence customers when choosing a new home? We conducted research with over 1,000 consumers around the UK in 2020 to explore attitudes to the environment and sustainable living.

Our research shows that environmental issues are becoming increasingly important. Around 26% of people in our research rated climate change and the environment as one of the top three concerns facing the country, ahead of education, immigration, housing and terrorism. The research also showed that 42% of people were more focused on environmental issues as a result of the pandemic.

43% said that environmental performance was an important factor in choosing who to buy a new home from. Issues such as energy efficiency, water efficiency and green space were viewed as the most important environmental features. Cost and convenience were seen as the biggest barriers to more sustainable living.

We're using the research findings to help us engage customers on environmental issues and explore how we can make it easier for customers to adopt sustainable habits.

More sustainable living

Our homes integrate features to help customers live a more sustainable lifestyle. This includes: energy-efficient walls and windows; insulated loft spaces; 100% low energy light fittings and LED recessed downlights; and appliances that are at least A-rated for energy efficiency. This reduces running costs for our customers and helps cut carbon emissions. On average, our standard house types are designed to achieve an Energy Performance Certificate rating of B.

Around 14% of our homes also integrate on-site renewables such as photovoltaic (PV) panels. All our homes have water meters fitted, as well as low flow taps and showers, and dual flush toilets. Our homes are designed to achieve a maximum internal water use of 120 litres per person per day.

With the launch of our environmental strategy, we will be adding integrated recycling bins to many of our homes and making it easier for customers in water stressed regions to install a water butt. We'll also make it easier to work and study from home, which can reduce customers' travel footprint by providing at least one study area per home with space for a desk and easy access to broadband and electricity sockets. Most homes will include two such spaces.

All our customers receive information on their new home via our 'From House to Home' manual. This includes tips to help customers save energy, reduce waste, and encourage nature in their gardens. We give customers details on how to use and maintain their home's environmental features through our Maintenance Guide.

We will be increasing our communications on sustainable living and resource efficiency for customers in 2021.

Our new house type range

Our standard house types are designed to be high-quality, energy-efficient homes that are cost-effective and safe to build. They can be adapted to reflect local character and scheme design, and are used for the majority of our homes.

We worked with architects to update our standard house types, which we will start using in 2021. The new range incorporates more open plan living, more natural light and improved storage, reflecting customer feedback and the results of our research and development (R&D).

Most will offer improved accessibility, in line with the optional requirements in Building Regulations Part M (4)2. This means they can be adapted more easily for people with disabilities. Around 60% of homes planned in the last year already meet this standard.

Researching the homes of the future

We invest in research and development (R&D) to help us meet changing customer needs, prepare for regulation, improve efficiency and respond to social, demographic, economic and environmental trends. Our R&D Manager coordinates our research efforts. In 2019 (the last year for which data is available), we allocated 249 days to R&D projects.

We are exploring a range of energy-efficient and low carbon technologies to help us meet our climate change targets and comply with expected changes to Building Regulations: Approved Documents L and F. Trials were expected to start in 2020 but have been delayed due to the pandemic.

Other research projects include: working with industry peers on reducing packaging and waste; air quality; and use of recycled materials (pages 19 and 20).

In 2021, we will be launching an internal environmental innovation grant scheme. Our regional businesses will be able to apply for small grants to help them test new approaches to reducing our environmental footprint.

We are integrating more off site construction techniques which can improve the performance of finished homes. For example, we use off site pre-insulated panelised systems for the top storey of our 'room in the roof' house types.

We are co-funding a PhD at Birmingham University exploring opportunities to save energy and enhance health and wellbeing in new homes.

Fire safety






The safety of our customers is of paramount importance and we have always been guided by this principle. Following the tragic fire at Grenfell Tower, Taylor Wimpey moved quickly to identify where action was needed to remove ACM cladding on legacy high rise apartment buildings, even though the buildings concerned met the requirements of building regulations at the time construction was approved. We announced a £40 million provision to cover the cost of removing and

replacing ACM cladding on those buildings, and to date we have completed work on 12 out of 19 of the apartment buildings identified in this review.

At the time of our 2020 full year results, we announced our intention to support building owners and leaseholders with fire safety investment to ensure their apartment buildings are safe and meet current EWS1 (External Wall Fire Review) requirements. This applies to Taylor Wimpey apartment buildings constructed over the last 20 years, including apartment buildings below 18 metres.

We announced an additional £125 million provision to cover this cost. More detail is included in our Annual Report and Accounts.

Progress against targets

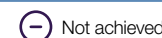
Target	Progress	Achieved?
Test our new standard house type range ahead of a full roll out and develop a range of standard apartments	Roll-out of the new house types was delayed due to the pandemic. We built our first prototypes in late 2020 and roll-out will begin in 2021. We are also developing a standard apartment range.	
Complete our connected community trials at two sites and assess the findings	We launched the pilot at Pennington Wharf in Manchester and assessed the initial impact using customer research. Early findings suggested that the approach can help to foster connections. The final research and a second pilot did not take place due to the impact of the pandemic.	
Run our third internal placemaking competition with a focus on sustainability and update our Design Academy training	We ran our third internal placemaking competition, which received 26 entries. We will introduce additional sustainability categories into our 2021 competition. We rolled out six online masterclasses as part of our Design Academy training.	
Increase the number of schemes rated green on our placemaking self-assessment	We have seen an increase in green rated schemes, reflecting an improved understanding of placemaking best practice among our regional businesses following training and engagement.	
Develop a more energy-efficient build specification to improve performance for customers and comply with updated building regulations	We have undertaken initial modelling work to develop the specification. This is being finalised inline with the published details of the Future Homes Standard and changes to Building Regulations Part L and F.	



Achieved



In progress



Not achieved

Land, planning and community engagement

To build sustainable communities where our customers want to live, we need to source high-quality land in the right places. We engage with local people and work with planning authorities to develop and deliver schemes that meet local needs.



2020 highlights

- Rolled-out our new digital platform for assessing and managing sustainability risks at site level
- 25% of our homes in 2020 were built on brownfield land
- Engaged with central Government on issues relating to planning and sustainability
- Adopted virtual consultation methods so community engagement could continue safely during the pandemic and achieved one of the UK's first significant remote planning permissions

Plans and targets

- Update our policies and processes to reflect the risks and opportunities from a changing climate by 2022
- Continue to strengthen our engagement and relationship with the local communities in which we operate

Sustainability and land buying

We take account of sustainability issues from the start of the land buying process, including flood risk, sustainable transport and local economic development.

We review each potential piece of land against the Government's National Planning Policy Framework (NPPF), which aims to ensure that developments are economically, socially and environmentally sustainable. We also have our own internal processes and guidance documents that help our teams identify and address relevant sustainability issues for each site. These include our Sustainable Development Checklist, which helps us to assess factors such as how well connected the site is to transport links and the potential impact on habitats and species.

We use a digital platform for assessing and managing sustainability and technical risks associated with land, called LEADR (Land and Environment Assessment of Development Risk). This draws on external environmental databases to help us manage risks associated with land and environmental impacts, including remediation, flooding, biodiversity and archaeology.

We often transform derelict or contaminated land into new communities, which helps support urban regeneration. Around 25% of our homes in 2020 were built on brownfield land (2019: 29%).



See page 9 for information on our approach to sustainable transport.

Mitigating flood risk and climate change adaptation

Climate change is increasing the risk and frequency of flooding in many locations across the UK.

We take the risk of flooding on our developments extremely seriously and identify potential flood risk as part of our site selection process. We use the Environment Agency's flood mapping tools, and take account of their input during our planning consultations. We do not buy land unless we can mitigate flood risk.

Our green infrastructure guide helps our teams to manage water on site. We integrate sustainable drainage systems (SDS) that decrease flow rates to watercourses, increase infiltration into the ground and improve water quality such as ponds, swales, permeable paving, retention basins, wetlands, green roofs, infiltration trenches and soakaways. Many of these features also contribute to good placemaking.

Flood risk is one of the factors considered in our climate change scenario analysis (see page 18).

We will be doing further work on other aspects of climate change adaptation as part of our environmental strategy.

Measuring economic impacts

Our developments provide a boost to the local economy, both during construction and once new residents move in.

Our Economic Benefits Toolkit helps us understand and communicate socio-economic benefits to stakeholders during the planning process. Using the toolkit we can estimate: the number of direct site and indirect supply chain jobs that our developments will create and their economic value; expected revenue gains for local businesses; the impact of new infrastructure and amenities; and new revenue for local authorities, including from council tax and business rates.

Community engagement

We build in communities for years, making a significant impact on the area and its people. We aim to build good relationships with local people throughout this time by communicating proactively and consistently.

Every one of our sites has a tailored planning and community engagement strategy and a clear point of contact. We use a range of methods to inform local people about our plans, including our website, meetings, exhibitions, workshops and information boards. We aim to reach a wide range of stakeholders, including neighbouring residents and property owners, potential customers, local authorities, businesses, schools and other groups.

During 2020, we issued guidance to help our planning teams use virtual consultation methods to allow engagement to continue safely during the pandemic. This included making greater use of social media, online exhibitions and virtual forums.

Our Political and Community Engagement Toolkit helps our teams to consistently engage a wide range of stakeholders in the planning process.

Working with local and central Government

We engage with local authorities, parish councils, Homes England, the Greater London Authority (GLA), the Ministry of Housing, Communities & Local Government and other public sector organisations to understand their priorities and share our views.

As well as site-specific engagement, we participate in the development of strategic frameworks, Local Plans and Neighbourhood Plans, which consider broader development needs and enable local people to shape new developments in their area.

We engage with central Government on issues relating to planning and sustainability. In 2020, this included:

– COVID-19 impact on the planning system

We engaged with the Government on how to enable planning processes to continue safely during the pandemic.

– Planning for the Future, White Paper

We shared our views on proposals to deliver a simpler and more effective planning system. We support a number of proposals, including a revised approach to plan making, whilst maintaining a key focus on community engagement and meeting legal tests to underpin the plan led approach. We also highlighted the potential risk to housing delivery and infrastructure from the introduction of a consolidated infrastructure levy and removal of the policy requirement for councils to maintain a five-year supply of deliverable housing sites.

– Building a Safer Future – We continue to participate directly and via the HBF in consultations on proposals for reform of the building safety regulatory system and introduction of a new regulator in the form of a new homes ombudsman.

– **Future Homes Standard** – We provided views to consultations on this proposed legislation and associated updates to building regulations. We support measures to reduce the carbon footprint and energy consumption of new homes but also highlighted potential challenges, such as increased load on the grid from all electric homes, added pressure to the supply chain and skills shortages.

We also made representations for the: Development Corporation Reform – Technical Consultation; First Homes Scheme Consultation; New Model for Shared Ownership Consultation; and to the Scottish Government on the National Planning Framework 4 – Housing Technical Discussion Paper; and Scottish Planning Policy and Housing – Technical Consultation on proposed policy amendments.

We engage with Government through our membership of industry organisations such as the Home Builders Federation (HBF) and the British Property Federation (BPF). Regional businesses are also members of trade associations, for example our Scottish businesses are members of Homes for Scotland. We engage directly with professional bodies and made representations to the Royal Institution of Chartered Surveyors (RICS) consultation on Assessing Financial Viability in Planning.

We are members of five Homes England regional Delivery Partner Panels.

Compliance with planning requirements

We aim to work constructively with planning authorities to agree the details of our planning obligations for each development, including affordable housing, local infrastructure, and facilities. See page 9 for more information.

We use the results of our community engagement to help us develop planning proposals that are financially viable and meet local needs. Each planning application integrates a clear development plan, enabling planning authorities to monitor progress.

Once planning permission is granted, our technical teams monitor compliance with planning agreements and obligations. We also track build rates to make sure that each scheme is being managed efficiently and new homes are delivered on time. This is overseen by the Managing Director in each regional business.

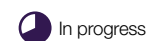
As at 31 December 2020, we are building on 96% of sites with implementable planning.

Progress against targets

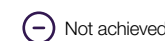
Target	Progress	Achieved?
Source more than 40% of completions from the strategic pipeline	We sourced 55% of completions from the strategic pipeline.	✓
Increase landbank efficiency – reduce length of short term owned and controlled landbank by c.1 year to 4-4.5 years	In 2020 we raised net proceeds of £510 million through an equity raise to take advantage of opportunities to invest in the land market. This, together with the reduction in completions in the year as a result of COVID-19, caused our landbank years to exceed the medium term target.	–
Roll-out our new integrated digital platform for assessing and managing sustainability risks at site level	We have now rolled out LEADR (Land and Environment Assessment of Development Risk), our digital platform for assessing and managing sustainability risks at site level.	✓



Achieved



In progress



Not achieved

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.

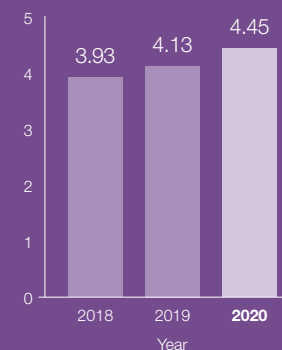
Our Production Academy training helps us embed our quality standards. Participants complete an NVQ at the relevant level, from construction site supervision to construction senior management and further external technical courses adapted to our business. These cover the NHBC warranty, effective snagging,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



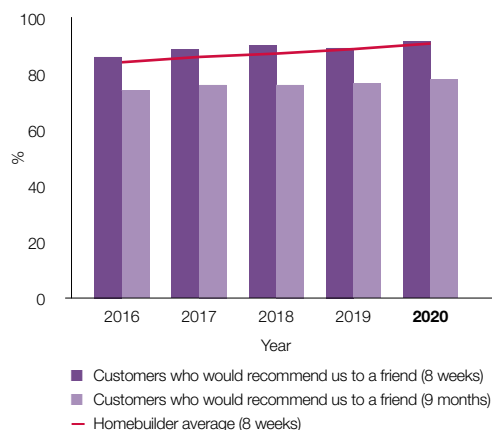
Customer satisfaction

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.

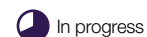
The CMA's investigation into leasehold remains open and we understand that the CMA will continue to proceed with its investigation. We will continue to cooperate with the CMA and will formally respond to the CMA at the appropriate point in its process.

Progress against targets

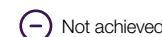
Target	Progress	Achieved?
Achieve a recommend score of at least 90% in the HBF 8-week survey, which equates to a five-star rating	92% of customers in the 8-week survey would recommend us to a friend. This equates to a five-star rating.	✓
Achieve a CQR score of at least 4 in each of our regional businesses	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

Health, safety and wellbeing

Safety is our first priority and we want everyone to go home safe and well from our sites each day. We work closely with colleagues and contractors, communicating our policies and procedures so safety is always top of mind.



2020 highlights

- Annual Injury Incidence Rate (AIIR) of 151 reportable injuries per 100,000 employees and contractors (2019: 156)
- Implemented new safe operating procedures to protect colleagues, contractors and customers during the pandemic
- Rolled-out powered respirators to reduce risks from dust inhalation
- Ran 53 online safety training sessions for site management teams

Plans and targets

- Maintain or lower our AIIR, compared with 2020
- Train customer service teams on conducting safety risk assessments when responding to customer call-outs
- Update our Construction, Design and Environmental Management manual and roll-out a training and audit programme
- Run a dust awareness campaign for subcontractors
- Train business unit management teams to record safety observations when visiting sites
- Support Site Managers to improve safety performance through site inspections and follow up by our safety team and HSE Advisors

Safety culture and management systems

Potential health and safety risks on our construction sites include slips, trips and falls, as well as risks associated with working at height and using heavy equipment. We have rigorous policies and procedures in place to address these risks, supported by training, communication and visible leadership. These include:

- **Our Health, Safety and Environmental (HSE) Management System** – This covers all business activities, and we have specific HSE plans for every site. It is based on (though not certified to) OHSAS 18001. Our HSE operational manuals and Site HSE Manual cover all relevant safety procedures and are regularly updated. Our manual can be viewed via a mobile or tablet while on site. We develop Health, Safety and Environment Improvement Plans at Group and regional level.
- **Senior leadership and oversight** – Directors from our regional businesses review HSE during site visits, including making unannounced spot checks. Production Managers review performance with Site Managers on a monthly basis. Health and safety performance is the first item reviewed at every business unit management team board meeting and at our Group Management Team meetings and plc Board meetings.
- **Internal and external audits** – Our management system is audited by our internal regional HSE Advisers and independent external site HSE Advisers. Our external site HSE Advisers carry out independent unannounced site inspections at least monthly as well as planned visits.
- **HSE training** – All production and site management teams undergo training supplemented through regular workshops and briefings. Site Managers and production teams complete a full day's health and safety refresher training every year. These interactive sessions explore best practice, behavioural safety and tools for managing and communicating safety on site. All new Directors and Group and regional Managing Directors complete senior management HSE training. Regional and site

HSE Advisers assist new managers with understanding and implementing our standards. We used the period of lockdown to carry out additional online training with our Site Managers, around 750 hours of training were completed.

– Regular HSE newsflashes and memos –

These highlight key issues as well as legal and best practice updates. We monitor employee engagement on safety issues through our performance metrics and employee surveys.

Partnering on safety

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

- Risk assessment and vetting procedures to confirm that all contractors have the right knowledge, skills, resources and experience to manage health and safety to our standards. Our requirements include, for example, that contractors have arrangements to check that safety critical workers are medically fit to operate mobile plant.
- Our 'Operative's Journey' process, which includes our HSE site induction, regular poster campaigns and site safe briefings
- HSE site support teams that participate in monitoring and improving site safety. Team members are nominated by the Site Manager and given a blue hat in recognition of their role and to make them visible on site. Operatives can talk to them about HSE issues, concerns or suggestions for improvement.

We employ an external organisation SMAS (Safety Management Advisory Services), to support contractors to obtain and renew their third party H&S accreditation and risk assessment each year. We reached 91.8% compliance in 2020.

We are a member of the HBF Health and Safety Committee, contribute to the HBF's Action Plan for Health and Safety, and are members of the British Safety Council. We have signed up to the Construction Logistics and Community Safety initiative (CLOCS) and committed to developing our traffic management systems.

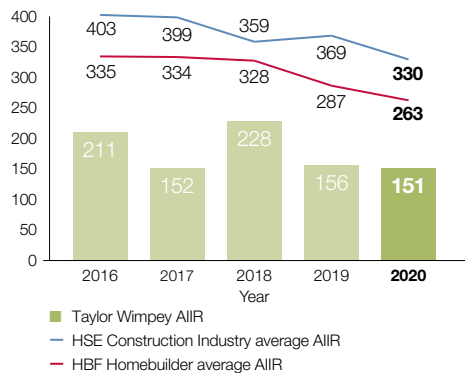
Performance in 2020

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

Our Annual Injury Incidence Rate (AIIR) was 151 reportable injuries per 100,000 employees and contractors in 2020 (2019: 156). Our AIIR for major injuries per 100,000 employees and contractors was 58 (2019: 44). There were no fatalities.

We introduced a new online HSE platform in 2020, SHE Assure, that will improve how we log and use safety data including reports on accidents, incidents and near misses and HSE inspections and audits. The system includes an easy-to-use safety observation recording system that can be accessed via a mobile phone. We will be encouraging all operatives, managers and leaders to use the system to record both positive safety performance as well as any concerns or observations. Over time, the system will give us more insight into the causes of accidents and safety trends.

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



Notes to chart: The HBF and HSE average figures are from the HBF H&S Statistical Analysis Report for 2019/20 published in December 2020. Health and safety data is verified by the Managing Director for each regional business, validated by our internal HSE advisers, and cross-checked by external advisers to ensure compliance and accurate reporting.

Occupational health

We manage a range of occupational health risks on our sites. This includes providing protective equipment and procedures to reduce and control construction-related dust. During 2020, we introduced powered respirators on our sites which are more effective than face masks at reducing dust inhalation for people with stubble and facial hair. We've also made them available at a discounted rate to groundworkers and other contractors.

We run a sun safe campaign in the summer months and provide free high factor sun screen for colleagues, contractors and visitors.

In partnership with the British Heart Foundation (BHF), we've installed defibrillators on all our construction sites and regional offices. We've trained our first aiders and site HSE Advisers on how to give CPR (cardiopulmonary resuscitation) and use a defibrillator to help someone experiencing cardiac arrest. We donate the defibrillator to the community once construction has finished on site and several donations were made in 2020.

Read more about health and wellbeing on page 25

Safety in Spain

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

Site safety during the COVID-19 pandemic

Safety is always our number one priority and never more so than during the COVID-19 pandemic. Construction sites were allowed to remain open during the first and subsequent lockdowns, however we took the decision to initially close our sites to give us time to develop and implement safe operating procedures and new ways of working.

These included changes to site layouts to allow social distancing, including one-way systems, outside seating and wider walkways, and new procedures for shared facilities such as changing rooms and canteens. We installed more hand washing and sanitation stations and increased the frequency of cleaning.

We also developed our own bespoke personal protective equipment to be used on any task where it is not possible to maintain social distancing. Each site appointed a COVID-19 Coordinator to assist the Site Manager in ensuring that everyone followed our safe operating procedures.

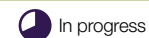
As we gradually re-started construction in May 2020, we launched an online COVID-19 H&S induction to explain the new processes. This was completed by all employees and contractors before their return to site. We also asked site teams, contractors and suppliers to sign a copy of our COVID-19 Code of Conduct, to confirm they would comply with our procedures for a safe working environment. We provided contractors with copies of our risk assessments and COVID-19 guidance.

Progress against targets

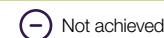
Target	Progress	Achieved?
Maintain or lower our AIIR, compared with 2019	Our Annual Injury Incidence Rate (AIIR) was 151 reportable injuries per 100,000 employees and contractors in 2020 (2019: 156).	
Introduce H&S passports for trade operatives on our sites	We have introduced safety passports for apprentices and telehandlers. These record the H&S training and risk assessments completed by each employee. Other trade operatives will have passports by the end of 2021. Passports enable our Site Managers to more easily identify training needs when employees transfer between our sites.	
Run HSE coaching workshops for our business unit and site management teams to help them engage their teams on continuous health and safety improvement	We ran 53 'best-in-class' sessions for site management teams to explore specific topics and share experiences. 600 employees attended sessions focusing on groundworks, working at height, working with scaffolding and fire safety for timber frame. We also updated other training material to emphasise the role that all site teams and operatives have to play in influencing others to adopt safe behaviours and stopping any activity they believe to be unsafe.	
Work with contractors on our sites to introduce new types of face mask to better protect workers against construction-related dust	We introduced powered respirators on our sites, which are more effective than face masks at reducing dust inhalation for people with stubble and facial hair.	



Achieved



In progress

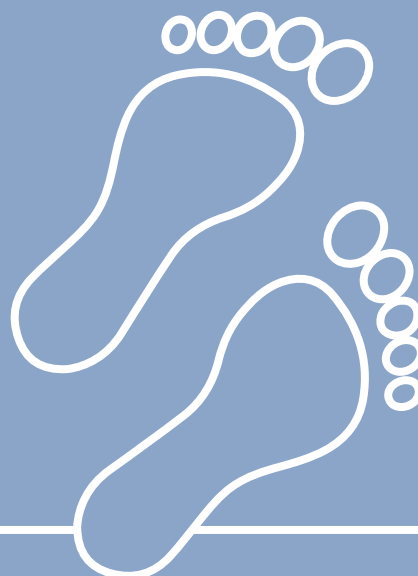


Not achieved

Environment

Taking action on the environment is essential to create great places to live for our customers, reduce risks and costs to our business and help protect the wellbeing of communities today and in the future. Climate change is included as a key risk in our consolidated Group Risk Register.

Our new environmental strategy is outlined on pages 5 and 6 and our approach to governance on pages 29 and 30.



2020 highlights

- Developed our new environment strategy
- Our carbon reduction target has been approved by the Science Based Target initiative
- Began new partnerships with Buglife and Hedgehog Street to help us support nature on our sites
- 30% reduction in our carbon footprint intensity (scope 1 and 2) since 2013

Plans and targets

- Achieve our science-based carbon reduction target: reduce operational carbon emissions intensity by 36% by 2025; reduce carbon emissions intensity from our supply chain and customer homes by 24% by 2030
- Increase natural habitats by 10% on new sites from 2023 and include our priority wildlife enhancements from 2021
- Cut our waste intensity by 15% by 2025 and use more recycled materials. By 2022, publish a 'towards zero waste' strategy for our sites



UN SDG: Goal 13 – Climate Action

Take urgent action to combat climate change and its impacts.

We want to play our part in tackling climate change by reducing our carbon emissions in line with climate science. Our new carbon reduction target has been approved by the Science Based Target initiative as consistent with reductions required to keep warming to 1.5°C, the most ambitious goal of the Paris Agreement.

Environmental management and governance

Our Health, Safety and Environmental Management System (EMS) covers all site activities and helps us to keep noise, dust and disturbance to a minimum, to prevent pollution incidents and to protect biodiversity. It requires all operational sites to carry out mandatory environmental checks and to have a Site Specific Environmental Action Plan (SSEAP). Site management teams are trained on our EMS. The health and safety elements are described on page 15.

Employees, contractors and site operatives can use our Environmental Advice Line to get advice or, in the case of an incident, obtain specialist environmental support immediately.

We support the principles of the Considerate Constructors Scheme (CCS) and over 1,000 of our sites have registered with the CCS since the scheme began in 1997.

Internal and external review and auditing

Our environmental management approach is subject to regular review and auditing. This includes:

- Annual internal audit of our EMS by our regional Health, Safety and Environment (HSE) Advisers.
- A review of environmental checks and SSEAP during monthly site visits by local management team directors, including unannounced spot checks.
- Independent, unannounced HSE audits at every operational site at least once a month by our external site HSE advisers.

Our Sustainability Champions

We have a Sustainability Champion in each of our regional businesses. They help us engage colleagues on resource efficiency and monitor progress at the local level. They use our resource portal to track performance, assess the costs of resource use and waste disposal and compare progress with other parts of the business.

Each Champion has agreed a resource management action plan for their regional business. We held regular webinars for the Champions in 2020 on a range of topics. Champions were able to present their work, hear from others and share experiences.

Energy and climate change

Climate change is the most significant global environmental threat and we are determined to play our part in tackling it.

In early 2021, we published our ambitious science-based carbon reduction target which has been approved by the Science Based Targets initiative (SBTi). This covers emissions from our operations (1% of total), supply chain (59% of total) and homes in use (40% of total). The SBTi has confirmed that our operational target is consistent with reductions required to keep warming to 1.5°C, the most ambitious goal of the Paris Agreement. Our scope 3 goal meets the SBTi's criteria for ambitious value chain reductions, in line with current best practice.

We support the Task Force on Climate-related Financial Disclosures, see our Annual Report and Accounts page 44.

Further information on our approach to climate risk is included in our submission to CDP Carbon, which we publish on our website. We received a score of B in 2020 (2019: B).

We have achieved the Carbon Trust Standard for our overall approach to carbon management, including our policy, strategy and verification of our data and processes. We are the first homebuilder to achieve this.

 See www.taylorwimpey.co.uk/corporate/sustainability/carbon-emissions-and-reporting

Scenario analysis

To better understand the long term impacts of climate change we carried out scenario analysis during 2020 through workshops run by the Carbon Trust. These looked at climate change scenarios that could have a material financial impact on the business including risks and opportunities. Workshops were attended by members of our GMT and senior functional management.

The analysis considered potential impacts on the housebuilding sector and covered the range of responses from a relatively orderly transition aligned with the Paris Agreement, to insufficient action and a failure to act, leading to climate breakdown and chaos. We focused in particular on a 'disorderly transition' scenario where despite

international, national and regional action, not enough is done quickly enough to limit the worst impacts of climate change. In this scenario the Paris Climate Agreement goals are not met in time.

The analysis identified significant risks and substantial opportunities for Taylor Wimpey in four areas – see table below.

Reducing energy and carbon in our business

We took a number of steps to reduce energy use and carbon emissions from our operations in 2020, although progress was disrupted by the pandemic.

We renewed our electricity contract and now purchase 100% renewable electricity for new sites during construction (Temporary Building Supplies), offices, show homes, sales areas and plots before sale. This is around 58% of our total electricity consumption.

We are exploring energy-efficiency improvements for new site portacabins and began trials at two sites. The first trials identified practical challenges and we will be looking for improved solutions in 2021. We are also exploring the potential for energy-efficient retrofits of our existing stock of cabins.

We reviewed our approach to fuel management and are introducing improvements to reduce costs and emissions. This includes encouraging use of alternatives to diesel generators.

We reviewed our car fleet policy and are introducing a new flexible car benefit scheme, see page 20. We also ran a cycle week campaign and raised awareness of our cycle to work scheme.

Tackling emissions in our value chain

We are working with suppliers to reduce the carbon impact of our value chain. This includes designing our homes to be energy-efficient (see page 10), selecting materials with lower embodied carbon such as timber frame (see page 20), reducing waste and piloting off-site construction techniques (see page 10).

Long term impacts of climate change

Climate change will affect where and how we build our homes with increased risks from flooding and over heating. Increased regulation on climate change will affect our business and, with almost three-quarters of the UK's local authorities declaring a climate emergency, we expect additional requirements through the planning process. There will be greater demand from customers for low carbon living. Our own customer research this year showed that 98% of customers are taking at least one action to live more sustainably and 43% consider environmental performance an important factor when choosing a new home.

We also engage suppliers through the Supply Chain Sustainability School (SCSS), (see page 22). As part of the SCSS Carbon Group, we are working on a project to collect energy and carbon data from construction suppliers.

We received a Supplier Engagement rating of A- from CDP for our approach to engaging suppliers on climate change.

Scenario analysis – key findings

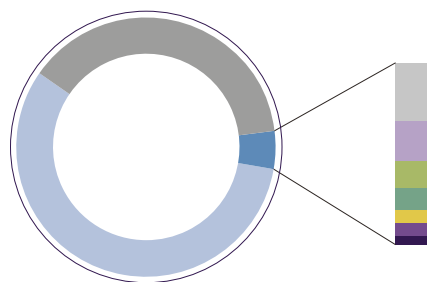
	Risks	Opportunities
Regulation	<ul style="list-style-type: none"> – Forthcoming regulation on home energy use and electric vehicles – Stricter planning requirements for flood resilience – Increased fuel taxes – Increased insurance premiums 	
Customers and stakeholders	<ul style="list-style-type: none"> – Shifts in customer preference and increased expectations 	<ul style="list-style-type: none"> – Increased preference for energy-efficient, low carbon homes – Potential for cheaper green mortgages for new build homes
Physical	<ul style="list-style-type: none"> – Over-heating in homes – Supply chain disruption from severe weather – Production disruption from severe weather 	<ul style="list-style-type: none"> – Warmer, drier summers allowing increased production
Technology	<ul style="list-style-type: none"> – Changes in house design to accommodate technology, such as air conditioning 	<ul style="list-style-type: none"> – Placemaking enhancements, e.g. through greater use of Sustainable Urban Drainage Systems (SUDS) features – Increased use of lower carbon technology and materials

Performance in 2020

We have achieved an absolute reduction in scope 1 and 2 emissions of 39% since 2013, and reduced our carbon emissions intensity by 30% since 2013.

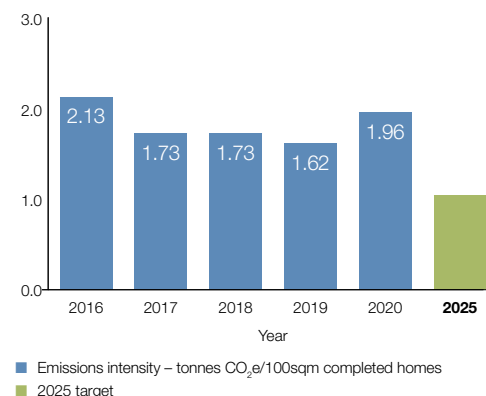
The pandemic affected our year on year performance with absolute emissions falling but emissions intensity increasing. While we completed less floor space than the previous year, we continued to use energy on our sites even when construction was halted, for example to run IT systems, street lighting and pumping stations. On return to sites, homes took on average longer to complete and sell due to the need for social distancing measures and other factors meaning that energy use per plot increased. We expect to see a downward trend in 2021 as we return to more normal operating conditions and implement our environmental strategy.

Our scope 3 emissions



■ Use of sold products (the homes we build)	38.47%
■ Purchased goods and services	56.83%
■ Other	
■ Upstream transportation and distribution	1.52%
■ End of life treatment of sold products	1.03%
■ Employee commuting	0.70%
■ Waste generated in operation	0.57%
■ Business travel	0.34%
■ Downstream leased assets	0.31%
■ Fuel and energy related activities	0.23%

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



Giving nature a home on our sites

We want to improve access to nature for customers and communities by regenerating the natural environment on our sites. Development can contribute to biodiversity loss but with the right approach, we can use our sites to protect, enhance and even increase biodiversity. Our new target is to increase natural habitats by 10% on new sites from 2023 and include our priority wildlife enhancements from 2021.

In 2021, we will be partnering with Hedgehog Street, a campaign by the British Hedgehog Preservation Society and People's Trust for Endangered Species, to introduce hedgehog highways on all new sites. We are also working with Buglife, to support their B-Lines campaign and ensure our sites include pollinator and wildlife friendly planting. We will be piloting our first B-Line site in 2021.

Our environmental strategy builds on our existing approach to protecting biodiversity. This includes an ecological impact assessment for all sites, that identifies protected species or habitats. We use ecologists' reports to identify measures needed and these recommendations are embedded into the Site Specific Environmental Action Plan, part of our Environmental Management System. We already include an estimated 2,000 biodiversity

enhancements on our sites every year, around eight per site and this will increase as we roll out our strategy.

During 2020, we implemented a biodiversity net gain approach for a number of planning proposals in Warwickshire and will be monitoring the results and sharing lessons learned.

Our Home for Nature Toolkit includes practical ideas, costs and guidance to help our teams implement appropriate biodiversity enhancement measures. Our Guide to Green Infrastructure incorporates recommendations from the Wildlife Trust and helps our teams to use green infrastructure (such as sustainable drainage and green spaces) to benefit biodiversity, create a strong sense of place, support water management and reduce flood risk.

Resources and waste

We aim to use fewer and more sustainable resources. Our Waste and Resources Working Group oversees our approach and includes senior managers from our production, procurement and sustainability functions, alongside operational staff and Sustainability Champions.

Waste and resource efficiency

Our new target is to reduce waste intensity by 15% by 2025. We engage our teams on waste reduction through: our Waste Dos and Don'ts guide and induction process for site teams; a waste league table for our regional businesses; 15% of the potential bonus for Site Managers is linked to performance on waste reduction. Waste is now one of the KPIs included in our performance dashboard for business unit management teams. We have set waste reduction targets for each regional business.

The pandemic and lockdown affected our year on year performance with absolute waste volumes falling but waste intensity increasing to 7.9 tonnes of waste per 100 sqm of build (2019: 6.5). We believe the increase in intensity is due to factors including: improvements in our data collection process and materials being damaged as a result of extended storage during site shutdowns. Reversing this trend will be a priority in 2021.

In 2020, 97% of our construction waste was recycled.

Steps we are taking to reduce waste and improve resource efficiency include:

- **Process changes** – For example, specifying timber and plaster board sizes to suit our configurations. We are trialling a reusable alternative to temporary decking (used to prevent accidents by covering stairwells during construction).
- **Paint cans** – We are partnering with two suppliers to reduce waste from used paint pots. These are either washed and reused or recycled into new pots. We have made this a focus for our Sustainability Champions and a requirement for contractors. During 2020, over 19,400 paint pots were returned for reuse or recycling from our sites, reducing waste to landfill.
- **Pallets** – We use a pallet repatriation service through which 71,916 pallets were picked up from our sites in 2020 (2019: 94,984). This represents around 1,300 tonnes of wood (2019: 1,710). 53% of these pallets are suitable for, and sent for, reuse.
- **Packaging** – A major source of waste on our sites. We are working with Valpac, Reconomy, Barratt Developments, Bellway, Zero Waste Scotland and the Supply Chain Sustainability School to better understand packaging waste streams and work with suppliers to achieve reductions.

We are piloting an automated system for tracking material deliveries and waste removals at one of our sites. We hope the system can reduce waste and costs by improving data accuracy while reducing time spent on admin by project teams.

Materials

The materials we purchase have a significant environmental impact from extraction and processing, to manufacturing and transport. We want to work with suppliers to reduce these impacts and promote the use of recycled and renewable materials. Integrating sustainability into our sourcing strategy can also improve resilience to future resource shortages and price rises.

We already source many materials with lower embodied carbon and energy. Examples include:

- Timber frame can have a significantly lower carbon footprint than traditional 'brick and block' building techniques due to the materials and use of off-site construction techniques. We are currently at 18.6% of completions from timber frame and aim for 20%.
- Our glass mineral wool insulation supplied by Knauf, is made from recycled glass bottles through Knauf's partnership with waste management company Veolia. Around 6 million bottles were used to create the insulation for our homes in 2020.
- Recycled uPVC makes up over 60% of the material used in our window frames and cavity closers supplied by Eurocell, our main window frame supplier that supplied almost half our window frames in 2020.¹
- Use of recycled aggregates and recycled bricks and blocks on several of our sites supplied by Sheehan.

Our next step is to better understand the footprint of the different materials and products we use. We are conducting a life cycle assessment on two of our developments, calculating the environmental impact using Environmental Product Declarations for the key materials used on site.

A team of our graduates undertook a research project to assess the use of recycled materials on our sites.

Water

Many areas of the UK already experience water stress and climate change will exacerbate this. We aim to reduce water use in our operations and we integrate measures to protect water quality during construction and to manage surface water and reduce flood risk on our completed developments. We also help customers to reduce water use in the home (see page 10).

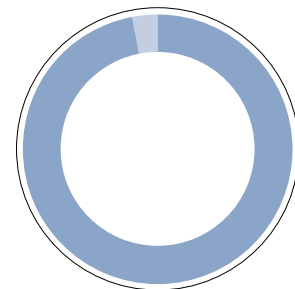
The pandemic and lockdown affected our year on year performance with overall water use falling but water intensity increasing. While we completed less floor space, we continued to use water on sites even when construction was halted, for example to water lawns during hot weather. On return to sites, homes took on average longer to complete due to social distancing measures and other factors meaning that water use per plot increased. We expect to see a downward trend in 2021 as we return to more normal operating conditions and implement our new environment strategy.

We received a B rating from CDP Water (2019: B).

Air quality

Air quality is an increasingly high profile issue and one which can impact customer health and wellbeing. We aim to improve our understanding of air quality on sites and in homes. We will be running a pilot in 2021 with Building Research Establishment (BRE) to increase our understanding of the factors that influence internal air quality and will use the findings to develop guidance for customers on how to maintain good air quality at home.

Construction waste recycling UK

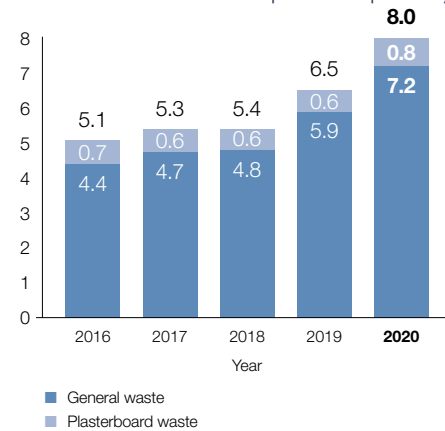


■ Waste recycled **97%**
■ Waste sent to landfill **3%**

1. This is based on calculations by Eurocell for the window frames and cavity closers supplied to us for our Gosford house type. These indicate that over 60% is manufactured from recycled uPVC (unplasticized polyvinyl chloride), and less than 27% virgin uPVC, with the remainder being aluminium, steel and other components.

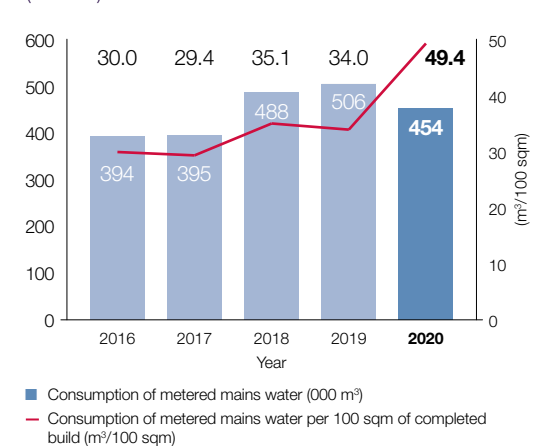
Waste UK

(tonnes of construction waste per 100 sqm build)



Operational water use UK

(000 m³)



Progress against targets

Target	Progress	Achieved?
Achieve a 50% reduction in our direct emissions intensity (scope 1 and 2) by 2023 against a 2013 baseline	We have achieved an absolute reduction in (scope 1 and 2) emissions of 39% since 2013, and reduced our carbon emissions intensity by 30% since 2013. This target has now been superseded by our new science-based carbon reduction target.	🔄
Develop and roll out our environmental strategy	Our new environmental strategy is summarised on pages 5 and 6 and will be rolled out during 2021. We delayed the timing of the launch to ensure our targets reflected the requirements of the new Future Homes Standard.	✅
Set a science-based carbon reduction target by the end of 2020	Our new science-based carbon reduction target has been approved by the Science Based Target initiative, see page 18.	✅
Review our car fleet policy to help us move towards a more efficient, lower emission fleet	We reviewed our car fleet policy and are introducing a new flexible car benefit scheme. This will enable employees to have access to a new low emission car, fully maintained and provided in a tax-efficient way, including electric and ultra-low emission vehicles. Around 30% of vehicles in our fleet are now EV or hybrid.	✅
Establish a set of metrics to measure biodiversity improvements on our sites	The Government has yet to publish its final guidance on metrics for net gain which means we have not been able to develop our metrics. We will launch our Net Gain Process Manual in 2021 to help our regional businesses and land teams manage the risks, costs and opportunities associated with net gain.	🔄
Reduce our waste intensity (tonnes per 100 sqm of build) by 10% by 2021 against a 2018 baseline	Our absolute waste volumes decreased but waste intensity increased. We believe this is due to: improvements in our data collection process and materials being damaged as a result of extended storage during site shutdowns. Reversing this trend will be a priority in 2021.	❌
Reduce metered water use intensity (m³/100sqm of completed floor area) in 2020 against a 2019 baseline	The pandemic affected our year on year performance with overall water use falling but water intensity increasing.	❌

Responsible sourcing

Suppliers and subcontractors play a vital role in our business providing the materials and products we use to build our homes and many of the operatives who work on our sites. We aim to work with suppliers on sustainability to improve standards and achieve our targets for quality, safety and the environment.



Embedding our supply chain standards

Our Supply Chain Policy summarises our supplier standards for safety, quality, ethics, human rights and the environment. We also have a Supplier Code of Conduct, which is embedded into our Framework Agreements (contracts) with key central suppliers. In 2020, we relaunched our Sustainable Procurement Working Group to further develop our approach to engaging suppliers on sustainability issues.

We are launching a new digital tender system for Group suppliers (those managed by our Group procurement team which have a framework agreement). This will include a requirement for these suppliers to confirm compliance with our standards on the environment and modern slavery during the tender process.

We will also be integrating more detailed questions on climate change, waste and modern slavery for some suppliers, to help us work together to achieve improvements. We will be focusing on national partner suppliers who provide strategically important products and materials such as bricks, doors, sanitary ware and kitchens. All partner suppliers will have quarterly review meetings, which will cover issues relating to H&S, sustainability and quality.

Suppliers also provide us with information on their approach to health, safety and environment via Constructionline, a UK Government certification service. Around 90% of our central suppliers and material suppliers with a turnover of at least £1 million now use Constructionline. Around 10% of suppliers are accredited to Constructionline Gold standard.

2020 highlights

- Added questions on climate change, waste and modern slavery to our digital tender system for key suppliers
- Increased our score to B in CDP Forests for our approach to timber sourcing
- Provided advance payments to support self-employed subcontractors who lost their income due to the lockdown

Plans and targets

- Roll-out our sustainability questions to national partner suppliers
- Launch new digital tender system for Group suppliers and integrate sustainability compliance into the tender process
- Increase the proportion of homes built using timber frame to 20%



UN SDG: Goal 15 – Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

We can support this goal through sustainable sourcing of natural resources like timber, as well as our new biodiversity targets (see page 19).

Training and engagement

We use the Supply Chain Sustainability School (SCSS), an industry collaboration, to help engage our suppliers on sustainability.

Through the SCSS, suppliers can complete a sustainability self-assessment, create an action plan and use free resources to address gaps in their approach. 28 of our suppliers re-assessed themselves during 2020, achieving an average 19% improvement in their score. Suppliers also used the online resources over 1,100 times during 2020 covering topics such as materials, modern slavery, Building information modeling (BIM), carbon reduction, science-based targets, sustainable procurement, and circular economy. They attended over 150 hours of CPD virtual training.

Our group procurement team also completed a day of training with the SCSS, focusing on carbon, waste and modern slavery.


We received a Supplier Engagement score of A- from CDP for our approach to engaging suppliers on climate change.

Human rights and modern slavery

We respect the human rights of our employees, workers in our supply chain, customers, people in the communities in which we operate and others affected by our business activities. We are guided in our approach by international standards such as the United Nations' Universal Declaration of Human Rights and the European Convention on Human Rights.

We respect the rights of our employees and those working on our behalf, including the rights to freedom of assembly and association, and non-discrimination. Our work on issues such as health, safety, diversity and the environment supports our commitment to uphold human rights.

We do not tolerate any form of slavery, forced labour, child labour or human trafficking in our business or supply chain. We have established our Modern Slavery Act multidisciplinary working party, to oversee our approach to due diligence and our work with suppliers to reduce modern slavery risks.

 More information is available in our Modern Slavery Act Statement, www.taylorwimpey.co.uk/corporate/sustainability/modern-slavery-act

Responsible timber sourcing

We use a lot of timber in our developments and want to make sure it comes from sustainably managed forests and that our sourcing does not contribute to deforestation.

We require all suppliers to provide timber from legally logged sources in line with our Supply Chain Policy and the EU Timber Regulation. Our tender documents and trade specifications state that we require all suppliers to supply timber from responsibly managed forests certified by recognised schemes such as the Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) or Sustainable Forestry Initiative (SFI).

We survey suppliers to identify supply chain risks. We require any companies sourcing from higher risk countries to carry out due diligence to ensure timber meets our standards.

Around 93.5% of timber supplied by Group suppliers is FSC or PEFC certified. We have followed up with the suppliers for the remaining 6.5%, and established that in the majority of cases the products contain a mixture of wood from both the PEFC and FSC certification schemes. This means they do not meet the thresholds needed to achieve certification to either scheme.

We recognise the importance of transparency and participate in CDP Forests, the investor-led disclosure initiative. We increased our score to B in 2020 (2019: C).

Prompt payment

We are committed to treating suppliers fairly and paying on time. Our standard payment terms for suppliers and contractors are to pay by the end of the following month after receipt of invoice. The payment terms for contractors are 37 days. We have self-billing arrangements in place for subcontractors which automate and speed up the invoicing and payment process.

Small and local suppliers

We work with many small and medium sized (SME) businesses which provide labour, trades and services to our construction sites. Many of our partners are local and family-run businesses and working with them supports the local economy around our sites.

During the first stages of the COVID-19 pandemic we introduced our 'Taylor Wimpey Pay it Forward Scheme', providing advance payments for future work done by subcontractors where we have a long-term relationship. This was aimed at self-employed individuals who either did not benefit from the Government's Self-employment Income Support Scheme or may have experienced significant hardship before that scheme started to make payments. Our aim was to maintain strong links with our subcontractors and to be able to quickly begin working with them again once the crisis eased.

We also made our employee helpline available so subcontractors could get support and guidance on topics including finances, budgeting, stress and anxiety, or use our mental health and wellbeing app.

We hold regular subcontractor engagement sessions in our regional businesses to help local SMEs do business with us. 'Meet the Buyer' events enable local SME businesses to meet our commercial team and learn how to apply through our tender processes.

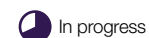
We provide advice and help to small and medium-sized businesses including: support with training; a review of their health, safety and environment management; and help with the site-specific procedures that they need to prepare in order to work with us.

Progress against targets

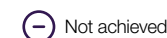
Target	Progress	Achieved?
Establish our Sustainable Procurement Working Group and develop an action plan	We relaunched our Sustainable Procurement Working Group to further develop our approach to engaging suppliers on sustainability issues. The group developed a sustainability questionnaire for integration into supplier engagement processes.	
Increase the proportion of homes built using timber frame to 20% by 2020	18.6% of homes were built using timber frame, narrowly missing our target. We established a Timber Frame Working Group to provide guidance and support to our regional businesses in adopting timber frame techniques.	



Achieved



In progress



Not achieved

People and skills

We want to be known as an employer of choice in our sector and beyond, recruiting a diverse workforce and offering industry-leading development opportunities. During 2020, we have continued to implement our people strategy while adapting how we work in response to the pandemic.



2020 highlights

- Named in Glassdoor's top 50 places to work, for the fourth consecutive year
- Launched our new Code of Conduct and updated induction
- Entry level roles made up 14% of our workforce
- 13,000 training days delivered
- 30% women in our workforce
- 98% colleagues felt positive about the support they received while on furlough
- Made the top 20 out of 650 companies in the European Women on Boards' Gender Diversity Index

Plans and targets

- Launch our updated Equality, Diversity and Inclusion policy, Maternity, Paternity and Adoption Leave policy, and first Menopause policy
- Introduce reverse mentoring with LGBTQ+ colleagues
- Launch our updated Wellbeing Policy
- Roll-out respectful workplace training to site management teams to ensure every site provides an inclusive work environment



UN SDG: Goal 5 – Gender Equality

Achieve gender equality and empower all women and girls.

We support this goal by increasing female representation in our business, including at all levels of leadership.

Our culture

We aim to create a strong, positive work culture at Taylor Wimpey, guided by our vision and values. All employees are appraised against our values as part of our performance review process.

Our updated Code of Conduct was launched in 2020, setting out the high standards of integrity and conduct we expect. The Code summarises the key policies and procedures that everyone should be familiar with. We distributed it to all existing employees and made it part of our induction.

We launched our updated induction process 'Laying the Foundations', which now includes pre-start material to engage new employees and help them quickly become familiar with how we work. It includes content on our commitment to customers and how we operate as a listed company, as well as topics such as diversity and inclusion, modern slavery, and privacy and data security.

Awards and recognition

We were named in the Glassdoor top 50 places to work in the UK for 2021 for the fourth year running, based on employee feedback. Taylor Wimpey was also named in Glassdoor's top 10 companies for work-life balance during the pandemic, based on employee reviews left between March and September 2020.

Workforce and turnover

During 2020, we directly employed, on average, 5,948 people across the UK (2019: 5,796) and provided opportunities for a further 12.3k operatives on our sites (2019: 14.6k). Our voluntary employee turnover was 9.4% (2019: 12.9%). We aim to keep this below 15%.

We restructured parts of our business to improve efficiency, reduce costs and maximise returns to our shareholders. This included merging two of our regional businesses, reviewing and restructuring some of our business units and removing some senior operational management roles. We treated anyone affected by redundancy fairly and respectfully, including offering outplacement support, and were pleased to be able to redeploy some affected employees into alternative roles across our business.

Skills and development

There is a well documented skills shortage in the construction sector. This means increased competition to recruit and retain key roles and subcontract skilled tradespeople.

To ensure we have access to the skills we need, we have been increasing the number of experienced tradespeople that we hire directly, focusing on key trades: bricklayers, carpenters, roofers, painters, scaffolders and joiners.

We also offer a range of entry-level roles to encourage people into our business. Entry level positions make up around 14% of our total workforce (2019: 16%). These include:

- Trade apprenticeships – three to five-year placements for bricklayers, carpenters, painters, roofers, scaffolders and joiners
- Management trainees – three year development programme to become a Site Manager, Quantity Surveyor, Buyer, Design and Planning Executive, or Engineer and gain professional qualifications
- Graduates – placements, formal training, special projects and coaching over three years to develop our future managers and leaders

We support our regional businesses to develop local links with colleges, universities and schools and encourage a diverse range of candidates to consider careers in housebuilding. This includes attending careers fairs, offering work placements, giving talks and lectures and working with careers advisers. From 2021, we will be partnering with the Careers & Enterprise Company to further develop these links.

Learning and training

Our training focuses on: management and leadership; personal development skills (such as presentation, communication, negotiation and time management); and technical knowledge and capabilities. Our employees completed over 13,000 training days in 2020 (2019: 12,270).

The pandemic provided an opportunity to change how we deliver training, using technology and new formats to reach more people and to introduce more bite size content. This included:

- Best-in-class: how-to videos for each function on technical and operational subjects
- Masterclasses: one hour sessions and discussions led by colleagues or external experts on business and technical subjects
- Spotlight: invitation only masterclasses for senior colleagues led by internal experts

Over 2,500 employees attended a masterclass and over 4,000 viewed a best in class session during 2020.

Our technical academies cover production, sales and customer service, providing structured career and skills development, and enabling employees to gain a formal qualification. Over 1,500 employees have enrolled on or completed academy courses. We also run on-site training academies for apprentices at six of our sites.

We assess the impact of our training and development using metrics such as employee productivity and retention, build quality scores, customer satisfaction scores and sales figures. An Academy Board meets quarterly to review our academies, and how they are impacting business performance.

Performance appraisals and development

All employees have two performance appraisals with their line manager each year to review performance and set objectives. We also use an online performance management system enabling employees and managers to monitor progress throughout the year. Employees have a personal development plan that identifies skills gaps, training needs and development opportunities.

We aim to move to a culture of 'Output Focused Performance Management', setting objectives and targets linked to business goals and purpose with progress monitored throughout the year.

All new Directors and Managing Directors receive a 360 appraisal – around 55 people per year.

Building a diverse workforce

We want every Taylor Wimpey location to provide an open, inclusive and diverse working environment. By having a broader range of perspectives, ideas and experiences we will improve decision making, better align with our customers and be more resilient and effective.

Our Diversity and Inclusion (D&I) Steering Committee is chaired by a member of our GMT. Each regional business has a D&I Champion and a D&I action plan. We are setting quantitative targets to help speed up progress.

Recruitment

We provide diversity training for hiring managers and have reviewed our job adverts, careers site and candidate communication to make our hiring processes more inclusive. We're also improving candidate data to enable us to track ethnicity, gender and age.

To reach a diverse range of candidates we work with workingmums.co.uk, Sponsors for Educational Opportunity London and Black Professionals in Construction. With the Leonard Cheshire Change 100 programme, we provide work experience for talented undergraduates with a disability.

Training and engagement

All new employees are required to complete our Diversity and Inclusion e-learning, and senior leaders complete mandatory unconscious bias training.

We began a reverse mentoring pilot for eight senior leaders who were partnered with black, Asian and minority ethnic (BAME) employees. The programme aims to raise awareness among senior management of the challenges faced by individuals from other backgrounds, whilst providing under-represented employees with access to the insights and experiences of senior leaders. Feedback suggests that this programme

is improving understanding of the barriers faced by BAME colleagues and encouraging leaders to challenge practices that may be hindering diversity in our talent pipeline.

We ran our second D&I conference virtually in 2020 with over 110 attendees, including our D&I Champions, Managing Directors and Divisional Chairs. This included a panel discussion on Black Lives Matter. John Amaechi OBE, the organisational psychologist, spoke at two webinars for senior leaders on how to be a consciously anti-racist organisation.

We run campaigns to highlight our commitment to diversity and in 2020 celebrated International Women's Day, LGBTQ+ Pride, National Inclusion Week, Black History Month and International Men's Day.

We support colleagues to form affinity networks where they can share experiences and work together on diversity. We created our BAME employee network in 2020 and expect to launch menopause, women returners and LGBTQ+ networks in 2021.

Flexible and agile working

Flexible and agile working can help us recruit and retain talented employees, as well as benefiting employee engagement and wellbeing. We already encouraged flexible working arrangements and the pandemic has increased our focus on this area.

We published remote and agile working principles and guidance for employees working from home during the pandemic. We also trained line managers on supporting the wellbeing of colleagues working from home.

Performance in 2020

Overall we have a gender mix of 70% male and 30% female across the Company, and this is also reflected in our management tiers. We believe this indicates we are making good progress at successfully retaining and progressing female talent. We are making some progress at increasing diversity in recruitment. For example, for our management trainee intake we reached 36% women and 14% BAME among new recruits. Among graduates, 55% were women and 9% were BAME.

Our data on workforce ethnicity is incomplete but we are working hard to improve this. Existing data suggests our workforce does not reflect the diversity of the UK population. We want to address this.

We released our 2021 Gender Pay Gap Report which showed a negative mean gender pay gap of -6% and a median pay gap of -18%, meaning that females received more pay than males at our snapshot date of 5 April 2020, though the data was impacted by employees on furlough.

Our mean bonus pay gap was -14%. This is because sales commission was higher for the year, and 90% of sales roles are held by females. Our median bonus pay gap was 41%, influenced by the high number of men in senior roles where bonus payments make up a large part of remuneration.

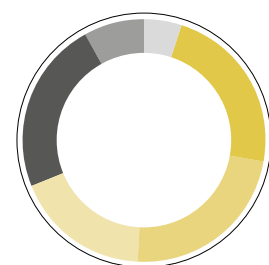
While we are not currently required to report on ethnicity pay, we are working to ensure we will be in a position to do so, when required.

Women in our workforce (%)

	2020	2019	2018	2017
All employees	30%	29%	31%	32%
Junior managers	46%	45%	48%	48%
All managers	28%	28%	27%	26%
Group Management Team	40%	44%	33%	30%
Board	50%	50%	44%	30%

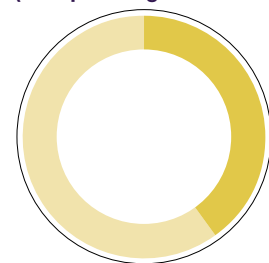
Note to chart: The GMT and Board figures are correct as at 31 December 2020.

Age diversity in our workforce



<20	5%
Age 20-29	23%
Age 30-39	23%
Age 40-49	18%
Age 50-59	23%
Age 60+	8%

Gender balance in executive leadership (Group Management Team)



Women	40%
Men	60%

Health and wellbeing

We want to support colleagues to maintain good mental, physical, social and financial health. Our Health and Wellbeing Committee coordinates our efforts supported by a Health and Wellbeing Champion in every regional business.

Our core benefits package includes healthcare for all employees, through private medical insurance or health cash plans. All office-based employees are entitled to regular health assessments after completing one year's service. Our Employee Assistance Programme (EAP) offers counselling, financial advice and a support line.

Supporting employees during the pandemic

During the pandemic, we introduced new measures to support colleagues whether they remained at work, were on furlough or working from home.

This included a free digital GP service for all employees. We also provided wellbeing training for line managers to help them support staff working remotely and launched wellbeing coaching sessions on topics such as work-life balance, healthy lifestyles and goal setting.

We created a COVID-19 section on our intranet site, with FAQs and guidance, including how to set up a workstation and structure your day when working from home. We shifted our training online (see page 24) and ran a series of 44 fun daily challenges to help employees stay connected.

We supported our colleagues on furlough with their full base pay and implemented revised remuneration arrangements for colleagues who usually receive high levels of variable pay, such as sales staff.

Colleagues who were not furloughed through the lockdown were given extra time off in-lieu to make up for their work during the crisis. We also extended emergency leave and introduced special leave for those unable to work their full hours, for example due to family commitments.

98% of employees

felt positive about the support they received while on furlough, as measured in an employee survey

Addressing mental health in construction

Mental health is a significant concern for the construction industry. We partner with mental health charity, Mates in Mind, to deliver mental health training for colleagues. This aims to tackle stigma and empower people to get help if they need it. We have 132 Mental Health First Aiders across our business who support managers and employees when mental health issues arise.

We use the Thrive wellbeing app, which has been approved by the NHS and provides tools and support for employees to manage and improve mental wellbeing. We are a signatory to the Building Mental Health Charter.

Supporting physical and financial health

We ran a number of physical health campaigns in the year including supporting cycle to work week and our Get Moving Challenge.

Our first financial awareness campaign highlighted the tools available to help employees manage their finances such as a budgeting tool, confidential advice on money and pensions and our EAP.

Employee engagement

We welcome employee feedback and run regular employee surveys.

We ran three Pulse surveys in 2020. These short surveys focused on our response to the pandemic, diversity and inclusion, communication, development and agile working. Key findings include:

- 98% of furloughed staff felt positive with the support they received during the pandemic
- 92% agreed that their line manager values different perspectives, beliefs, values and abilities
- 84% would recommend Taylor Wimpey to family and friends based on the career training and development they have received

The surveys also showed that our communications regarding our commitment to diversity and inclusion and the training opportunities available at Taylor Wimpey could be improved. It also highlighted opportunities to strengthen our performance review process. Each of our regional businesses has an action plan to address local feedback.

We encouraged colleagues to share their views and ideas throughout the year and a dedicated email address was set up to allow employees to share feedback directly with our Chief Executive.

Employee forums

Our National Employee Forum (NEF) enables our Board and senior management team to engage with employees and hear their feedback. The NEF has nine members (three from each of our regional divisions), including site and office employees and regional directors. It is attended by members of our GMT. Its members are drawn from active Employee Consultation Committees in our regional businesses.

In 2020, to further strengthen engagement between the Board and employees, the Chair of the Remuneration Committee, Non Executive Director Gwyn Burr, was appointed as the Board's NEF Champion. Gwyn now attends NEF meetings and feeds back to the Board. Our Chairman Irene Dorner also attended the NEF in 2020.

The Forum met four times in 2020 and topics discussed included training and development for employees during the furlough period, employee survey results, and customer service improvements.

We are establishing Local Employee Forums (LEF) in our regional businesses as well as our head office and logistics business, to encourage dialogue at the local level.

Raising concerns

We encourage employees to share any concerns, breaches of our policies or suspected cases of unethical conduct with their direct line manager, another manager or by reporting to our Group General Counsel and Company Secretary, Group HR Director or Head of Internal Audit. This includes any form of harassment or bullying, or if any employee has reason to believe that modern slavery of any form may exist within our organisation or our supply chain, or may occur in the future. We also operate an independent confidential reporting hotline, Safecall, available to all employees and subcontractors.

Living wage

All employees are paid at least the voluntary living wage, as calculated by the Living Wage Foundation, except for trainees and trade apprentices who are paid in accordance with the apprentice rates set out in the Construction Industry Joint Council Working Rule Agreement.

The pay rates of site operatives are governed by the industry-wide Construction Industry Joint Council (CIJC) Working Rule Agreement. This is above the voluntary living wage.







Social mobility

We have signed the Social Mobility Pledge, an initiative by former MP Justine Greening, signalling our commitment to boost opportunity and social mobility. We are developing an Opportunity Action Plan focusing on four areas: helping to tackle homelessness; building employability for disadvantaged people; developing construction skills; and diversity and inclusion.

More information

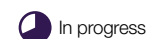
Read about succession planning, reward and remuneration in our Annual Report and Accounts 2020.

Progress against targets

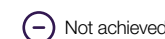
Target	Progress	Achieved?
Launch and roll-out our new induction process, Laying the Foundations	We launched our updated induction process 'Laying the Foundations', which now includes pre-start material to help new employees to quickly become familiar with how we work.	
Increase BAME representation in our workforce	Our data on workforce ethnicity is incomplete but suggests our workforce does not currently reflect the diversity of the UK population.	
Increase the percentage of women in leadership roles in our regional businesses and in our management trainee programme	We have seen a small increase in women in leadership roles in our regional businesses but we have more to do in this area. We increased the percentage of women among new recruits to our management trainee programme.	
All employees to have completed our mental health training	Most colleagues have completed the training but further roll-out was delayed due to the pandemic.	
Launch our Agile Working Toolkit	We launched our toolkit and agile working principles, which are now available on our intranet for all employees to access.	
Set up Local Employee Forums (LEF) in our regional businesses	Progress was delayed due to the pandemic and we will establish the LEFs during 2021.	



Achieved



In progress



Not achieved

Charitable giving

We support charities working in our local communities through donations, by sharing our expertise and by getting our people involved as fundraisers and volunteers.



Our priorities

We focus on three priorities that are connected to our business:

- **Aspiration and education** – Projects that promote aspiration and education in disadvantaged areas
- **Tackling homelessness** – Intervening in and improving homelessness situations for seriously economically disadvantaged groups in the UK
- **Local projects** – Initiatives that have a direct link with our regional businesses and developments

We have six national partner charities and each regional business also has a charity budget to support organisations close to our sites. We monitor the impact of our giving and select projects to support where we can make the most difference.

Our national partners are: Youth Adventure Trust, which helps young people fulfil their potential; End Youth Homelessness (we are a founding partner to this Centrepoin-led movement of local charities); Crisis, a homelessness charity; St Mungo's, a homelessness charity; CRASH, a construction and property industry charity for the homeless; and Foundations Independent Living Trust, which helps older and vulnerable people live with dignity in their own homes.

Our Charity Committee oversees our charity partnerships. Its members include senior leaders such as our Group HR Director (Chair) and Group General Counsel and Company Secretary, and a variety of other employees including directors, managers, personal assistants and graduate trainees.

2020 highlights

- 375,000 items of PPE donated to over 50 local NHS and care organisations
- Over £762k donated and fundraised for charities and local community causes
- Over £70k raised from our Company-wide Isolation Challenge during lockdown
- Helped End Youth Homelessness to provide employability grants to 100 young people

Plans and targets

- Hold our Taylor Wimpey Challenge and participate in the Housebuilders Challenge event
- Continue to support St Mungo's Construction Skills programme with a focus on helping people progress from training and into work
- Run a graduate challenge to raise money for the Prince's Trust



UN SDG: Goal 1 – No poverty

End poverty in all its forms everywhere.

Lack of skills, housing costs and low wages or insecure employment all contribute towards poverty in the UK. We can play a part in addressing these issues particularly through our support for homelessness charities, by building affordable housing on our sites (page 9) and through investing in skills and education (page 24).

Responding to the pandemic

When the pandemic struck the UK in early 2020, our colleagues across the business got involved to support those affected in their local communities.

We donated our surplus supplies of PPE to local NHS and care organisations, which were packed and delivered by employees. Taylor Wimpey Logistics also used its supplier contacts to purchase additional PPE for hospitals and care homes. In total we were able to buy and deliver 150,000 aprons, 75,000 pairs of gloves and 150,000 masks to over 50 care homes and hospitals. We also used 3D printers to create reusable face shields for frontline staff.

Many colleagues volunteered in their local communities from delivering medical supplies and making scrubs, to supporting emergency services and their local hospitals.

We held a number of virtual fundraising challenges and made donations to support our charity partners through this difficult year. This included a Company-wide Isolation Challenge that raised over £70,000. The money was shared between NHS Charities Together, Crisis and Childline.

Engaging our colleagues

We hold regular Group and local fundraising challenges to get our colleagues involved in supporting our charity partners and our Volunteering Policy enables all employees to take two full days, or four half days, paid time off to volunteer. We promote fundraising and volunteering opportunities via our intranet, email and Yammer social media network.

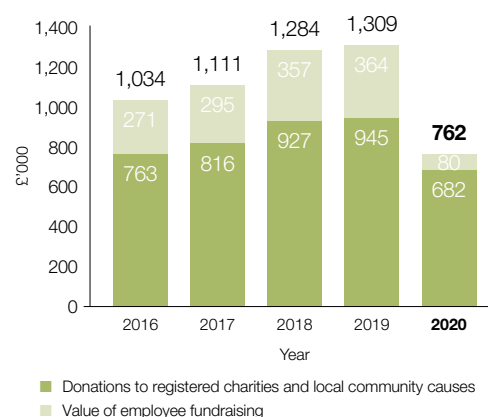
We set a charity project each year for participants on our graduate programme, enabling them to apply their business experience to help one of our charity partners. In early 2021, our graduates entered the Prince's Trust 'Million Makers' challenge to raise money to support vulnerable young people.

What we gave

We donated and fundraised over £762k for registered charities and local community causes in 2020 (2019: £1.31 million). This figure was lower than in 2019 as many fundraising activities could not take place due to the pandemic.

These figures do not include investments made as a result of our planning obligations, see page 9, or the value of employee time spent volunteering.

Charitable donations and fundraising (£'000)

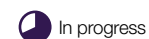


Progress against targets

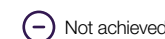
Target	Progress	Achieved?
Support our national charity partners to increase their impact	Our support helped charity partners to respond effectively to the pandemic during 2020. Examples include, helping St Mungo's to establish a new Food Hub which delivered over 32,000 meals to vulnerable clients across 32 London boroughs during lockdown.	✓
Fund the role of Mental Health Coordinator at Crisis Skylight Birmingham	We funded the role of Mental Health Coordinator during 2020, to oversee health and wellbeing provision at the Crisis Skylight Birmingham centre. This included supporting members to protect their physical and mental health during the lockdown period.	✓
Support the relocation of St Mungo's Construction Skills programme and continue to fund its professional trainers for brick laying, plastering, dry-lining and painting and decorating trades	Our support enabled St Mungo's to deliver foundational training, work based training and construction job preparation to its clients during 2020 and early 2021. The relocation of the skills programme did not happen in 2020, as St Mungo's diverted funds to address critical needs during the pandemic.	◐
Sponsor the CRASH Wildgoose Chase event that raises funds for homelessness and hospice projects	Unfortunately, the Wildgoose Chase event was cancelled due to the pandemic. However, we were able to make donations of money, furniture and IT equipment to support a number of homeless centres and hospices.	✗



Achieved



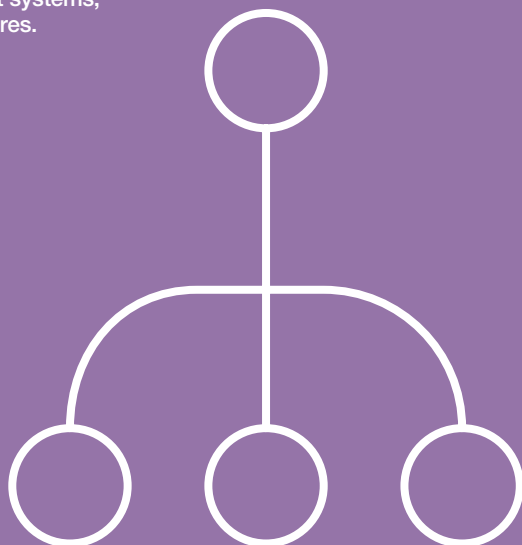
In progress



Not achieved

Governance and management

We have integrated sustainability into our management systems, policies and procedures.



Roles and responsibilities

Our Chief Executive has ultimate executive accountability for sustainability issues. Our plc Board and Group Management Team (GMT), our most senior executive committee, regularly discuss sustainability issues and review performance, and have approved our updated environment strategy. The GMT receives a monthly update on our progress against sustainability targets.

At an operational level, sustainability activities are coordinated by our Legacy, Engagement and Action for the Future (LEAF) committee. LEAF is chaired by Ingrid Osborne, Divisional Chair, London and South East, who is a representative of the GMT. Members of the LEAF committee include senior executives from our procurement, technical, production, and design functions, our regional businesses, our Director of Sustainability and our external sustainability consultant.

During 2020, the LEAF committee met three times to discuss issues, including our environment strategy, regulatory changes, biodiversity, waste and resource efficiency, and customer communication on sustainability. The committee reviews our Climate Change and Sustainability Risk and Opportunity Register, see page 18.

Reflecting our increased focus on environmental performance, our Director of Sustainability now reports directly to our CEO. The LEAF Chair and Director of Sustainability attend Board meetings at appropriate times during the year, either to discuss strategic direction, request specific approvals, or to update on progress being made.

To improve oversight of environmental performance, we are introducing energy, carbon and waste KPIs into the performance dashboard used by Managing Directors and their teams.

We also have committees and working groups to oversee particular aspects of sustainability, such as our Environment Strategy Working Group, Charity Committee, Waste and Resources Group, Timber Frame Working Group, and our Diversity and Inclusion Strategy Committee.

At a project level, the sustainability aspects of a development are initially the responsibility of the land and planning and design teams. Once work has begun on site, the production management team, including the Site Manager and contractors, ensures that a wide range of site-specific sustainability issues are addressed and monitored.

We have a Sustainability Champion in every regional business, read more on page 17.

Engaging our people on sustainability

We need to make sure colleagues have the information, tools and motivation to implement our sustainability policies and programmes. Awareness of our commitment to sustainability can also support employee engagement. We have a sustainability training plan for relevant functions to support the roll out of our environment strategy.

In 2020, we ran two masterclasses on sustainability open to all colleagues. Our induction e-learning programme includes topics such as diversity and inclusion and modern slavery. Functional training, such as our Design and Production Academies, also cover aspects of sustainability and we have more detailed training for our Sustainability Champions network. All employees are trained on our approach to health and safety.

We use our internal communications channels to engage our people on sustainability. For example, teamTALK, our internal magazine, included articles on biodiversity and our environment strategy in 2020. Over 4,500 copies were distributed to our regional businesses.

Health and safety and customer service form part of all senior managers' business objectives and a proportion of our senior management bonus relates to customer service, see page 13.



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



FTSE4Good



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Sustainability Yearbook
Member 2021

S&P Global

“Our Director of Sustainability now reports directly to our CEO.”

Awards, sustainability indices and ratings

We are a constituent of the Dow Jones Sustainability Europe Index and the FTSE4Good Index series, the leading responsible investment indices. We are also included in the S&P Sustainability Yearbook.

We are a member of Next Generation, a rigorous and detailed sustainability performance benchmark of the UK's largest homebuilders. In 2020 we were ranked fourth out of 25 companies in the benchmark with a score of 69% and received a Silver Award (2019: 60%, silver, fifth position).

We participate in CDP and received the following scores: CDP Climate B (2019: B); CDP Water B (2019: B); CDP Forests (in relation to timber sourcing) B (2019: C); and Supplier Engagement A- for our approach to engaging suppliers on climate change.

Our Annual Report includes disclosures reflecting the recommendations of the Task Force on Climate-related Financial Disclosures. We are also working to align our reporting with the Sustainability Accounting Standards Board recommended disclosures for our sector, see pages 36 to 40.

HSE compliance

There was one prosecution in 2020 from South Staffordshire Water. This related to one of our sites in the Midlands which was found to have incorrectly fitted a pipe to the water main. We received a caution. There were no other prosecutions and no fines in relation to environmental matters.

There were no health and safety prosecutions or improvement notices from the Health and Safety Executive. We were required to pay a fee for intervention of £123.20 in relation to some scaffolding at a site in East Anglia which did not include the required mid-rail and toe board, breaching the Work at Height Regulation.

Risk management

Our Risk Management and Internal Control Framework defines our procedures to identify, mitigate and monitor risks, both financial and non-financial, facing the Group.

Risk registers are maintained throughout the Group at a business unit and function level, are formally reviewed twice a year as part of our financial planning cycle by GMT members and updated throughout the year to recognise new or changed risks or mitigations. The registers document the risks faced by each business unit, including significant site-level and functional risks, arising from factors both internal and external to the Group as well as risks to and from the delivery of our strategy.

A standard methodology is applied to the assessment of identified risks, which requires each risk to be measured according to specified likelihood (based on probability of occurrence) and impact (based on financial, reputation, customer, health and safety, employees, environment, operational, legal and regulatory and IT) criteria.

After consideration of appropriate mitigations against each risk, a residual risk is determined to identify those considered to be the most significant.

A consolidated view of the risk environment, including potential Emerging Risks, is discussed and approved by the GMT, Audit Committee and Board, ensuring all key risks to the Group are known and are being actively mitigated and monitored and ensuring the correct identification of the Principal Risks and Uncertainties facing the Group.

Sustainability risk

Sustainability risks are integrated into our corporate risk management framework.

Health and safety, quality and people risks are included in our Principal Risks. Climate change is included as a key risk on our consolidated Group Risk Register and is considered as part of our Emerging Risk process. Sustainability risks are also monitored via function risk registers and our Climate Change and Sustainability Risk and Opportunity Register.

Our Climate Change and Sustainability Risk and Opportunity Register is maintained by our LEAF committee and reviewed at each meeting. For each climate-related risk and opportunity the

register identifies the: risk driver; description of risk; potential impact; timeframe; whether the risk or opportunity is direct or indirect; likelihood; and magnitude of impact. This is based on the approach taken by the CDP benchmarks. A separate methodology is used for other sustainability risks and opportunities in the register.

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

 See our Annual Report and Accounts 2020 for more on risk management.

Anti-bribery and corruption

We do not tolerate bribery or corruption and we are committed to conducting our business activities in an ethical and transparent way. The Board oversees our approach and regularly reviews and approves our Anti-Corruption and Business Conduct policies.

The Board also oversees our independent whistleblowing service, Safecall and Whistleblowing Policy. Employees can use Safecall confidentially and anonymously, if required, to report any concerns. We raise awareness about the service through posters in our offices and via our intranet. All calls to the hotline are followed up and investigated where necessary. Employees raising concerns are protected by our Whistleblowing Policy.

We provide annual training on our Anti-Corruption Policy and on our Competition Law Guidelines to all business units. We expect the same standards from our suppliers and anti-corruption provisions are included in our supplier contracts.

Public policy

Regulation has an impact on our business and we think it is important to share our views with policy makers at the local, regional and national level. This includes direct engagement such as responding to Government consultations, engagement with local and regional government through the planning process and engagement via our membership of trade associations.

Public policy work is carried out in a way that reflects our values and cultural principles and key policies such as our Business Conduct Policy. We strive for clear, open and accurate communication. It is our policy not to make donations to political parties.

Our main trade association memberships are the HBF, the NHBC, the Confederation of British Industry and the British Property Federation. Regional businesses are also members of trade associations, for example our Scottish businesses are members of Homes for Scotland.

 For examples of engagement see page 12.

Reporting, data and external assurance

This is our 14th Sustainability Report as Taylor Wimpey. It covers our performance and data for the period 1 January to 31 December 2020.

We are moving towards integrated reporting. We have increased disclosure of ESG topics in our Annual Report and Accounts this year. In 2022, our goal is to publish an integrated report supported by our sustainability website and an ESG Addendum for social and environmental performance data.

We collect a wide range of social and environmental data from our regional businesses through our COMBINE (Co-ordinated Measurement of Business Information) system. This covers health and safety, environment, sustainable construction, resource efficiency, planning and community engagement, employee and customer data. This data is used to measure, monitor and improve our performance.

We have achieved certification to the Carbon Trust Standard which includes independent verification of our greenhouse gas data (scope 1 and 2) and energy data. Their statement is published on our website at www.taylorwimpey.co.uk/corporate/sustainability.

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

 See www.taylorwimpey.co.uk/corporate/our-company/governance/our-policies

Performance summary

	Coverage	Unit	2020	2019	2018	2017	2016
General							
Revenue £m	Group	£m	2,790.2	4,341.3	4,082.0	3,965.2	3,676.2
Operating profit £m ¹	Group	£m	300.3	850.5	880.2	844.1	768.1
Number of completions (including joint ventures)	UK	Number	9,609	15,719	14,933	14,541	13,881
	Spain	Number	190	323	342	301	304
Number of completions (excluding joint ventures)	UK	Number	9,412	15,520	14,822	14,387	13,808
Sustainable homes and communities							
Placemaking and design							
Participation in Design Academy training ²	UK	Number of employees	265	265	225	151	na
Affordability							
Completions designated as affordable	UK	%	20	23	23	19	19
Number of affordable homes ³	UK	Units	1,904	3,548	3,416	2,809	2,690
First time buyers – % of completions	UK	%	50	46	49	48	46
Help to Buy – % of completions	UK	%	53	48	53	50	47
Percentage of completions through Help to Buy from first time buyers	UK	%	79	80	83	81	78
Efficient homes							
Code level 3 homes ⁴	UK	Number	617	1,154	1,762	2,451	3,676
Code level 4, 5, 6 homes ⁴	UK	Number	252	643	528	906	1,282
% of completed units with on-site renewables	UK	%	14	9	9	n/k	n/k
Planning obligations							
Value of Section 106 (England and Wales) and Section 75 (Scotland) and CiL agreements delivered	UK	£m	287	447	455	413	363
Land, planning and engagement							
Plots owned or with planning consent (short term landbank)	UK	Number	77,435	75,612	75,995	74,849	76,234
Short term landbank – number of plots converted from strategic land pipeline	UK	Number	4,010	8,387	7,619	7,863	9,519
Strategic pipeline – number of potential plots	UK	Number	c. 139,000	c.140,000	c.127,400	c.117,000	c108,000
Completions sourced from strategic pipeline	UK	%	55	56	58	53	51
Homes built on brownfield land	UK	%	25	29	37	45	45
Sustainable transport – customers							
Completions within 500 meters of a public transport node	UK	%	71	57	52	50	49

	Coverage	Unit	2020	2019	2018	2017	2016
Customer satisfaction and quality							
Customers satisfied or very satisfied with quality of their home ⁵	UK	%	88.6	87.1	88.9	87.9	84.7
Customers satisfied or very satisfied with the service provided before purchase ⁵	UK	%	83.5	83.3	86.4	84.1	81.7
Customers who would recommend us to a friend ⁵	UK	%	91.8	89.4	90.3	89.0	86.2
Homebuilder average – Customers who would recommend us to a friend ⁵	UK	%	91	89	87.4	86.2	84.3
Customers who would recommend us to a friend – 9 month score ⁶	UK	%	78.2	76.8	76.2	74.2	77.6
9 month homebuilder average – Customers who would recommend us to a friend	UK	%	n/k	75.7	71		
Customers who would recommend us to a friend	Spain	%	93	93	100	100	93
Average NHBC Construction Quality Review score ⁷	UK	Score	4.45	4.13	3.93	–	–
Industry average NHBC Construction Quality Review score ⁷	UK	Score	4.32	4.01	–	–	–
Health and safety							
Number of reportable RIDDOR injuries per year	UK	Number	26	32	43	28	36
Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors)	UK	per 100,000 employees and contractors	151	156	228	152	211
Annual Injury Incidence Rate (AIIR) for all major injuries (incidence rate per 100,000 employees and contractors)	UK	per 100,000 employees and contractors	58	44	64	54	53
HBF Homebuilder average AIIR ⁸	UK		263	282	330	334	335
Fatalities – employees and contractors	Group	Number	0	0	1	0	0
HSE training days – site management and operational staff	UK	per employee	3.39	4	4.3	4.5	4.8
HSE training days – support staff (office based)	UK	per employee	0.13	0.3	0.2	0.1	0.2
Number of staff trained on health and safety standards within the last year	UK	Number	4,210	4,767	5,207	5135	–
Annual injury incidence rate for reported workplace injuries (incidence rate per 100,000 employees and contractors) ⁹	Spain	per 100,000 employees and contractors	456	179	324	361	577
Number of reported workplace injuries per year	Spain	Number	4	2	4	4	5
Annual Injury Incidence Rate (AIIR) for all major injuries (incidence rate per 100,000 employees and contractors)	Spain	per 100,000 employees and contractors	46	18	32	0	0

	Coverage	Unit	2020	2019	2018	2017	2016
Environment¹⁰							
Carbon emissions (greenhouse gas)							
Scope 1 GHG emissions – combustion of fuel	Group	tonnes CO ₂ e	16,522	21,018	20,328	18,889	17,983
Scope 2 GHG emissions – market based	Group	tonnes CO ₂ e	1,981	3,563	4,509	4,794	10,827
Scope 2 GHG emissions – location based	Group	tonnes CO ₂ e	5,272	6,172	6,892	8,236	10,417
Total scopes 1 and 2 – market based	Group	tonnes CO ₂ e	18,503	24,581	24,837	23,683	28,809
Emissions per 100sqm completed homes (scope 1 and 2)	Group	tonnes CO ₂ e/100sqm	1.96	1.62	1.73	1.73	2.13
Percentage reduction in direct carbon emissions intensity (scope 1 and 2) since 2013			30.5	42.6	38.7	38.7	24.5
Scope 3 GHG emissions (total) ¹¹	Group	tonnes CO ₂ e	1,961,431	3,869,583	2,171,973	1,826,183	1,963,775
Total scopes 1, 2 and 3	Group	tonnes CO ₂ e	1,979,934	3,894,164	2,196,810	1,849,866	1,992,584
Emissions per 100sqm completed homes (scopes 1, 2 and 3)	Group	tonnes CO ₂ e/100sqm	209.8	255.9	152.7	134.9	147.6
CDP Carbon rating	Group	Score	B	B	B	B	B
Scope 3 emissions categories							
Purchased goods & services	Group	tonnes CO ₂ e	1,114,587	2,242,225	2,143,976	1,797,288	1,933,908
Waste generated in operations	Group	tonnes CO ₂ e	11,255	17,550	15,845	15,793	16,049
Business travel	Group	tonnes CO ₂ e	6,593	6,303	6,405	6,812	7,771
Fuel & energy related activities	Group	tonnes CO ₂ e	4,503	5,679	5,748	6,290	6,048
Downstream leased assets	Group	tonnes CO ₂ e	6,178	2,656	n/k	n/k	n/k
Use of sold products (homes in use)	Group	tonnes CO ₂ e	754,625	1,476,066	n/k	n/k	n/k
Upstream transport and distribution	Group	tonnes CO ₂ e	29,815	64,827	n/k	n/k	n/k
End of life treatment of sold products	Group	tonnes CO ₂ e	20,105	33,242	n/k	n/k	n/k
Employee commuting	Group	tonnes CO ₂ e	13,771	21,034	n/k	n/k	n/k
Energy use							
Operational energy use (fuel and electricity consumption from sites and offices) ¹²	UK	MWh	85,442	101,352	95,170	89,550	92,236
Operational energy intensity (site and office fuel and electricity intensity – MWh / 100 sq m)	UK	MWh / 100 sq	9.3	6.8	6.8	6.5	6.8
Operational energy use (fuel and electricity consumption from sites, offices and fleet)	Group	MWh	96,195	116,207	111,085	105,123	104,270
Operational energy intensity (site, office and fleet fuel and electricity intensity – MWh / 100 sq m)	Group	MWh / 100 sq	10.2	7.6	7.7	7.7	7.7

	Coverage	Unit	2020	2019	2018	2017	2016
Environment continued							
Waste and resources¹³							
Construction waste per 100sqm build – general	UK	Tonnes/100sqm	7.2	5.87	4.80	4.74	4.40
Construction waste per 100sqm build – plasterboard	UK	Tonnes/100sqm	0.77	0.63	0.58	0.64	0.66
Construction waste per 100sqm build – total	UK	Tonnes/100sqm	7.98	6.50	5.38	5.38	5.06
Construction waste – general	UK	Tonnes	66,186.3	87,186.4	–	–	–
Construction waste – plasterboard	UK	Tonnes	7,117.2	9,322.7	–	–	–
Construction waste – total	UK	Tonnes	73,303.5	96,509.1	–	–	–
Construction waste recycled	UK	%	97	97	96	95	93
Construction waste landfilled	UK	%	3	3	4	5	7
Paint cans collect for reuse or recycling	UK	Number	19,445	19,374	n/k	n/k	n/k
Pallets return for reuse or recycling	UK	Number	71,916	94,984	65,420	67,798	70,798
Water							
Consumption of metered mains water	UK	m ³	454,056	505,893	487,915	394,558	393,846
Consumption of metered mains water per 100sqm build	UK	m ³ /100sqm	49.41	34.08	35.09	29.41	29.95
CDP Water rating		Score	B	B	B	A-	B-
Biodiversity and ecology							
Biodiversity risks assessed at % of sites	UK	%	100	100	100	100	100
Biodiversity management plans implemented at % of sites identified as being exposed to biodiversity risks	UK	%	100	100	100	100	100
People							
Average number of employees (weekly and monthly)	UK	Number	5,948	5,796	5,358	4,893	4,697
Average number of employees	Spain	Number	81	87	84	102	98
Average number of employees (weekly and monthly)	Group	Number	6,029	5,883	5,442	4,995	4,795
Site operatives	UK	Number	12,330	14,674	13,526	13,422	12,390
Annual voluntary employee turnover	UK	%	9.4	12.9	14.5%	14.3%	13.9%
Skills, learning and development							
Total apprentices, graduates and trainees recruited during the year	UK	Number	75	498	372	263	197
Training days per monthly salaried employee (including H&S training) ¹⁴	UK	Number	2.4	2.2	3	2.9	2.2
Training days completed	UK	Number	13,000	12,270	10,772	10,100	11,000
Entry level positions as % of workforce	UK	%	14	16	13	11	n/k

	Coverage	Unit	2020	2019	2018	2017	2016
People continued							
Diversity							
Women in workforce – all employees	UK	%	30%	29%	31%	32%	32%
Women in junior management	UK	%	46%	45%	48%	48%	48%
Women in management	UK	%	28%	28%	27%	26%	25%
Women in our Group Management Team (GMT) ¹⁵	Group	%	40%	44%	33%	30%	30%
Women on the Board of Directors (plc)	Group	%	50%	50%	44%	30%	22%
Partnering with charities							
Donations to registered charities	Group	£	588,000	816,000	754,000	737,000	605,000
Donations to local community causes	Group	£	94,000	129,000	173,000	79,000	158,000
Amounts raised by employee fundraising	Group	£	80,00	364,000	357,000	295,000	271,000
Total donations (cash and fundraising)	Group	£	762,000	1,309,000	1,284,000	1,111,000	1,034,000

n/k – Data not known

1. Operating profit is defined as profit on ordinary activities before net finance costs, exceptional items and tax, after share of results of joint ventures.

2. Course introduced in 2017

3. Includes joint ventures

4. The Code for Sustainable Homes has now been consolidated into Building Regulations so the number of new homes we build to the Code is going down.

5. 2020 figures relate to the HBF year of 01.10.19 to 30.09.20

6. The 9-month 'would you recommend' score for 2020 relates to customers who legally completed between October 2018 and September 2019, with the comparator relating to the same period in the prior years.

7. The NHBC carries out independent Construction Quality Reviews at key stages of the build. This is the average score from NHBC reviews out of a possible 6

8. This HBF average figure is from the HBF H&S Statistical Analysis Report 2019-2020.

9. For Spain, our injuries data and annual injury incidence rate include all reported workplace injuries to employees and contractors. This is similar but not directly comparable to our data for the UK which is collected under the UK's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

10. Intensity metrics are calculated using the following figures for completed floor area: Taylor Wimpey UK – 919,041sqm (excludes Taylor Wimpey Central London but includes relevant joint ventures); Taylor Wimpey Spain – 24,874 sqm; Taylor Wimpey Group (UK and Spain) – 943,915 sqm.

11. Scope 3 data for 2018 and prior years includes fewer categories of emissions. It therefore cannot be directly compared with data for 2019 onwards.

12. Data is for the UK. It includes all site and office energy (electricity, gas and other fuels), but excludes fleet.

13. Our waste data is for the UK. It excludes waste from our central London business but includes waste from joint ventures.

14. Monthly employees accounted for around 70% of our total on average in 2020.

15. The GMT is our most senior executive leadership body.

SASB index

The following table discloses our performance against the criteria set by the Sustainability Accounting Standards Board (SASB) Standard for the Home Builders sector. This is the first year we have included this index and we aim to increase our alignment with the SASB criteria over time. A number of the SASB criteria are not directly applicable to the UK and in these cases we have sought to provide equivalent data. Data relates to the period 1 January 2020 – 31 December 2020.

A note on terminology: Our sites are single pieces of land which typically gain outline planning permission as a single entity. They range in size from 50-3,500 homes. Outlets are sales units and we typically sell about 30-75 homes per outlet per year. 'Plots' are homes prior to completion which are equivalent to 'lots' (the term used in the SASB standard). Responses do not cover our business in Spain which accounts for less than 2% of total completions.

Code	SASB criteria	Our approach	Definitions/notes
Land Use & Ecological Impacts			
IF-HB-160a.1	Number of (1) lots and (2) homes delivered on redevelopment sites	In 2020, 2,341 completed homes were on brownfield land, accounting for 25% of completions (excluding joint ventures). In 2019, 29% of completions were on brownfield land. – Annual Report and Accounts page 43 – Sustainability Report page 11	Brownfield land is previously developed land.
IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	Water stress is geographically variable in the UK. We estimate that up to 39% of our plots are built in areas of serious water stress, around 3,746 homes. This is based on data published by the Environment Agency which divides England into river catchments and looks at water stress in each individual catchment. However, due to limitations with our data we believe this figure is likely to be over-stated. The World Resources Institute's (WRI) Water Risk Atlas tool, Aqueduct identifies the UK as a region of low-medium water stress. Based on this definition, no completions were delivered in regions with High or Extremely High Baseline Water Stress.	The Environment Agency looks at water stress in relation to river catchments which also correspond to water company areas. It identifies serious water stress as areas where: (a) current household demand for water is a high proportion of the current effective rainfall which is available to meet that demand; or (b) The future household demand for water is likely to be a high proportion of the effective rainfall available to meet that demand. Our estimate is based on the number of completions likely to fall within those areas. We do not track the number of completions per river catchment / water company area so can only provide an estimate. SEPA (the Scottish Environmental Protection Agency) and NRW (Natural Resources Wales) have similar roles in Scotland and Wales. There is no high or extremely high water stress in these countries.
IF-HB-160a.3	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	There was one prosecution in 2020 by South Staffordshire Water in relation to the failure to use an approved standpipe when temporarily connecting to a water main on one of our sites in the Midlands. We received a caution and the prosecution was therefore withdrawn. There were no other prosecutions and no fines in relation to environmental matters. – Sustainability Report – page 17	

Code	SASB criteria	Our approach	Definitions/notes
Land Use & Ecological Impacts continued			
IF-HB-160a.4	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	<p>Our environment strategy includes targets to reduce our environmental footprint across our value chain focusing on climate change and energy, nature, resources and waste. Environmental factors are integrated into our processes, including:</p> <p>Land buying: We review each potential piece of land against the Government's National Planning Policy Framework (NPPF), which aims to ensure that developments are economically, socially and environmentally sustainable. Our internal processes and guidance documents help us to identify and address relevant sustainability issues for each site. These include our Sustainable Development Checklist which helps us to assess factors such as how well connected the site is to transport links and the potential impact on habitats and species. We use a digital platform for assessing and managing sustainability risks at site level, called LEADR (Land and Environment Assessment of Development Risk).</p> <p>Placemaking: Our placemaking standards help our teams to plan, design and deliver schemes that promote social, environmental and economic sustainability. They are based on best practice such as the Building for a Healthy Life framework and cover factors such as promoting sustainable transport, connectivity with nature and resident wellbeing.</p> <p>Construction: Our Health, Safety and Environmental Management System covers all site activities and helps us to keep noise, dust and disturbance to a minimum, to prevent pollution incidents and to protect biodiversity. It requires all operational sites to carry out mandatory environmental checks and to have a Site Specific Environmental Action Plan.</p> <ul style="list-style-type: none"> – Annual Report and Accounts – pages 40-41 – Sustainability Report – pages 11, 8-9 and 17 	
Workforce Health & Safety			
IF-HB-320a.1	Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	<p>We measure H&S performance using an Annual Injury Incidence Rate (AIIR) metric. Our AIIR for reportable injuries per 100,000 employees and contractors was 151 in 2020 (2019: 156). There were no fatalities.</p> <p>The average AIIR for our sector was 263.</p> <ul style="list-style-type: none"> – Annual Report and Accounts – page 34 – Sustainability Report – page 16 	<p>Reportable injuries are those covered by the UK's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).</p> <p>The sector average is calculated by the Home Builders Federation.</p> <p>We report a consolidated figure for direct employees and contractors.</p>

Code	SASB criteria	Our approach	Definitions/notes
Design for Resource Efficiency			
IF-HB-410a.1	Number of homes that obtained a certified HERS® Index Score and (2) average score	<p>The Energy Performance Certificate (EPC) is a UK equivalent to the HERS Index.</p> <p>On average, our standard homes are designed to achieve an EPC rating of B. They include: energy-efficient walls and windows; insulated loft spaces; 100% low energy light fittings and LED recessed downlights; and appliances that are at least A rated for energy efficiency.</p> <p>In 2020 around 14% of our homes integrated renewable technologies including photovoltaic (PV) panels or solar hot water panels, and around 5% used heat recovery technologies including mechanical heat ventilation recovery, waste water heat recovery and flue gas heat recovery. Approximately 4% had a connection to a district heating scheme.</p> <p>– Sustainability Report page 10</p>	<p>The EPC is a regulatory requirement for all properties for sale or rent in the UK. Properties are assessed by an accredited assessor.</p> <p>We don't currently collate data on the final EPC ratings for our properties so this figure is estimated based on our standard house type designs.</p>
IF-HB-410a.2	Percentage of installed water fixtures certified to WaterSense® specifications	<p>WaterSense is not applicable to the UK.</p> <p>Our homes are designed to achieve a maximum internal water use of 120 litres per person per day and 5 litres external use in line with Building Regulations. All our homes in England and Wales have water meters fitted, and all our homes have low flow taps and showers, and dual flush toilets.</p> <p>– Sustainability Report page 10</p>	<p>Water efficiency in the UK is covered by Building Regulations Part G – Sanitation, hot water safety and water efficiency. This focuses on the expected performance of the whole home. Compliance with Building Regulations is assessed by taking into account water consumption figures provided from manufacturers' product details including for WCs, taps, baths, showers and appliances (e.g. washing machines and dishwashers).</p>
IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard	<p>All our homes are subject to UK building regulations which include standards for energy and water efficiency as detailed in criteria IF-HB-410a.1 and IF-HB-410a.2.</p> <p>There are no current widely used third-party multi-attribute green building standards designed specifically for homes in the UK.</p> <p>Around 9% of completions in 2020 complied with the Code for Sustainable Homes (levels 3-5) which exceeds current Building Regulations in some areas.</p> <p>– Sustainability Report page 31</p>	<p>The Code for Sustainability Homes goal was homes built to high sustainability standards including zero carbon. It applied to England and Wales from 2006-2015. However, it was withdrawn by government prior to reaching its goals. We are now building out legacy Code for Sustainability Homes sites, and the number will diminish to zero over the next few years.</p>
IF-HB-410a.4	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	<p>Our homes integrate features to help customers live a more sustainable, resource efficient lifestyle, as outlined as in criteria IF-HB-410a.1 and IF-HB-410a.2.</p> <p>With the launch of our environmental strategy, we will be taking further steps to enable customers to live a sustainable lifestyle and increasing our communications on sustainable living and resource efficiency for customers.</p> <p>Risks and opportunities relating to home energy efficiency are considered as part of our climate change management processes which are outlined in criteria IF-HB-420a.2 and in our submission to CDP Climate. Our climate scenario analysis findings are summarised in our Sustainability Report.</p> <p>– Annual Report and Accounts page 44 – Sustainability Report pages 5-6, 10, 18 – CDP Climate www.taylorwimpey.co.uk/corporate/sustainability/our-approach/emissions-and-reporting</p>	

Code	SASB criteria	Our approach	Definitions/notes
Community Impacts of New Developments			
IF-HB-410b.1	Description of how proximity and access to infrastructure, services, and economic centers affect site selection and development decisions	<p>Proximity and access to infrastructure, services, and economic centres are some of the factors that influence site selection and development decisions.</p> <p>For each scheme, we assess the current level of facilities and services to assess whether they are sufficient to support the scale of proposed development. We aim for future residents to have convenient access to local facilities and services via walking, cycling or public transport. Where the current level of facilities or services is not adequate, we contribute to improving local facilities.</p> <p>During 2020, we contributed £287 million to local communities via planning obligations (2019: £447 million) to fund infrastructure and facilities including affordable housing, green spaces, community and leisure facilities, transport infrastructure, educational funding, jobs for local people, heritage buildings and public art.</p> <p>In 2020, around 71% of our UK completions were within 500m of a public transport node and around 88% within 1,000m.</p> <ul style="list-style-type: none"> – Annual Report and Accounts 40-41 – Sustainability Report page 9 	The UK Government's National Planning Policy Framework (NPPF) also requires consideration of the opportunities presented by existing or planned investment in infrastructure.
IF-HB-410b.2	Number of (1) lots and (2) homes delivered on infill sites	<p>This data is not currently collected. However, the majority of brownfield land in the UK would meet the definition of an infill site.</p> <p>In 2020, 2,341 completed homes were on brownfield land, accounting for 25% of completions (excluding joint ventures). In 2019, 29% of completions were on brownfield land.</p> <ul style="list-style-type: none"> – Annual Report and Accounts page 43 – Sustainability Report page 11 	Brownfield land is previously developed land. The majority of brownfield land sites are served by existing physical installations such as roads, power lines, sewer and water, and other infrastructure.
IF-HB-410b.3	Number of homes delivered in compact developments and (2) average density	<p>We believe that all our schemes meet the criteria for compact development.</p> <p>Average density can vary significantly between rural and urban sites and between schemes. There are also regional differences with densities on average higher in south east England.</p> <p>We estimate that densities on our rural and suburban schemes range between 32 and 45 dwellings per hectare, with an average of 36 dwellings per hectare. This excludes city centre developments which have a much higher average density of around 200 or more dwellings per hectare.</p>	<p>The developable area of land for each site is calculated using net hectares or net acres. This means the total land area that will be developed excluding public open space and land used for community facilities and some infrastructure.</p> <p>We have estimated these figures based on the submissions to our recent placemaking competition which covers all our regions and strategic land function.</p>
Climate change adaptation			
IF-HB-420a.1	Number of lots located in 100-year flood zones	<p>We don't currently collate this data but expect to be able to do so in future as we roll out our LEADR system for managing environmental site risks.</p> <p>We take the risk of flooding on our developments extremely seriously and identify potential flood risk as part of our site selection process. We use the Environment Agency's flood mapping tools, and take account of its input during our planning consultations. We do not buy land unless we can mitigate flood risk. Flood risk is controlled well in the UK through the planning process.</p> <p>Flood risk is one of the factors considered in our climate change scenario analysis.</p> <ul style="list-style-type: none"> – Sustainability Report – page 11 	

Code	SASB criteria	Our approach	Definitions/notes
Climate change adaptation continued			
IF-HB-420a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	<p>Climate change risks have the potential to impact our business strategy through increased costs, reduced productivity and reputational damage. We assess climate risks to the business using short (0-5 years), medium (6-10 years) and long term (11-100 years) horizons. The most material climate-related risks are: regulation and taxation; not aligning with our stakeholders values and ambitions on climate change; changes in weather patterns and an increase in severe weather events which could affect the availability and cost of resources and raw materials or activities on sites; and adaptation risks such as flooding and overheating of homes.</p> <p>The most material opportunities relate to stakeholder engagement, including investors, customers, local planning authorities and our own people. This includes the financial benefits associated with our use of low carbon goods and services as well as shifts in consumer preference to favour low carbon homes and products. There are opportunities in technology, for example building more homes from timber which sequesters carbon from the atmosphere. In the longer term, the most material opportunity relates to improved business resilience due to implementation of climate change adaptation measures.</p> <p>Climate change is included as a key risk in our consolidated Group Risk Register. Sustainability risks are also integrated into our corporate risk management framework, through functional risk registers and our Climate Change and Sustainability Risk and Opportunity Register. Our Climate Change Register guides the climate change adaptation of our business practices and the homes we build. For each climate-related risk and opportunity the register identifies: risk driver, description of risk, potential impact, timeframe, whether the risk or opportunity is direct or indirect, likelihood and magnitude of impact. This is a standing item on the agenda for our Legacy, Engagement and Action for the Future (LEAF) committee, chaired by a member of our Group Management Team (GMT). The committee makes recommendations to the GMT on how to mitigate, transfer, accept, or control climate-related risks. We prioritise our climate change risks and opportunities based on their materiality to our business, measured in % of profit before tax (PBT). A % PBT greater than 20% is considered a major impact. A large risk, in terms of likelihood, is one which is considered to have a greater than 50% chance of occurring.</p> <p>We carried out additional risk assessment during 2020 through our scenario analysis. This looked at climate change scenarios that could have a material financial impact on the business including risks and opportunities.</p> <ul style="list-style-type: none"> – Annual Report and Accounts – Taskforce on Climate-related Financial Disclosures table page 44 – Sustainability Report page 18 – CDP Climate disclosure www.taylorwimpey.co.uk/corporate/sustainability/our-approach/emissions-and-reporting 	<p>In 2020, we scored B in our CDP Climate Disclosure, and A- for our CDP supplier engagement score.</p> <p>We also scored 5/5 in the FTSE4Good climate section.</p> <p>We are the only UK home builder to hold the Carbon Trust Standard.</p> <p>We are 1 of only 2 UK home builders to commit to Science Based Targets and to have had those targets verified.</p>
Activity metrics			
IF-HB-000.A	Number of controlled lots	As at 31 December 2020, our short term landbank stood at c.77k plots (2019: c.76k plots).	Our short term landbank is owned or controlled land with planning permission or a resolution to grant planning permission.
IF-HB-000.B	Number of homes delivered	9,609 completions in 2020, including joint ventures. Our completion rate fell during 2020 due to the impacts of COVID-19 and the UK's national lockdown.	Completions means all legal completions (i.e. completed sales to customers) during the year.
IF-HB-000.C	Number of active selling communities	We traded from an average of 240 outlets in 2020 (2019: 250).	Outlets are sales units typically including 30-75 homes per year.