



# Building more than homes

# Welcome

Our vision is to become the UK's leading residential developer for creating value and delivering quality for all our stakeholders. We remain committed to being a responsible homebuilder and to reporting annually on our progress in this area.

## Business model

### Selecting land

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### Managing the planning and community engagement process

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### Getting the homebuilding basics right

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

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

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

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#### Key topics

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## Stakeholders

Stakeholder engagement helps us to understand and address the wider social, economic and environmental impacts resulting from our operations. During 2013, we continued to focus on becoming an increasingly open, transparent and responsive company. This report includes details of a wide range of engagement undertaken in 2013.

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

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

Developing sustainable homes and communities.

#### Key topics

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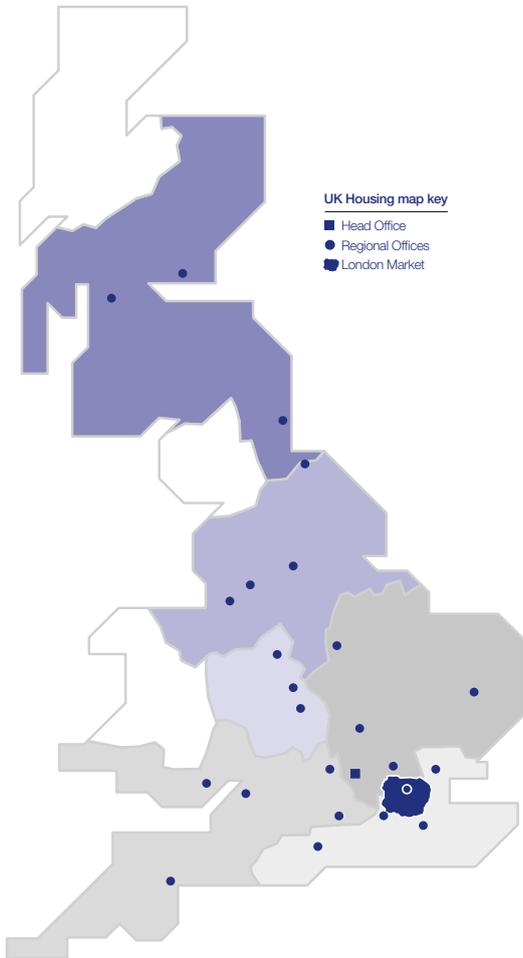
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Please see [www.taylorwimpey.co.uk/about-us](http://www.taylorwimpey.co.uk/about-us) for further information on who our stakeholders are and how we go about engaging with each of them.

# Business overview

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



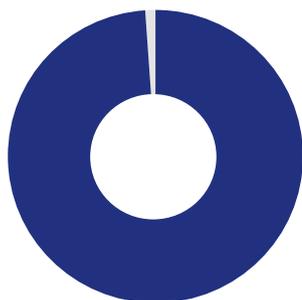
Completions  
**11,696**

Average sales outlets (sites)  
**315**

Average selling price  
**£191k**

Short term landbank  
**70,628** plots

Proportion of continuing Group revenue



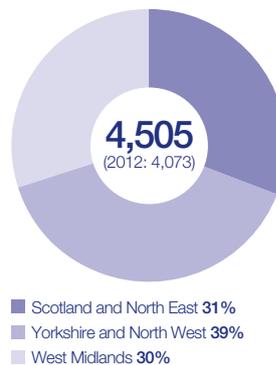
■ UK Housing 99%  
■ Spain Housing 1%

## Our regional operations

### North

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

Completions<sup>(a)</sup> (%)



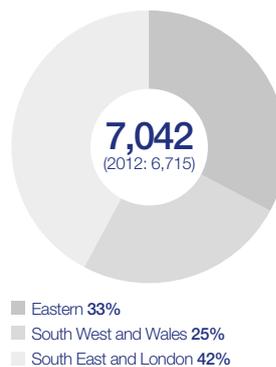
Average selling price



### South

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

Completions<sup>(a)</sup> (%)



Average selling price



(a) Excluding joint ventures.

## Spain Housing

We build high-quality homes in popular locations.

### Overview

- We have operations on the Costa Blanca, Costa del Sol and the island of Mallorca.
- We build high-quality homes that appeal to both foreign and Spanish buyers.



# Key corporate responsibility highlights

Our vision is to become the UK's leading residential developer for creating value and delivering quality. Being a successful homebuilder means we do so much more than build homes. We provide high-quality places to live with appropriate facilities, an attractive environment and a sense of place. We also add social, economic and environmental value to the wider communities in which we operate.

## Key benefits that we provided in 2013:

- 11,696 well-designed, high-quality, highly energy-efficient homes in the UK.
- £227 million committed to infrastructure, community facilities, education and schools, jobs, businesses and affordable housing.
- Jobs and career progression opportunities for our 3,972 employees as well as work for an average of 11,380 operatives on our UK sites.
- Valuable contracts for our suppliers.
- Charitable donations of over £327,000 and our employees raised £88,000 for the charities we support.

## Key achievements in 2013:

- We received a Bronze Class Sustainability Award from RobecoSAM as the third highest performing homebuilding company globally in their 2013 Corporate Sustainability Assessment, scoring 97% for occupational health and safety.
- We received a European Business Award in the Millicom Award for Environmental and Corporate Sustainability.
- 68 of our UK site managers received NHBC Pride in the Job Quality Award, 17 achieved a Seal of Excellence, five were Regional Winners and one site manager was named a Supreme Winner.
- We were named Private Developer of the Year at the First Time Buyer magazine Readers' Awards and Large Developer of the Year in the RESI awards.
- Our Church Fields development in Boston Spa was selected as a Built for Life scheme and was named 2013 Project Winner at the Housing Design Awards.
- The HBF has continued to rank us as a five-star builder in terms of customer service.
- Carbon emissions data is now externally verified by the Carbon Trust.
- We reduced our accident rate on site by 33%, attaining a UK Annual Injury Incidence Rate of 207 in 2013 for health and safety in comparison with the HBF Home Builder Average of 330 in 2012/13.



# Chief Executive's introduction



“

We believe that operating sustainably requires balancing the long term economic stability and growth of our Company with our responsibilities to the environment, society and the economies in which we build.

Pete Redfern  
Chief Executive

”

## Our approach to corporate responsibility

We want to create value and drive returns for our stakeholders but how we deliver this is just as important to us. We are determined that Taylor Wimpey should be known for how we conduct ourselves as well as for our financial performance and, whilst we do not get everything right, these are responsibilities that we will continue to fully embrace and strive to enhance. This can be seen in our cultural principles on page 5.

Our aim is to build homes and communities that our customers will aspire to and that enhance the local area. We seek to be a responsible organisation and to manage our business to make

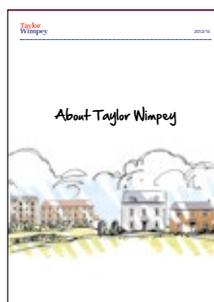
positive social, environmental and economic contributions to the regions in which we operate. We believe that operating sustainably requires balancing the long term economic stability and growth of our Company with our responsibilities to the environment, society and the economies in which we build. We believe that operating sustainably is both the right thing to do and brings significant business benefits.

This is the seventh year that we have produced a dedicated Corporate Responsibility Report as Taylor Wimpey. We believe that this is an important tool in highlighting how we address and embrace corporate responsibility.



More information about corporate responsibility is available on-line at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility)



More information about Taylor Wimpey is available on-line at

[www.taylorwimpey.co.uk/about-us](http://www.taylorwimpey.co.uk/about-us)

## 2013 performance and operational environment

2013 was a year of significant improvement for Taylor Wimpey, where both the quality of our investments and the underlying improvement in the housing market contributed to an improvement across all of our key performance metrics. See our Annual Report and Accounts for more information at [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk)

We are operating today in a significantly improved housing market. The business is starting to earn a healthy level of returns as the investments we have made from 2009 onwards are starting to deliver. We have the right organisational structure in place for the long term, with 24 regional businesses across the country, including a growing London presence, all of which are in areas in which people want to live and which are supported by strong economic fundamentals.

During 2013, we completed 11,696 homes across the UK, but we do much more than build homes. We are first and foremost a local business and an important contributor to the local communities in which we build and to the sustainability of those communities and areas. During 2013, we invested £227.0 million in the local communities via Section 106 and Section 75 planning obligations (2012: 180.8 million), including infrastructure, education, public transport and affordable housing. Since 2010, we have invested over £630 million (for more information see pages 14 to 17). We also provide employment opportunities and valuable local contracts – during 2013 we employed 3,972 people and are investing in the future workforce with apprenticeships and training schemes (pages 32 to 35).

## Outlook

We are pleased by the strides we have made in 2013, particularly the launch of our first sustainability strategy (pages 8 to 9), which sets out our principles relating to key social, economic and environmental issues, and the local successes we have had as our regional businesses continue to work to improve our community engagement on our sites across the country (pages 14 to 17). However, we remain committed to improving our performance in all aspects of corporate responsibility and will continue to report on our progress annually.

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



**Pete Redfern**  
Chief Executive

## Case study: Internal strategy roadshow

Throughout October and November last year, our Chief Executive Pete Redfern together with divisional chairmen and senior directors presented a strategy update 'roadshow'. The 13 sessions spanned the length of the country from Epsom to Edinburgh and were attended by over 3,200 people, for the first time including all of our employees out on site as well as in the offices. The aim of these sessions was to update our staff on progress made against the objectives set in 2011 and priorities for the next couple of years. The sessions covered key employee issues such as diversity and employee development and skills. The roadshow gave our Chief Executive and the management team an opportunity to engage face-to-face with staff across our business and hear their feedback on various issues affecting the regional businesses.



For more information about our strategy visit our website [www.taylorwimpey.co.uk/corporate](http://www.taylorwimpey.co.uk/corporate)

## Cultural principles

1. If something is worth doing, it's worth doing properly.
2. If we make a mistake, we put it right.
3. We are competitive and don't accept second best.
4. We will not compromise in ensuring that everyone leaves our sites safe and well.
5. We behave with integrity, are honest and forthright and support each other.
6. We strive to enhance the environment and local community and to run our business in a way that is sustainable.
7. Knowledge and information are key, we take our decisions on fact not emotion.
8. We value individuals from diverse backgrounds and aim to develop potential to the mutual benefit of the individual and the business.

# Our approach

We believe that being a sustainable business is fundamental to the long term success of our Company.



Taylor Wimpey is a UK-focused residential developer which also has operations in Spain. Our vision is to become the UK's leading residential developer for creating value and delivering quality for all our stakeholders. We aim to be the developer of choice for customers, employees, communities, shareholders, landowners and other partner organisations.

Our business model is based on a value cycle (see inside front cover to page 1) and each component of the value cycle is important in order to achieve our strategic objectives. We firmly believe that being a sustainable business is fundamental to each of these components and the long term success of the Company.

Corporate responsibility is the way in which we are responding to the global challenges of sustainable development. This report explains what we understand by the term sustainability and how we are working towards our aim of being a sustainable business. We believe that corporate responsibility is both the right thing to do and brings significant business benefits.

## Corporate responsibility and sustainability management

Ultimate executive accountability for corporate responsibility, sustainability and climate issues continues to rest with our Chief Executive Pete Redfern. Our Sustainability Steering Group (SSG) co-ordinates our sustainability activities at the operational level. The SSG comprises seven senior personnel from relevant disciplines across our UK business and is chaired by Land and Planning Director Peter Andrew, who is a representative of the Group Management Team (GMT). The GMT is the most senior executive committee and is in effect the Operational Board. The GMT consists of the Chief Executive, Group Finance Director, Group Legal Director and Company Secretary, Group Human Resources Director, Land and Planning Director, the two UK Housing (UKH) Divisional Chairmen and the Managing Director of our Central London regional business. The GMT communicates important matters to the plc Board and discusses strategic delivery through the Group Operations Team (GOT), which comprises the GMT and our six Divisional Managing Directors.

## Corporate responsibility helps us to:

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

This is our seventh annual Corporate Responsibility Report as Taylor Wimpey. This report demonstrates our work and achievements during the period from 1 January to 31 December 2013.



Further information on corporate responsibility is available at [www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility)

During 2013, the SSG finalised and launched our first Sustainability Strategy (see pages 8 to 9). The SSG is responsible for the implementation of the Sustainability Strategy and our Energy and Carbon Strategy. The SSG also ran a series of 13 working groups in 2013 with an additional eight groups proposed as part of our sustainability strategy commitments. Sustainability issues are regularly discussed by the GMT, and the Board reviews our corporate responsibility strategy and reporting on an annual basis.

Health and safety and customer care form part of all senior managers' business objectives. Health and safety is the top priority for us and the first item on the agenda at all GMT meetings. Our executive incentive scheme in 2013 included collection of non-financial data as a criterion applying to all UK divisional and senior management teams. Our COMBINE (Co-ordinated Measurement of Business Information) system collects a wide range of non-financial and sustainability data from our regional business units. It covers health and safety, environment, sustainable construction, resource efficiency, planning and community engagement, employee, and customer data.

### Corporate governance

Taylor Wimpey continues to place great emphasis on corporate governance. We fully support the UK Corporate Governance Code and its new requirements. Following the Board's review of the Company's compliance against the Code, we are pleased to report that we are again fully compliant.

During 2013, one of our Board meetings was primarily devoted to corporate governance and included a series of briefings from external advisors on a range of governance matters and developments. All Board papers are now circulated electronically and Board meetings are effectively 'paperless'. Please see our Annual Report and Accounts 2013 for further information on our corporate governance practices.



### 2014 targets

- Continue to comply with the UK Corporate Governance Code and other key governance requirements.
- Measure, monitor and report annually on our corporate responsibility performance.
- Implement our Sustainability Strategy and introduce an internal communications programme focused on sustainability.



Further information on corporate responsibility, including sustainability related policies, is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility)

### Award-winning sustainability performance

RobecoSAM Sustainability Investing has awarded Taylor Wimpey a Bronze Class Sustainability Award based on our performance in their 2013 Corporate Sustainability Assessment (CSA). We were the only European homebuilding company to be given an award or included in RobecoSAM's 2014 Sustainability Yearbook. Taylor Wimpey was the third highest performing homebuilding company globally and the highest performing in terms of the economic dimension of sustainability

(achieving a score of 73%) and the social dimension (achieving a score of 67%). We achieved a score of 97% for occupational health and safety. RobecoSAM's CSA is used to assess companies for the Dow Jones Sustainability Indices.



**ROBECOSAM**  
Sustainability Award  
Bronze Class 2014

# Sustainability

**We believe that operating sustainably is both the right thing to do and brings significant business benefits. We are aiming to continually improve what we do and build an increasingly sustainable and better business.**

We launched our first Sustainability Strategy in 2013, which introduces six sustainability principles (below) and sets out a range of strategic sustainability commitments that relate to key social, economic and environmental issues. The strategy works alongside the Energy and Carbon Strategy that we introduced in 2011.

Operating sustainably is about balancing the long term economic stability and growth of our Company with our responsibilities to society, the environment and the economies in which we operate. We are aiming to continually improve what we do and build an increasingly sustainable and better business.

## What is sustainability?

'Sustainability' means the ability to keep going indefinitely, and implies the continuation of human well-being. Sustainability has social, environmental and economic dimensions, known as the 'triple bottom line'. It means that what we do and how we live today should not leave our children unable to achieve a similar quality of life in the future.

A simple way of picturing sustainability is to think of it as a stool with three legs, representing society, the environment and the economy. If any leg is too short or missing, the stool will be unstable or will simply fall over. But if all three legs (the social, environmental and economic) are appropriately considered, the result will be a balanced stool which will serve its purpose well.

## Key areas of strategic focus

We have a number of current strategic priorities and commitments in relation to sustainability which will be reviewed annually from now on as part of the Sustainability Strategy. These cover improvements to current business practices, including commitments to financial objectives, planning, product, employment and development, waste, production efficiency, information technology and sustainability communication.

There are also a number of new areas. These include commitments to resource efficiency, climate change, supply chain sustainability, biodiversity, water and non-financial information.

Our sustainability comments encompass the way we work, the places we create and the homes we build. Each section of this report provides details of our progress in 2013 and targets for 2014 in relation to key aspects of sustainability.

## Sustainability performance

As well as receiving RobecoSAM's Bronze Class Sustainability Award (see page 7), Taylor Wimpey was honoured with a European Business Award in the Millicom Award for Environmental and Corporate Sustainability. This category acknowledges the work of businesses which place consumer, employee and eco-friendly issues among their core values. Our video award submission is available at [www.businessawardseurope.com](http://www.businessawardseurope.com)

During 2013, Taylor Wimpey continued to be a component of the Dow Jones Sustainability Europe Index and a constituent of the FTSE4Good Index Series. Companies in these indices have met stringent environmental, social and governance criteria and are positioned to capitalise on the benefits of responsible

## Our sustainability principles:

Our Sustainability Strategy sets out six sustainability principles that apply to all of our business activities, from identifying land through to completing and handing over our developments.

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

business practice. We are proud to be the highest performing homebuilding company in the Dow Jones Sustainability Europe Index and the highest performing homebuilding company worldwide in relation to the economic and social dimensions of sustainability. Taylor Wimpey achieved joint sixth place in the 2013 NextGeneration benchmark of the sustainability performance of the 25 largest UK homebuilders with a score of 70% (2012: 70%) against an industry average of 39%. Whilst we are pleased with this overall positioning, we clearly have room for improvement and this will be pursued where it makes good business sense to do so and particularly where it is in line with our Sustainability Strategy.

“

As one of the UK’s leading residential developers, we have a responsibility to integrate social, environmental, economic and ethical responsibilities into our decision making processes, however the way we do it needs to be right for our business to help enhance our overall performance.

”

Ian Heasman  
Director of Sustainability



# Risk and opportunity management

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

Our SSG is responsible for the review of Taylor Wimpey's Sustainability and Climate Change Risk and Opportunity Register. The register covers all of the areas of corporate responsibility that are included in this report and has been developed and reviewed in conjunction with internal stakeholders, including the Group Management Team (GMT), to ensure that all material issues are included. This register aims to highlight all relevant material non-financial risks and opportunities facing Taylor Wimpey in relation to sustainability and climate change.

We participate annually in the Carbon Disclosure Project (CDP), which provides a global system for companies to measure, disclose, manage and share environmental information. We have structured our register in accordance with the CDP approach, identifying the following for each risk and opportunity: risk driver, description of risk, potential impact, time frame, whether it is direct or indirect, likelihood and magnitude of impact.

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

Taylor Wimpey uses a standardised methodology for the assessment of its risks. This requires each risk identified to be assessed and ranked according to a risk matrix, which accounts for the likelihood and impact of each risk. The risks identified are assessed for potential effect on the Company's short and long term value.

Our Audit Committee participates in reviewing financial and non-financial risks included in the Group's Consolidated Risk Register. These risks are detailed in the Board's annual assessment of the risks affecting the Group as well as in the ensuing plans for effective management of these risks, including the supporting internal control framework. Our established systems and procedures – such as our comprehensive Health, Safety and

Environmental Management System – also contribute to effective risk management.

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

Details of the Company's principal risks and uncertainties are published in the Annual Report and Accounts 2013.



**More information on our Annual Report and Accounts 2013 is available at**

[www.taylorwimpey.co.uk/corporate](http://www.taylorwimpey.co.uk/corporate)



**Key sustainability and climate change risks and opportunities that we focused on during 2013 include:**

Key risk	Progress in 2013	Opportunities
Planning risk as policy changes with the introduction of the Localism Act and the National Planning Policy Framework (NPPF).	Continued to develop our extensive community engagement programme and introduced community pages on our Taylor Wimpey website for our proposed developments. Integrated sustainability and NPPF requirements into new planning guidance documents and provided training for relevant employees.	Industry leadership in planning and community engagement could help us to win competitive tenders, secure planning consents and obtain the approval of local communities.
Increasing energy and carbon costs as well as waste to landfill costs.	Undertook a review of supply chain resource efficiency which will be completed in 2014. Developed new energy-efficient specifications for show homes and sales areas, and guidelines for new offices. Launched our ReUSE soil sharing programme across all regional business units and continued to maintain effective site waste management processes.	Reduction in energy use and waste to landfill could result in significant cost savings and environmental benefits.
Rising cost of meeting changing sustainability regulatory requirements.	Continued to undertake ongoing research and development, including analysis of upcoming regulation. Completed a detailed investigation into using solar farms and started to review forestry as possible Allowable Solutions, which allow homebuilders to offset a proportion of carbon emissions off site.	Competitive advantage through providing products that meet building regulations in the most cost-effective way.
Failure to meet customer service and build quality expectations, necessity of undertaking expensive remedial action.	Maintained HBF's five-star ranking for customer service and provided improved customer information on our website. In 2013 we started a wide scale review of our customer service in all regional business units. Increasing customer satisfaction will be a clear priority for us in 2014. Continued to deliver our Sales Academy training programme.	Satisfied customers improve our reputation and the high-quality, aspirational homes and communities that we build appeal to new customers.
Recruiting employees with inadequate skills or in insufficient numbers, or not being able to retain key staff.	Focused on learning and development as a key area in 2013. Continued with existing and introduced new training initiatives, including a new site management apprenticeship programme and a Production Academy. Started to develop a Technical Academy and provided an average of 2.7 days training per monthly salaried employee.	Our employees are our greatest asset. Having great teams improves our business success.
Building sites are inherently dangerous places. Unsafe practices by our employees or subcontractors have the potential to cause serious injury or death.	Continued to frequently review and update our comprehensive Health, Safety and Environmental Management System to reflect changes in legislation, controls and best practice. Maintained our focus on training, delivering an average of 4.7 days of formal HSE training per person to site operational staff. Engaged with and provided training to subcontractors with regard to safety.	Health and safety at Taylor Wimpey is the non-negotiable top priority. We will not compromise in ensuring that everyone leaves our sites safe and well.
Failure to access a sufficient base of skilled contractors resulting in delays, quality issues or inability to meet required environmental standards on our sites.	Continued to undertake quarterly reviews of all national suppliers and engage regularly with subcontractors with regard to on site HSE issues. Started work on a Supply Chain Sustainability Strategy and signed up to Constructionline, a supplier vetting service.	Working in partnership with suppliers and contractors helps to improve their performance, our standards and our ability to access the high-quality suppliers and contractors that we need.

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

**Details of Taylor Wimpey's Sustainability and Climate Change Risk and Opportunity Register are available as part of our 2013 Carbon Disclosure Project submission at**  
[www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility)

# Selecting land

## We have a responsibility to focus on stewardship of the land resources that we own and on which we build.

Land is the critical 'raw material' for our business and the ability to purchase the right sites in the right locations at the right price and at the right point in the cycle is a key driver of shareholder value. We buy land where people want to live and where we believe we have a realistic chance of securing planning permission for homes that people would choose to live in. We have been able to secure very high-quality short term land over the past four years, and build an exceptionally strong strategic land pipeline. Our short term landbank consists of c.71k plots and our strategic pipeline consists of c.110k potential plots, reflecting the investment that we have made over the last four and a half years, both in maintaining a strong strategic team and adding new sites. We remain committed to turning our strategic pipeline into consented sites and our short term consented landbank into developments, with a focus on getting

it right first time and progressing sites through planning as efficiently as possible.

During 2013, we were awarded Large Developer of the Year in the RESI Awards for the residential property market. We received this award for our 'phenomenal financial performances' and also for the success in our regions in buying quality sites and bringing them forward for development, which was reflected in the increased size of our landbank. We believe that our planning and community engagement process (see pages 14 to 17) is also a key factor in our ability to achieve planning consent and bring sites forward for development.

### Land stewardship

We acknowledge that in the UK land is scarce and that we have a responsibility to provide stewardship of land resources, looking after the land that we own and on which we build. We transform empty,

derelict or contaminated areas of land into desirable places to live and we seek to improve the local environment, which benefits the wider community.

### Sustainable land

Introduced in 2012, the National Planning Policy Framework (NPPF) sets out the UK Government's planning policies for England. The NPPF requires 'a presumption in favour of sustainable development that is the basis for every plan and every decision.'

Our Land and Planning Director Peter Andrew was one of four members of the NPPF Advisory Group responsible for the first draft of the framework. As a Company, we fully support the NPPF and its focus on sustainable development.

We are continuing to develop our own Taylor Wimpey NPPF tool, which is now known as our Site Sustainability Appraisal Tool. The first part of the tool has been integrated into new design and access statement internal guidance (see page 16) in the form of a comprehensive Sustainability Checklist. This means that our regional business units should judge all sites for sustainability potential and consider a full range of social, economic and environmental issues for any new development. The NPPF talks about

## Our strategy in action

Andrew Taylor started his journey with the Company in 1995 when he joined the then Bryant Homes subsidiary based in Yorkshire. As a Land and Planning Director, Andrew is responsible for the management of the land acquisition strategy at the Midlands regional business.

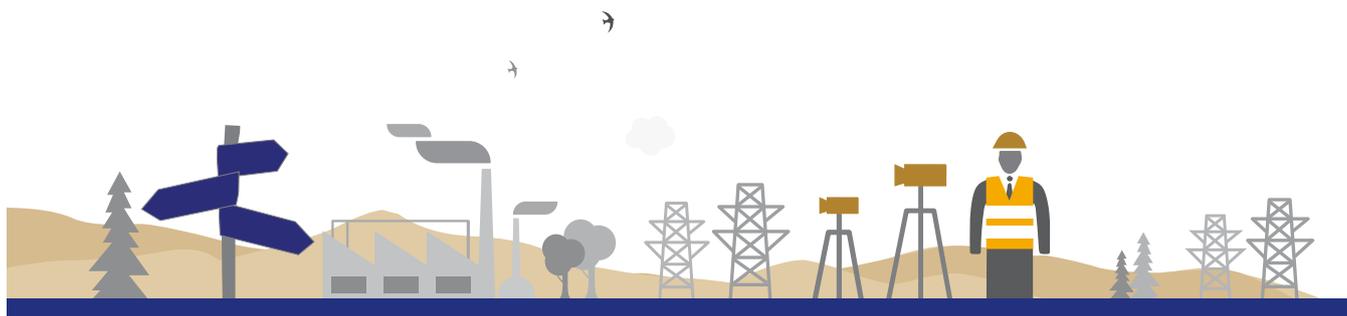
He works closely with key stakeholders such as landowners, local authorities and communities to build strong relationships at each step of the land and planning process, from land acquisition to community engagement.



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Andrew and on how we select land.



Andrew Taylor – Land and Planning Director, Taylor Wimpey Midlands





## Case study: Sandford Farm

Sandford Farm in Woodley near Reading is one of Taylor Wimpey's largest ever remediation projects where we are turning a 20-hectare landfill site, previously thought by some to be undevelopable, into a residential scheme. Landfilled materials are subject to excavation, extensive processing, and (once the materials are demonstrated to be safe and suitable) re-engineering.

Ian Heasman, our Director of Sustainability, says: "Sandford Farm is a great example of using land sustainably. The work being conducted to clean up an old landfill site and to reuse previously discarded materials such as rubble and soil is a key part of the regeneration of the site into a vibrant new community."



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

'net gains' in terms of sustainability and it is our intention to enhance and improve the sustainability of sites by developing them. We will continue to develop other aspects of our Site Sustainability Appraisal Tool in 2014.

### Engagement with landowners

Communicating and building relationships with landowners, land agents and local authorities is a key aspect of our work in selecting land. We aim to be the land partner of choice and strive to be honest, professional and to act with integrity in all of our land dealings.

### Regeneration

Every year we regenerate significant areas of run-down, disused or contaminated land to create vibrant communities where people want to live. We are involved in major regeneration projects such as Greenwich Millennium Village in Greenwich and Rowner in Gosport. During 2013, we built 55% of our homes on previously occupied land known as brownfield land (2012: 58%). The UK housebuilding industry builds the majority of new homes on brownfield land but the percentage has reduced in recent years due to changes in the Government's planning and environmental policy.

### Remediation

Besides being a waste of the scarce land that we have in the UK, derelict land has well documented implications for local crime rates, health, safety and other social and economic issues. As a responsible developer we aim to be at the forefront of land treatment and management. To achieve this, we work closely with a number of UK and Europe-wide organisations to research and develop new technologies and

techniques in land use management. These include the Land Forum, CL:AIRE (Contaminated Land: Applications in Real Environments), SAGTA (the Soil and Groundwater Technology Association) and NICOLE (the Network for Industrially Contaminated Land in Europe).

Our Land Assessment and Management Process (LAMP) provides detailed guidance on technical issues associated with UK land, including remediation, geotechnics, flooding, ecology and archaeology. We strive to manage soils sustainably, which includes maximising recycling and minimising disposal to landfill wherever possible.

### 2014 targets

- Continue to focus on selecting the right land and developing it in a sustainable manner.
- Develop other aspects of our Site Sustainability Appraisal Tool in 2014.

## Did you know?

We were awarded Large Developer of the Year in the 2013 RESI Awards.



# Managing the planning and community engagement process

We seek to engage with the local community on each and every one of our UK sites throughout the life of the development.

Once we have acquired land, we need to gain appropriate planning consents to allow us to develop and add value to it. Planning is fundamental to the success of our business and we believe that we are the industry leader in managing the planning and community engagement process. Introduced in 2011, the UK Government's Localism Act has been designed to devolve more decision making powers from central Government back into the hands of individuals, communities and councils. Local authorities and communities are vital stakeholders in the work that we do.

We are committed to working with local authorities and communities in which we operate before we build and throughout the life of our developments. We know

that local communities do not always welcome housing developments in their area so we seek to engage, consult and work in partnership with them. We strive to find financially viable solutions that benefit the local community while providing the housing that is needed. We know that we do not always get it right but look to learn from our experience and continually improve.

## Community engagement

Community engagement is an integral part of the Taylor Wimpey Sustainability Strategy that we introduced in 2013. We have a consistent and thorough community engagement process, with a framework in place that provides clear procedures for all of our regional business units. This process applies to all of our UK

sites at every stage of the development timeline, from pre-planning consultation to ongoing communication with existing and new residents during, and after, construction. The framework includes a series of tools such as templates for engagement materials ranging from information boards to leaflets and newsletters.

During 2013, we sought detailed feedback from managing directors and land and planning directors in all of our regional business units with regard to our community engagement process and framework. We then revised and relaunched our Community Engagement Toolkit to provide improved guidance and reflect best practice within Taylor Wimpey UK. We require our regional business units to undertake tailored, development-specific community engagement on all sites.

Launched in 2013, our new integrated Taylor Wimpey website allows us to provide map references and web pages for our proposed developments in the UK. Members of the local community and other interested parties can find



Helen Carter – Land Manager, Taylor Wimpey West Midlands

## Our strategy in action

Helen joined the Company in 2001 as a Management Trainee. She has also worked as a Design and Planning Executive, and within a couple of years was promoted to Design Manager, in charge of her own technical team.

Towards the end of 2011, Helen expressed an interest in working as part of the land team and was seconded for six months, working in both the technical and land teams. She was subsequently appointed as Land Manager, a role she has been in since July 2012.



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Helen and how we manage our planning and community engagement process.





### Case study: Community engagement at Saxon Heath, Tarvin

During 2013, we started building 127 homes at Saxon Heath in Tarvin. We undertook extensive pre-planning community consultation with local people, the parish council, the local woodland trust, youth groups and civic trust in 2011 and 2012. We listened and made changes to our proposals and the development layout based on their suggestions.

We also purchased additional pieces of land to extend the community woodland and allow us to redesign the new village green in line with the community's wishes.

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

information about our sites being considered in their area and can register to be kept up to date. The website includes extensive information about Taylor Wimpey and our approach, along with case studies for a range of our developments. In 2014, we will further develop the web pages for our proposed developments and promote our website as a community engagement tool. We will also look at how social media may be able to contribute to our community engagement process, alongside our off-line and website based work.

#### Planning for sustainability

We believe that our approach to sustainability and engagement helps us to achieve better planning success. We need to create an effective balance of social, economic and environmental sustainability on our developments in order to build homes and communities that are:

- Practical and cost-effective for us to build.
- Suited to their surroundings with a sense of place.
- Welcomed by local people, having been involved in the planning process. We may also provide or fund improved community facilities through Section 106 and Section 75 planning agreements with the local authority (see pages 36 to 39).
- Appealing places to live for our customers.
- Economically vibrant places with local employment opportunities.
- Protecting or enhancing the ecology and biodiversity of the land.

**Did you know?**  
 We achieved  
**83% success rate**  
 in our planning  
 appeals in 2013.



“  
Community engagement is now a natural way of doing business for Taylor Wimpey and makes perfect business sense. It makes our business more sustainable and affects every aspect of our operations.

Peter Andrew  
Land and Planning Director

”

During 2013, we published updated internal best practice guidance documents on Taylor Wimpey's approach to planning and on preparing design and access statements for new developments. These documents provide detailed explanations and guidance on the National Planning Policy Framework (see page 12) and Taylor Wimpey's approach to planning on sustainability related topics. They are designed to ensure that all of our regional business units approach planning and design with consistently high standards. The documents include our in-depth Sustainability Checklist and Building for Life (BfL) Checklist, which we launched in 2013 after extensive engagement with the partners behind the development of the new BfL12 standard. BfL is a Government endorsed standard for well-designed, sustainable homes and neighbourhoods. This means that our regional business units should be taking sustainability and BfL into account on all new developments. We ran 19 interactive workshops in late 2013 to provide training for all relevant employees on how to use the new documents.

#### Working with partners and stakeholders

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

Taylor Wimpey is a member of the HCA's Delivery Partner Panel (DPP2) in all four of its geographic regions (North, Midlands, South East and South West). DPP2 is a framework panel of prequalified housing developers, used to speed up

the construction and development of homes on land owned by HCA and other public sector bodies. Companies must have a sound track record of delivering housing on public sector land in order to be considered for the panel. Taylor Wimpey is also a member of the GLA's London Development Panel and both panels run until March 2017.

We develop and maintain partnerships with registered providers such as independent housing organisations that manage properties as affordable homes, so that we can build affordable homes within our developments (see page 37). We also continue to meet regularly with the HBF (Home Builders Federation) and the UK Government and Opposition to discuss how to improve the planning structure and regulatory environment.

#### Encouraging a more sustainable lifestyle

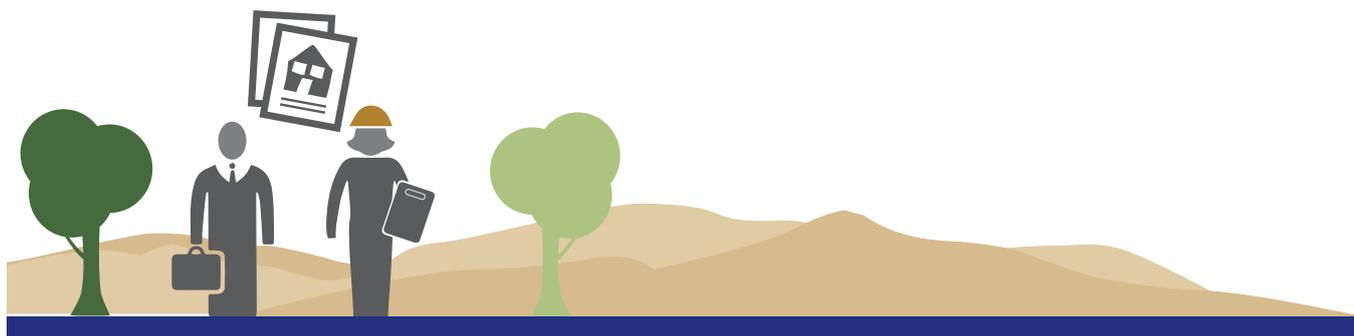
Many of our developments are planned in a way that encourages community, environmental sustainability and economic vitality. Our larger developments take many years to complete and we can become very involved in community development and local activities during this time. We are involved in the long term stewardship of a number of our developments through Community Development Trusts (CDTs), such as at Leybourne Grange in Kent. We provide or help to fund community centres on some of our larger sites. Examples include the new StoweAway community centre in our Wichelstowe development in Swindon and the Younghayes Centre in Cranbrook, both of which opened in 2013. We also help to fund community development workers at some of our sites, such as Augusta Park near Andover.

#### Did you know?

We organised 559 community events, exhibitions and meetings in 2013.



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



Many of our sites have green transport plans in place to promote walking, cycling, public transport and other green travel options. We encourage our customers to car-share and launched new car-sharing clubs at our NR1 development in Norwich and Reflections in Romford during 2013.

Please see pages 36 to 37 for details of how we support economic vitality on our sites and our website at [www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility) for further examples of how we integrate sustainability into our developments and encourage our customers to live a more sustainable life.

### 2014 targets

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



More information about our customer engagement process and proposed developments is available on our website

[www.taylorwimpey.co.uk/in-your-area](http://www.taylorwimpey.co.uk/in-your-area)

Our Community Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)



### Case study: Built for Life

Our Church Fields development at Boston Spa was selected in February 2013 as one of the first five Built for Life schemes, meeting the revised Building for Life 12 criteria for design quality, safety and community. The development, which we have designed to fit in with the local architectural tradition, comprises 153 homes on a greenfield site in a conservation area in North Yorkshire.

At the parliamentary event to commend the five schemes, Planning Minister Nick Boles said: "We need to build beautiful houses that people are happy to live next door to if we are to persuade local communities to accept enough housebuilding to meet today's urgent need and that of future generations."

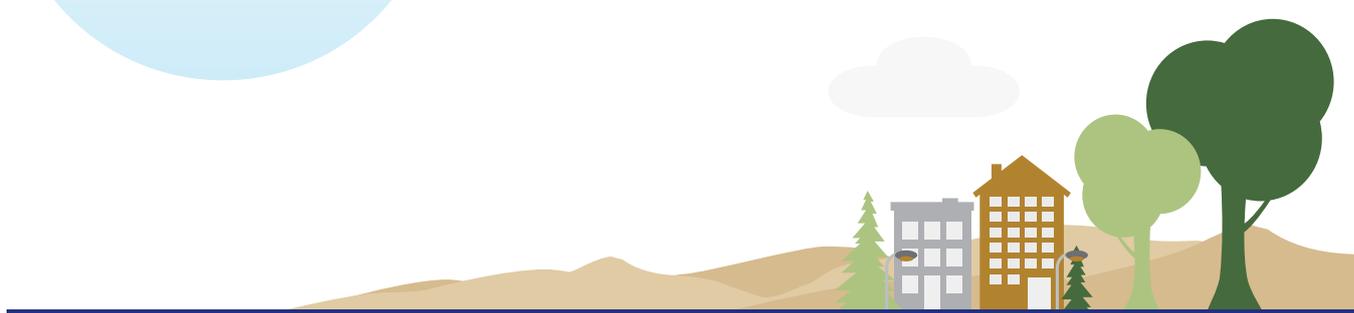
Church Fields was also named 2013 Project Winner at the prestigious Housing Design Awards.



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

### Did you know?

We seek to engage with local communities on every one of our UK sites.



# Getting the homebuilding basics right

We strive to ensure that the homes we build are of a high quality, and are built safely, efficiently, cost-effectively and with minimal impact on the environment.

## Design

Our focus is on providing high-quality, well-designed, sustainable homes and communities that meet the needs and aspirations of local residents. We want to create homes and communities that people will want to move to and will enjoy living in. We strive to continually improve the quality of our design.

We have a standard house type portfolio of over 50 house types that are designed to be high-quality, extremely energy-efficient and straightforward, cost-effective and safe to build. We continually review, assess and gain feedback from our customers and partners on the house types and are pleased to report that using this feedback we were able to further

improve and enhance our house type portfolio in 2013. The house types are designed to meet specific space standards and are highly flexible, offering different options for internal layouts and exteriors that can be varied to complement local landscape and streetscapes. All of our house types are designed to be adapted to meet Lifetime Homes accessibility standards where required, and Secured by Design crime prevention principles are integrated into our developments based on the local need.

In 2013, we ran a Show Area of the Year competition to recognise the hard work put in by our staff over the last few years, particularly on our standard house type portfolio and the Sales Academy (see

page 29). Following a competitive judging process, six divisional winners were selected, with East Anglia regional business' Newton Grange show area in Upper Cambourne scooping the top prize as the National Winner for achieving the highest scores in all categories.

Please see pages 14 to 17 for details of our approach to planning and designing sustainable homes and communities, including our commitment to Building for Life. During 2014, we will produce new guidance for our regional business units on design layouts for our homes and developments.

## 2014 targets

- Produce new internal guidance on design layouts for our homes and developments.

## Environmentally sustainable homes

The new homes we build are considerably more energy-efficient than older housing. Our 'fabric first' approach to energy efficiency, which concentrates on highly insulated walls and windows, helps owners to effortlessly save energy and money. Next, we make the homes more airtight and use mechanical ventilation systems to maintain good air quality and comfort. Finally, where appropriate, we use low-carbon and renewable technologies. We are committed to building increasingly energy-efficient homes.

Code for Sustainable Homes (CfSH) is a UK Government standard for enhanced sustainability of new homes beyond the legal requirements of building regulations. In 2013, we completed 3,067 homes to Code level three (2012: 1,371) and 350 homes to Code level four (2012: 10).

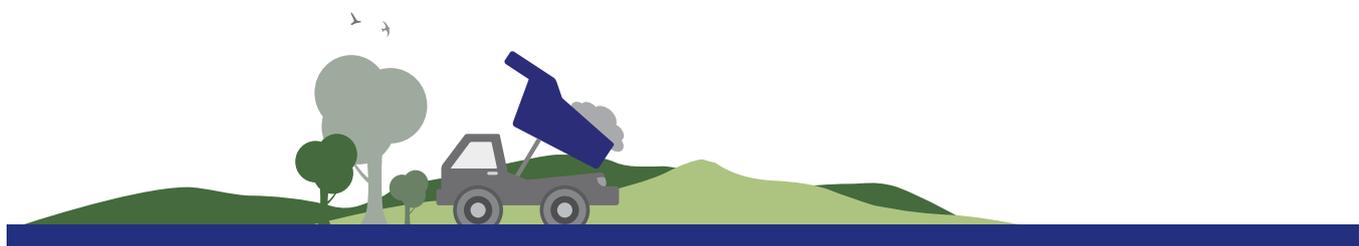


## Case study: Award-winning design

Our NR1 development of apartments in Norwich was recognised in the Norwich Society Design Awards 2013 and was commended for its design and unique architecture. NR1 comprises 174 apartments across six blocks. Each block is clad in aluminium, with a striking 'displaced wedge' detail leading to balconies offering views over the River Wensum. Each block incorporates an environmentally friendly brown roof providing a natural habitat for invertebrates, flora and fauna.



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





## Case study: Sustainable urban drainage

Our Grangewood Manor development in Leicester Forest East has been recognised by Leicestershire County Council (LCC) as an exemplar of sustainable urban drainage solutions (SuDS). It is the first SuDS scheme to be considered for adoption in Leicestershire. SuDS schemes replace underground pipe systems and have environmental benefits such as protecting local water quality, improving biodiversity and providing habitat for wildlife.



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

During 2013, we continued to work with the Zero Carbon Hub on post-occupancy monitoring of energy use at our Rowner regeneration project in Gosport to study the effectiveness of different building standards. In 2014, we will undertake a review of the embodied energy in the homes we build.

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

In 2013, our Sustainable Land Use working group completed its investigation into setting up solar photovoltaic farms on surplus land. Analysis of growing biomass crops indicates that this is unlikely to be a viable proposition, so we have instead started work on forestry offset. These investigations have been prompted as possible Allowable Solutions options, part of the Government's strategy for delivering Zero Carbon homes from 2016. They allow homebuilders to offset a proportion of carbon emissions off rather than on site.

### 2014 targets

– Undertake a review of the embodied energy in the homes we build.

### Environmental management

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

We have a formal, comprehensive and fully integrated health, safety and environmental (HSE) management system in place in the UK covering all of our business activities. Our UK environmental management system (EMS), which is internally audited by our regional HSE advisors, is modelled on environmental management standard ISO 14001 but not certified. Local management team directors visit and

review all sites monthly and, during this process, they review environmental documentation on site including environmental checklists and Site Specific Environmental Action Plans (SSEAPs). On at least a monthly basis every operating site has an independent HSE audit completed by our external site HSE advisors, RG Wilbrey and C-MIST. The unannounced audits include spot checks on specific monthly health, safety or environmental topics. Control of construction dust was covered in the spot checks during 2013.

Our environmental advisors RSK also complete regular reviews of the environmental management systems in place to ensure that procedures and reporting mechanisms remain up to date with legislative and best practice requirements. We also operate an Environmental Advice Line that is available to all of our employees and site operatives. Taylor Wimpey is committed to best practice environmental control on site, particularly water and air pollution prevention.





Photo courtesy of Nigel Blake, RSPB Images.

### Case study: Encouraging biodiversity

We encourage our regional business units to engage and work with external organisations such as wildlife trusts. Our Midlands regional business has worked with the Royal Society for the Protection of Birds (RSPB) on installing bird feeders in the gardens of all new homes we sell in the region and on identifying wildlife-friendly native plants and flowers that are suitable for use on our developments.

As of 2013, the regional business aims to include over 50% native and wildlife-friendly planting within front gardens. An example of this is our Martley development in Worcestershire where we are including bird and bee-friendly shrubs and hedge plants, fruit trees native to the area (Martley used to be an area known for fruit production) and other ecological improvements. Other examples of biodiversity work on current developments include Cambourne, Leybourne Grange and Saxon Heath in Tarvin.



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

We are committed to reducing operational water consumption and to improving the water efficiency of our site compounds and the homes that we build. Water is one of the strategic priorities in our Sustainability Strategy. We have been looking at water in relation to resource efficiency (see page 24) and will undertake an audit of our operational water use in 2014.

Water data has been collected internally during 2013 and we are in the process of ensuring that our data capture mechanisms are effective and consistent across all of our regional business units.

Please see our health and safety section on pages 25 to 26 for more detail on incident reporting, HSE newflashes, training and continual review of HSE procedures.

There were no instances of non-compliance with environmental legislation in the UK or Spain in 2013.

#### 2014 targets

- Undertake an audit of our operational water use.

#### Biodiversity

Housebuilding can impact on biodiversity so we need to ensure that we build sensitively with regard to the ecology of the land being developed. We strive to identify, protect and carefully manage ecology on all of our sites. Where possible, we aim to improve the ecology of the sites we develop. Every UK site has an ecological impact assessment to analyse the potential effect development could have on the plants and wildlife

in and around the site. We produce comprehensive SSEAPs for all developments and these are regularly reviewed by our production teams.

During 2013, we undertook research into a new way of presenting site carbon budgets. As well as emissions from the homes we build, we can now take into account the absorption of carbon dioxide by the green spaces, planting and other ecological measures we provide on our developments. We used this approach during the planning process on a number of sites in 2013 and will use it more widely in 2014.

During 2014, we will undertake a strategic review of biodiversity beyond legal compliance, including exploring initiatives that would enhance biodiversity on our sites. We support the idea of



biodiversity offsetting in principle and can foresee the potential for it to support development, enhance the rural economy, and to protect and enhance habitats and species. We are involved in biodiversity offsetting at our Draycott Road development in Southmoor, Oxfordshire and have provided feedback to Government on our experience at this site.

### 2014 targets

– Review our biodiversity practices.

### Tackling climate change

We acknowledge the global threat of climate change and are conscious of the significant potential effects that it may have on our business and the homes and communities that we build.

We also acknowledge that carbon emissions created by our business activities and supply chain contribute to climate change and are committed to reducing our emissions, energy use and waste, and to reviewing water use.

Our Climate Change Risks and Opportunities Register (see page 10) helps to guide the adaptation of our business practices and the homes we build, as well as informing mitigation areas. In 2014, we will undertake a climate change adaptation review and engage with different business functions internally to explore the possible effects of a changing climate on our business.

We participate in the UK Government's CRC (Carbon Reduction Commitment) Energy Efficiency Scheme. We also participate annually in CDP (the Carbon Disclosure Project) and our 2013

submission is publicly available at [www.cdproject.net](http://www.cdproject.net) along with the CDP FTSE 350 Climate Change Report. We received a score of 75% for disclosure and performance band D in 2013 (2012: 72/D).

We have used the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) data gathered to fulfil our requirements under the CRC Energy Efficiency scheme, and emission factors from UK Government's GHG Conversion Factors for our corporate reporting in 2013.

In early 2014, we introduced an intensity reduction target for direct carbon emissions (scope 1 and 2) of 25% by 2018, which equates to 5% reduction in carbon intensity per year. We will report on progress against this target in 2014.

## Global Greenhouse Gas emissions

Data is provided as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) and covers 100% of our housing operations including our sites, offices, business travel, as a result of waste disposal and throughout our supply chains. Our 2013 data has been externally verified by the Carbon Trust. We have used a new emissions measurement methodology in 2013 due to the introduction of Mandatory Carbon Reporting. This means that 2013 data is not entirely comparable to previous years. Please see page 44 for data prior to 2013.



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

Note: The estimation of carbon emissions is not an exact science; there are significant uncertainties and no single established way of doing the calculations. Year on year variations reflect a combination of changes to emissions and changes to the data capture and processing methodology. Taylor Wimpey is committed to continually improve the methodology upon which our carbon footprint estimations are based.

### 2014 targets

- Investigate climate change adaptation.
- Progress towards our carbon intensity reduction target of 25% by 2018.



For more information our Climate Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)

Further information on our emissions measurement methodology and the Carbon Trust's verification statement is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility)





Julian Foster – Senior Site Manager, Taylor Wimpey Midlands

### Our strategy in action

As part of his role, Julian oversees his team’s construction operation on site to ensure that the schemes that he is managing in our Midlands regional business are built safely, to the highest standards and on time, while meeting the set cost parameters and ensuring maximum customer satisfaction.

In his time with Taylor Wimpey, Julian has received 11 Pride in the Job Quality awards, five of which were Seal of Excellence, awarded by NHBC in recognition of Julian’s long-standing commitment to producing high-quality new homes and to maintaining exceptional standards in every aspect of building work.



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Julian and our commitment to getting homebuilding basics right.

### Waste and resource use

We have a comprehensive Waste and Resource Strategy and Action Plan for our UK Housing business and our supply chain. It applies to all stages of the development process and focuses on seeing materials as resources, using them more efficiently through design and on site recovery, and keeping generated waste to a minimum. We are committed to continual improvement in this area and believe that our approach to waste and resource management is industry-leading.

We further reduced the construction waste produced as a result of our activities to 3.59 tonnes per 100 square metres built in 2013 (2012: 3.62). This has been achieved by careful planning of operations and giving due consideration to eliminating, reducing or reusing all potential waste wherever possible. We aim to reduce or maintain the level of construction phase waste generated relative to our build each year.

Following successful trials in 2012, we launched our innovative ReUSE programme across the UK in 2013 and provided training to all relevant employees. ReUSE is designed to share surplus soils and recycled aggregates between different Taylor Wimpey sites and regional business units, thereby diverting these materials from landfill and transforming what would previously have been waste into resources. Soil waste is our most significant waste in terms of cost and volume to landfill, so ReUSE makes sound economic as well as environmental sense.

We continue to work with social enterprise National Community Wood Recycling Project (NCWRP) and also use a pallet repatriation service across the UK. Over 34,000 pallets were picked up from our sites in 2013 (2012: 19,000) representing 670 tonnes of wood (2012: 304 tonnes). They were dispatched to a consolidation centre and the large majority taken to their organisation of origin for reuse. In previous years we have worked with major suppliers on packaging waste initiatives, but this has not been a key area of focus in 2013. We will introduce further supplier engagement on waste practices once we have the results of our review of supply chain resource efficiency which we carried out during 2013.

### Tonnage of UK construction waste per 100sqm build

	2013	2012	2011
General waste	3.02	2.95	2.96
Plasterboard waste	0.57	0.67	0.74
<b>Total construction waste</b>	<b>3.59</b>	<b>3.62</b>	<b>3.70</b>

Note: construction waste is waste from the construction phase of our developments and excludes other site wastes such as demolition, remediation and excavation, and infrastructure including soil. This data was previously reported in square feet.

### UK construction waste recycled or sent to landfill

(The percentage of our total construction waste that is recycled or sent to landfill)

	2013	2012	2011
Waste recycled	92%	91%	86%
Waste sent to landfill	8%	9%	14%



Taylor Wimpey continues to engage with WRAP (Waste Resources and Action Programme). We participate in WRAP's Construction Consultation Group on resource strategy and its Clay Bricks and Blocks Resource Efficiency Action Plan (REAP).

### 2014 targets

- Reduce or maintain the level of construction phase waste generated relative to our build.



For more information our Waste and Resource Use Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)

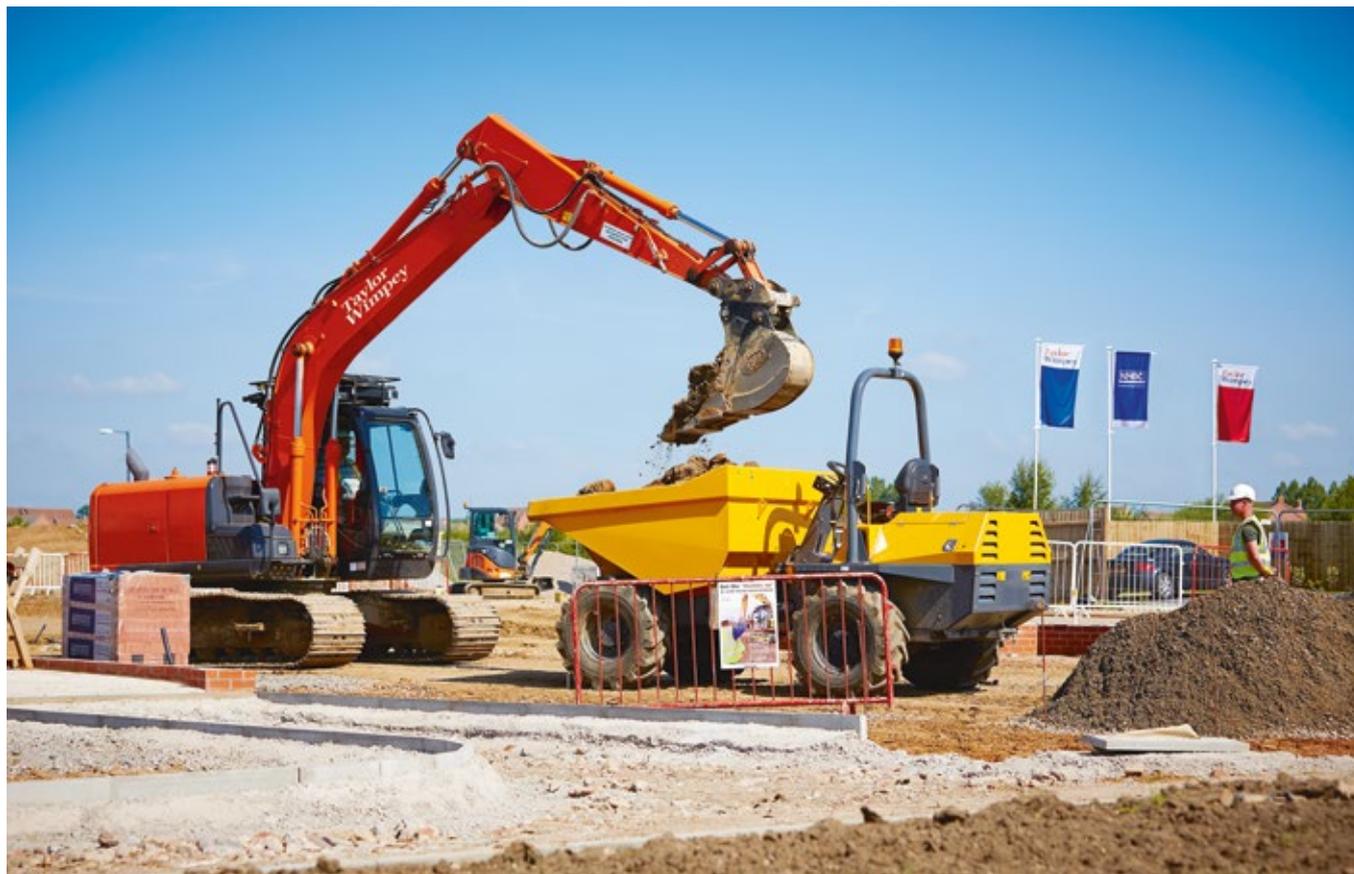
### Energy reduction

During 2013, we developed new energy-efficient specifications for our building sites. These will be launched in 2014. Trials undertaken in Scotland indicated significant potential cost savings.

We also developed new specifications for our show homes and sales areas to significantly reduce energy consumption mainly through the use of low energy lighting. Trials undertaken in Manchester showed an average saving of 80% in electricity costs from switching from standard bulbs to LED energy-saving alternatives. We started to roll out LED use in show homes and sales areas in 2013 and will continue with this in 2014.

In 2013 we started work on an Energy Guide for our employees, which will set out principles for energy-efficient behaviour. This will be launched in 2014.

We also developed and launched guidance on designing and fitting out regional offices. It can be used for any existing offices that we may decide to refurbish significantly and any new offices that Taylor Wimpey might build or fit out in the future. The guidance covers energy efficiency, space planning and interior design.





### Case study: New eco-friendly offices in Milton Keynes

During 2013, work started on a new eco-friendly headquarters for our South Midlands regional business. Known as Newton House, the new offices are being built next to our Willow Lake development in Newton Leys, Milton Keynes. The offices will incorporate highly energy-efficient building fabric specifications, approximately 90 square metres of roof mounted solar panels, rainwater harvesting and facilities for cyclists. Newton House is expected to achieve the BREEAM (BRE Environmental Assessment Method) Excellent rating. Building work is due to be completed in summer 2014. The design for Newton House has informed our new guidance on designing and fitting out regional offices (see page 23).



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

### 2014 targets

- Launch new energy-efficient specifications for our building sites.
- Continue to switch from standard bulbs to LED energy-saving alternatives in show homes and sales areas.
- Launch an Energy Guide for our employees, which will set out principles for energy-efficient behaviour.

### Green procurement

Our Supply Chain Policy highlights our approach to environmentally preferable materials. We use energy-efficient fixtures and fittings, low flush toilets and only A-rated appliances in our homes. Timber products are sourced from legally logged sources in all cases and from tree species that are not included on the IUCN Red List of Threatened Species. We are committed to procuring timber from sustainable sources with assurance provided by an approved scheme such

as Forest Stewardship Council (FSC), Programme for the Endorsement of Forest Certification (PEFC) and Sustainable Forestry Initiative (SFI).

In 2013, we started work on a review of our UK Housing supply chain resource efficiency covering energy, carbon, water and waste. This review is helping us to understand the environmental impacts of our procurement decisions and identify any potential 'hotspots' in terms of cost and resource use. We will use the research to inform the development of our Supply Chain Sustainability Strategy and will work with high impact suppliers to find ways of managing and improving their resource efficiency.

Also in 2013, we engaged with suppliers to ensure that they met the requirements of two new pieces of legislation. These were the European Union (EU) Timber Regulation that will counter trade in illegally harvested timber and timber products and the EU Construction Products Regulation with regard to CE marking. We ensured that our suppliers are, where required, using products marked with the letters 'CE' to demonstrate compliance with Harmonised European Standards (hENs).

### Working with suppliers and subcontractors

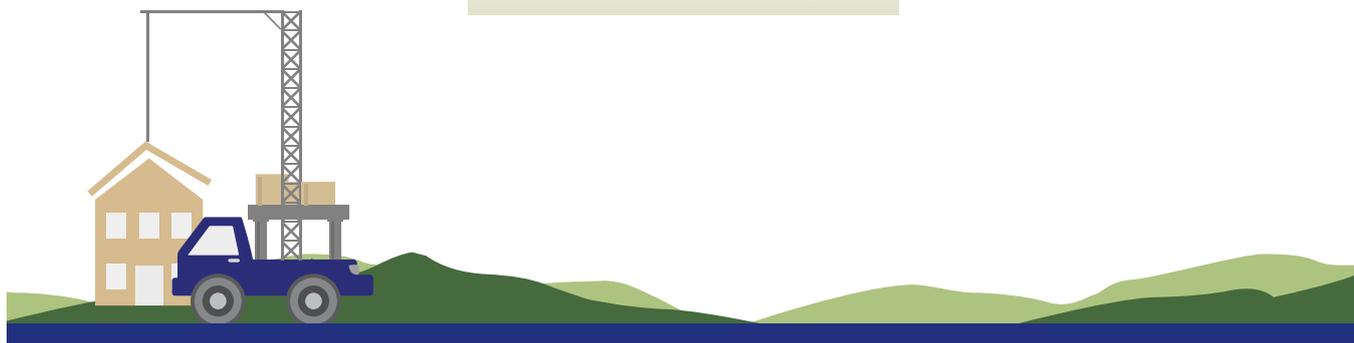
We rely upon our suppliers and subcontractors and strive to work in partnership with them to ensure their safety on our sites, to treat them fairly and with respect, and to make sure that they are paid promptly.

In 2013, we started work on a Supply Chain Sustainability Strategy for Taylor Wimpey. We will be working with consultants and stakeholders in 2014 to identify and assess social, economic and environmental risks and opportunities within our supply chain, from green procurement policies to labour standards, including human rights issues. Ian Heasman, our Director of Sustainability, attended a meeting in 2013 with our buyers to assess their understanding of the sustainability requirements that we currently have in place through our Supply Chain Policy. This work is also being informed by the review of supply chain resource efficiency that we started in 2013. Once the strategy is complete, we will develop action plans and a supplier engagement programme.

During 2013, we also signed up to Constructionline, a UK Government certification service for supplier vetting. From 2014, we will require all of our national suppliers to supply a wide range of HSE as well as other information to Constructionline.

### 2014 targets

- Continue to work on our Supply Chain Sustainability Strategy.



Suppliers and subcontractors are required to enter into a framework agreement with Taylor Wimpey, which includes specific HSE provisions and requires them to adhere to our Supply Chain Policy. During 2013, we published guidance for our regional business units on ensuring ongoing supplier compliance with our health and safety standards. We engage regularly with our suppliers and subcontractors on HSE issues and undertake quarterly reviews of all national suppliers.

### 2014 targets

- Require all of our national suppliers to sign up to Constructionline.



For more information our Supply Chain Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)

### Health and safety

Health and safety continues to be the non-negotiable top priority for Taylor Wimpey. It is one of our Cultural Principles that we will not compromise in ensuring that everyone leaves our sites safe and well. We are particularly proud of the fact that Taylor Wimpey scored 97% for occupational health and safety in the 2013 Corporate Sustainability Assessment by RobecoSAM (see page 7).

We have a formal, comprehensive and fully integrated health, safety and environmental (HSE) management system in place in the UK covering all of our business activities. We update and improve this system and associated procedures frequently and aim to set or achieve best practice in the housebuilding industry.

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

We have strict reporting mechanisms for HSE incidents, with data verified by our regional business unit managing directors, validated by internal HSE advisors and cross-checked by external advisors to ensure accuracy. Details of the HSE performance of all of our regional business units are provided monthly to the Group Management Team (GMT) and to directors and managing directors of all regional business units, who are required to discuss their HSE performance at their monthly meetings. Site managers are also required to disseminate the relevant information to contractors. We set regular improvement plans and produce regular HSE newsflash memos to highlight key issues that arise as well as legislative and procedural changes.

All changes to HSE procedures or best practices during the year are integrated into our HSE Manual and reinforced through annual update training to all production and site management teams. We also run senior management HSE training for all new directors and managing directors each year.

Our Taylor Wimpey HSE Strategy includes action plans for HSE leadership, site management and improving contractor and operative standards, including the provision of substantial HSE training each year to employees and subcontractors. In 2013, we provided an average of 4.7 days per person of formal HSE training to our site operational staff (2012: 3.9) and 0.2 days to other staff (2012: 0.3), as well as a range of information on site and on the job training. Examples of HSE leadership training programmes for site management in 2013 included training on how to maximise the involvement and engagement of site team members and contractors in order to effectively manage HSE. This was supplemented by a series of interactive workshops covering topics from control of groundworks operations to environmental management on site.

As part of our overall HSE improvement strategy, we arranged a number of consultation workshops with different trade groups in 2013, starting with groundworks contractors. The aim of these workshops is to ensure that our trade groups fully understand our HSE standards and that we take the time to listen to their perspective so we can work

### Case study: Improving subcontractor safety standards

We provide extensive training for our subcontractors. We run HSE induction training and poster campaigns as well as providing regular site HSE training sessions for operatives that are known as toolbox talks. During 2013, we continued our site safety supervisor training for groundworkers supervisors. By the end of the year, a total of 2,164 groundworks supervisors had received training and a site safety supervisory qualification since the initiative began in 2012. We plan to extend the initiative to other trades in 2014.



Visit our website to access our Health, Safety and Environment Policy at [www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)



## Getting the homebuilding basics right continued

together to further improve health and safety. Also in 2013 we undertook task-specific consultation with relevant trades to identify more effective and practicable ways to control dust on site, which is important from an environmental and health perspective. We worked with them to draw up new procedures and briefed all of our subcontractors, employees and operatives. We then launched a similar consultation with regard to safe working at height and will complete this in 2014.

We ran a series of poster and safety campaigns in 2013 including our Safe Working at Height campaign. We continued to support CHAS (the Contractors Health and Safety Scheme) and to encourage our suppliers and subcontractors to sign up to Safety Schemes in Procurement (SSIP), a pre-qualification scheme that accredits the safety standards of suppliers and subcontractors for competence. We also introduced our zero tolerance policy on safe delivery and vehicle offloading and

this has now been integrated into our site procedures and inspection process. Please see page 27 for more information on what we've been working on in terms of sales area and show home safety in 2013.

In the UK, we attained an Annual Injury Incidence Rate (AIIR) of 207 for reportable injuries in 2013. This is a reduction from 311 in 2012 and compares favourably with the HBF (Home Builders Federation) Home Builder Average AIIR of 330 for 2012/13 and the HSE (Health and Safety Executive) Construction Industry Average AIIR of 413 for 2012/13. We recorded 31 RIDDOR injuries in 2013 (2012: 44) and will seek to improve or, as a minimum, maintain the same incident level in 2014.

We have a comprehensive health and safety management system in Spain based upon, but not certified to, OHSAS 18001 and have a rigorous internal audit process. Each site is visited at least quarterly by directors with responsibility for that site. We

provide health and safety induction training for all new subcontractors on our sites.

Taylor Wimpey was issued with one Prohibition Notice by the HSE in 2013. Please see page 44 for further details.

### 2014 targets

- Extend our site safety supervisory training to other trades and undertake further HSE consultation workshops.
- Draw up new procedures on safe working at height.
- Seek to improve or, as a minimum, maintain the same RIDDOR incident level in the UK in 2014.

#### Annual Injury Incidence Rate (AIIR) for all reportable injuries

(Incidence rate per 100,000 employees and contractors)

	2013	2012	2011
UK	207	311	222
Spain	0	915	749

Please note that the incident rate for Spain equates to the number of reportable RIDDOR injuries, which is zero in 2013, three in 2012 and two in 2011.

#### Annual Injury Incidence Rate (AIIR) for all major injuries

(Incident rate per 100,000 employees and contractors)

	2013	2012	2011
UK	60	113	59
Spain	0	0	0

#### RIDDOR injuries

(Number of reportable RIDDOR injuries per year)

	2013	2012	2011
UK	31	44	30
Spain	0	3	2





## Case study: Schools engagement

We regularly engage with local schools to ensure children understand that building sites are dangerous places and are not play areas. We give safety talks and strive to find engaging ways to get our message across.

For example, in 2013 we asked pupils from St Wilfrid's C of E Primary School in Calverton, Nottinghamshire to design safety posters. Winning designs are on display in the sales centre at our The Brambles development nearby.

Visit our website for more information  
[www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk)



For more information our Health, Safety and Environment Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)

### Being good neighbours

The construction process can create noise, dust and disturbance so it is important that we have procedures and processes in place to ensure we build in a considerate fashion and create minimal disturbance for our neighbours during construction.

It is vital that we make our construction sites as safe as possible for workers, visitors and local communities. Our comprehensive HSE management system addresses these issues and is consistently applied across all of our UK sites.

We undertook a review of visitor safety within our sales areas and show homes in relation to fixtures and fittings. We engaged with our manufacturers, suppliers and interior designers to ensure that we were using the safest methods to secure potentially dangerous fixtures and fittings. These included large, heavy fireplace surrounds, picture frames, mirrors and garden ornaments that could potentially cause harm to members of the public and, in particular, children. Our new procedures have been fully integrated into our sales and show area HSE Manual along with compliance standards and requirements.

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

### Improving business information

Getting the basics right is about having effective processes that are consistently applied across our business. During 2013, we finished the roll-out of our new IT system known as 1B1S (One Business One Solution). All of our core business processes are now managed within one database that provides high-quality, accurate, up-to-date and accessible data. 1B1S gives us better business intelligence and improved analysis, enabling us to benchmark our key performance indicators (KPIs) in all areas of our operations and allowing us to make better business decisions and challenge ourselves. Integrated into 1B1S is our COMBINE (Co-ordinated Measurement of Business Information) system which collects a wide range of non-financial and sustainability data (see page 7) from our regional business units.



# Caring about our customers

We work hard to deliver high-quality, attractive and sustainable developments that our customers will enjoy living in.

Homebuying is a significant financial and emotional investment for our customers. In everything we do, we try to make buying, moving into and living in a Taylor Wimpey home as easy as possible.

Our Customer Charter sets out our commitment to outstanding customer service and our Customer Journey is a set of easy to follow steps that guide our customers through the homebuying process and help them to make the most of living in a Taylor Wimpey home. The Customer Journey is consistently applied on all UK developments and forms the basis of a comprehensive quality management system that also ensures we comply with the Consumer Code for Home Builders. We have a customer service policy for our subcontractors to ensure that they adhere to our standards of customer service.

### Making homebuying affordable

Taylor Wimpey builds a wide range of houses and apartments with prices ranging from under £100k to over £3m. We completed 11,696 UK homes in 2013

(2012: 10,886) including building in areas where there is under-supply of housing. In total, 18% (2012: 18%) of the homes we built in 2013 were designated as affordable housing. In 2013, we sold 38% homes to first time buyers (2012: 32%).

We fully endorse the UK Government's Help to Buy equity loan scheme (see case study below) and other schemes. Help to Buy means that individuals who cannot afford a large deposit are able to buy their own home and get onto or move up the property ladder.

During 2013, we legally completed 2,928 homes under Help to Buy, 139 under the FirstBuy scheme which has now been superseded by Help to Buy and 1,208 under NewBuy and MI New Home.

### Customer information

We strive to make our existing and prospective customer information as comprehensive, transparent, straightforward and accessible as possible. Our new integrated

Taylor Wimpey website, launched in November last year, contains a customer service dedicated section with useful information for both existing and new homeowners. There are step-by-step guides to buying and enjoying living in a Taylor Wimpey home, information on how we build, and how to contact us, advice on warranty issues and details of our Customer Charter and Customer Journey. The website also includes detailed information on our approach to sustainability. We have made it easy for potential customers to find homes available in their area alongside case studies of existing developments and web pages for proposed schemes.

Our website also includes a section on sustainable living. This explains what our customers can do to live a sustainable life and how to take steps to improve our environmental, social and economic impact on our planet. Advice ranges from energy-efficiency tips to growing your own vegetables, getting to know your neighbours and supporting your local shops and services.



### Case study: Help to buy

The first people to buy their home under the UK's new Help to Buy equity loan scheme were first time buyers Catherine McClean and Nikolai Ivanovic. The couple now live at our Speakman Gardens development in Prescot, Liverpool. "Help to Buy has been a massive help to us. We certainly wouldn't be in the position we are now without it. It has enabled us to own our own property. I am the first person in my family to own my own home and I am immensely proud," said Catherine. Speakman Gardens was named Best Housing Scheme of the Year at the Knowsley Business and Regeneration Awards 2013.



Visit our website for more customer testimonials at [www.taylorwimpey.co.uk/media-centre/news/testimonials](http://www.taylorwimpey.co.uk/media-centre/news/testimonials)





## Case study: Award for supporting first time buyers

Our East London regional business was named Private Developer of the Year at the 2013 First Time Buyer magazine Readers' Awards. We were commended for helping many people purchase their first homes by offering a wide range of properties and a superb selection of flexible homebuyer incentives tailored to purchasers' individual needs.

This award was voted for by readers of the magazine and members of the public, the very people we are trying to help, making homebuying affordable and achievable for a wider range of buyers.

 Visit our website for more information  
[www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk)

In 2013 we developed a new marketing brochure which includes details of Taylor Wimpey's approach to sustainability and the energy-efficiency of homes we build. The brochure has spaces to insert sales and marketing materials for our developments so that prospective customers can receive sustainability information alongside development specific information starting from 2014. Currently, all our new customers receive our From House to Home folder, which provides useful customer information that is also available on our website. They also receive a copy of the Consumer Code and details on how to use and maintain the specific environmental features in their homes as well as details of local authority recycling schemes, where relevant.

In addition to our website, we also provide sustainability information in our sales areas for prospective customers, from insulation and energy-efficiency details to information on the supporting infrastructure and initiatives that we are providing to the local community alongside the homes we build (see pages 36 to 38).

### Improving performance

We strive to continually improve our customer service procedures and performance. During 2013, we undertook a wide scale review of customer service within all of our regional business units. In 2014, we will develop action plans to tackle the issues highlighted by the review.

We undertake diligent monthly checks on all of our UK sites and, over the course of each year, we audit a number of our regional business units with regard to customer service processes and controls. The new 1B1S system (see page 27) means that we have much better and more immediate access to customer service data and can benchmark the performance of all of our regional business units. We also regularly engage with organisations such as the NHBC (National House-Building Council) to ensure best practice in our approach to customer service.

Around 500 sales executives have been taking part in our Sales Academy since it was introduced in 2012 and

over 250 graduated with certification in 2013. The Academy aims to ensure that sales executives are appropriately trained and motivated to deliver the homebuying experience for our customers. During 2013, we started to develop a community engagement module for the Sales Academy training and, now that Taylor Wimpey's Sustainability Strategy has been finalised, we will start work

**Did you know?**  
 292 sales executives had graduated from our Taylor Wimpey Sales Academy since its launch in 2012.



on a sustainability module. These additional modules will be completed in 2014 and we will also update all of the 40 existing Sales Academy modules.

We have a sales development programme for executives identified for career development and have developed a similar programme for sales managers who would like to be considered for director roles. We will launch this programme in 2014.

Please also see page 27 for work done on sales area and show home safety in 2013 and page 23 for details of our new energy-efficient specifications for sales areas and show homes.

**Customer satisfaction**

During 2013, Taylor Wimpey was awarded the maximum five-star rating for customer satisfaction by the HBF (Home Builders Federation).

In the UK, our customers are independently surveyed by the HBF

eight weeks after completion and by the NHBC (National House-Building Council) nine months after completion. The survey results form a key part of our customer service management (CSM) system.

During 2013, we achieved 90% on the externally measured customer service scale (2012: 92.5%) in customer satisfaction with the quality of their home. However we were disappointed that our customer service score has slipped. In 2013 we started a wide scale review of our customer service in all regional business units. Increasing customer satisfaction will be a clear priority for us in 2014.

Taylor Wimpey Spain once again achieved a customer recommendation rate of 100% in our customer surveys that are undertaken internally. In addition, 100% of respondents said that they were satisfied or very satisfied overall with the purchase of their home and 98% said that they were made to feel a valued customer.

**2014 targets**

- Develop action plans to tackle issues raised by the customer service review undertaken in 2013. Increasing customer satisfaction will be a clear priority for us in 2014.
- Finalise our Sales Academy community engagement and sustainability modules and update existing Sales Academy modules.
- Launch our sales development programme for sales managers.

The homes at Taylor Wimpey at Cambourne will achieve Code Level 3 of 'The Code for Sustainable Homes'.

**sustainable options for your home**

- FSC certified kitchen manufacturers
- water use
- sustainable flooring and wall finishes
- rainwater use
- 84 percent of all household waste can be recycled
- rainwater harvesting
- low energy light fittings
- composting
- smart metering
- A+ savings can be up to £38 a year
- Super efficient appliances
- cycle storage

**Case study: Encouraging sustainable living**

We have a sustainable show complex at our Cambourne development in Cambridgeshire to explain sustainability issues to prospective customers, describe the features that are being included as standard in all homes and showcase additional options available to customers. These options include sustainable flooring and wall finishes, renewable technologies, rainwater harvesting tanks, compost bins, bird and other wildlife boxes, and raised vegetable beds.



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





Emma Gibbons – Sales Executive, Taylor Wimpey North Midlands

### Our strategy in action

As part of her role as a Sales Executive, Emma recently completed Taylor Wimpey's unique Sales Academy, an industry leading training programme designed specifically for Taylor Wimpey sales executives which aims to provide the best homebuying experience for our customers. Over 290 of our sales executives have already graduated from the Academy.

Emma said: "I found the training really valuable as it gave me an opportunity to improve my sales and customer service skills further and provided an update on ever changing industry regulations and best practice, all of which helps to ensure that our customer homebuying experience is as smooth and enjoyable as possible."



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Emma and our commitment to our customers.

### UK customer satisfaction – independent HBF survey

	2013 Taylor Wimpey	2013 UK homebuilder average	2012 Taylor Wimpey	2012 UK homebuilder average	2011 Taylor Wimpey	2011 UK homebuilder average
Customers satisfied or very satisfied with the service provided during the buying process	87.7%	84.0%	91.4%	87.8%	89.9%	87.9%
Customers satisfied or very satisfied with the condition of their home on the day they moved in	88.6%	84.3%	91.4%	88.4%	89.8%	88.7%
Customers satisfied or very satisfied with the quality of their home	90.0%	88.1%	92.5%	90.7%	92.1%	91.2%
Customers who would recommend us to a friend	92.0%	89.1%	93.2%	91.3%	92.9%	91.6%

Please note that the figures relate to Taylor Wimpey's survey scores that were available at the end of December each year. The homebuilder average is from the HBF Eight Week National New Homes Survey – Group Report (based on surveys year to date to December 2013).



Extensive information on customer service including our Customer Charter and Customer Journey is available on our website at

[www.taylorwimpey.co.uk/customer-service](http://www.taylorwimpey.co.uk/customer-service)

Our Customer Service Policy is available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)



# Our people

## Our employees are our greatest asset and we strive to attract, develop and retain the best people in the industry.

Our goal is to become the employer of choice in the industry, attracting and retaining quality people because of our culture and the opportunities we provide for career development. In 2013, we employed 3,900 people in the UK and 72 in Spain.

In Autumn 2013, Chief Executive Pete Redfern and senior management presented an update on our business strategy at a series of roadshow sessions available to our staff across the 24 regional businesses and on site. Over 3,200 of our employees attended the sessions, which provided an update on progress made against the objectives set in 2011 and priorities for the next couple of years. The sessions covered key employee issues such as diversity and employee development and skills. We also used the roadshow as a platform to launch our Sustainability Strategy. We are pleased that 93% of those who attended thought they were adequately and clearly updated on the progress made since 2011 and 99% were satisfied or very satisfied with the content and delivery of the presentation.

### Cultural principles and business ethics

Our business has a major impact on the economic well-being and quality of life of our employees, subcontractors, suppliers and others with whom we do business so we seek to treat these stakeholders fairly and with respect. Our Cultural principles (see page 5) underpin everything that we do. Our UK Employee Handbook sets out how we aim to treat our employees as well as the standard of behaviour that we expect from them.

We support the United Nations' Universal Declaration of Human Rights and have policies and processes in place to ensure that we act in accordance with our values in relation to areas such as equal opportunities, anti-corruption and whistleblowing. We encourage employees and subcontractors to speak up about concerns over wrongdoing at work and we provide access to an independent reporting hotline service. The Safecall hotline received 10 calls in 2013 (2012: 7). We renew our whistleblowing literature for employees and run poster campaigns every six months to promote the Safecall service.

Diversity continued to be a key area of focus for us in 2013. We believe that embracing diversity will enable us to succeed through a workforce that is inclusive, creative and innovative. Following a review of the diversity of our employees and mapping this against the diversity of the communities in which we operate, we have engaged with employees on this subject and introduced new recruitment practices to help us build an increasingly diverse workforce.

### Investing in our people

Our employees make a vital contribution to the continued success, growth and profitability of our business. One of the lower scores in our 2012 employee survey was that 72% of staff thought we were effective at training and development. We decided to make this a key area of focus in 2013, ensuring that we have

multiple training and development initiatives in place to engage, develop and retain our staff. During 2013, we delivered an average of 2.7 days of training per monthly salaried employee including health and safety training (2012: 2.5 days).

We acknowledge that not everyone wants to be promoted so we focus on helping all employees to be the best they can be, whether they choose to stay in their current role or want to seek promotion. During 2013, we set up a high-level talent management group to ensure that we recognise employees with talent and provide exceptional training and development opportunities for our staff.

During 2013, we continued the formal mentoring and coaching programme that we launched in 2012 and recruited a second set of participants. The scheme matches mentees with personal mentors, who are trained senior members of staff that can guide, coach and support mentees in developing their careers within Taylor Wimpey. Mentors include directors from our Group Management Team and Group Operations Team (see page 6). Their knowledge of our business and our industry helps to highlight potential career paths and progression opportunities for mentees. The scheme has been running for over a year now and we have had extremely enthusiastic feedback from the 27 mentees within the programme. By the end of 2013, 20% of the first set of mentee participants in the programme had been promoted.

We continued our Circle Management Training in 2013 as well as our graduate and management trainee schemes. Recruitment website TheJobCrowd named Taylor Wimpey in the top 100 companies for graduates to work for and listed us amongst the top 10 employers within the property and housebuilding category. Our graduate scheme has been in operation for the last 11 years with an exceptionally low employee turnover



rate of 3% amongst graduates. We are very proud of the quality of our graduate scheme and the career progression opportunities that it provides. Ingrid Skinner, Managing Director of our Central London regional business started her career at Taylor Wimpey as a graduate.

There is a shortage of technical skills in the housebuilding industry so our graduate scheme focused primarily on technical applicants in 2013. We recruited a total of 11 graduates in 2013 (2012: 7), consisting of nine technical and two finance graduates. We will increase the number of graduates we take on in 2014, aiming for at least 16. We took on 23 new management trainees in 2013 (2012: 13) and aim to recruit a greater number in 2014. For another example of our work in tackling skills shortages, please see page 37 for details of our partnership with Buckinghamshire UTC.

Following the success of our Sales Academy (see page 29), we set up

working parties in 2013 to develop equivalent programmes for our production and technical employees. The Production Academy was finalised in 2013 and training will start in 2014 with successful participants receiving a Taylor Wimpey diploma that will meet NVQ (National Vocational Qualification) standards. The Technical Academy is still in development and will be finalised in 2014. The aim of these programmes is to ensure consistency, accuracy, efficiency and operational excellence in the build process.

At the end of December 2013 a total of 92.8% of our workforce were Construction Skills Certification Scheme (CSCS) carded. We do not require CSCS carding on our sites but are happy to support any employee who would like to renew their CSCS card.

We pride ourselves on quality and workmanship. We are delighted that 68 of our UK site managers have been recognised in NHBC's

**Did you know?**  
 We recruited  
 49 apprentices,  
 11 graduates and  
 23 management trainees  
 in 2013.



**We're all part of the same team.**

**But some of us don't think like that!**

If you have any concerns about how a colleague is being treated or about how a colleague is treating others - Contact Safecall - a totally independent company who will, if you wish, guarantee your anonymity.



**Taylor Wimpey**

Safecall - helping you to help us all!

**0800 915 1571**

**Case study:**  
**Embracing diversity**

During 2013 we ran a diversity poster campaign encouraging our employees to see everyone as part of the same team, without discrimination. We also developed a new Professional Training programme on diversity awareness. We trained people in four of our regional business units in 2013 and will extend the training to office and site employees across the UK in 2014. The half-day interactive training sessions highlight the benefits of having a diverse workforce, clarify legal issues and provide practical guidance on appropriate behaviour.

**To find out more about career opportunities with Taylor Wimpey visit our website at [www.taylorwimpey.co.uk/careers](http://www.taylorwimpey.co.uk/careers)**





### Case study: Creating the next generation of site managers

We introduced a new site management apprenticeship scheme in 2013 to tackle a skills shortage in our industry and ensure that we continue to have expert site managers in years to come. We recruited six apprentices under this scheme in 2013 and aim to attract around 100 new site management apprentices by the end of 2015. Our aim is to find enthusiastic school leavers and develop them into high-calibre site management, which will benefit our business as well as the wider UK housebuilding industry. Monika Masowa, a site management apprentice in our East Scotland regional business, said: "I was attracted to the scheme as it offers a great opportunity to put the skills and knowledge gained at college into practice, and with all the support available from my site manager and others, I'm learning a huge amount every day. I'm very much enjoying my journey with Taylor Wimpey and am looking forward to gaining experience in a range of office teams as well as on site." Monika chose to join the scheme after completing her college work experience at our Abbey Grange development in Arbroath last year.



To find out more about our apprenticeship schemes visit our website at [www.taylorwimpey.co.uk/careers](http://www.taylorwimpey.co.uk/careers)

(National Home-Building Council's) Pride in the Job Quality Award 2013 (2012: 66) that recognise the industry's best site managers. 17 of these site managers also achieved a Seal of Excellence Award and five were named Regional Winners. Daren Clark of our North Midlands regional business received the highest accolade in the awards, that of a Supreme Winner. He was recognised for his work at Bluebell Croft in Stoke-on-Trent. Daren joined us as an apprentice carpenter aged 16, moving on to site management at the age of 20. He has now won 18 Pride in the Job Awards at all levels.

#### Employee well-being

We provide a wide range of employee benefits including a stakeholder pension

with Taylor Wimpey contributing double the amount that employees put in, life assurance, free private healthcare for all salaried employees and the option to participate in two of our share schemes. We believe it is important that our employees should have the opportunity to acquire their own personal stake in the business through share ownership. Currently 1,992 members of staff participate in one or both of our employee share plans, representing 53% of eligible employees. We have a Share Incentive Plan, a Cycle to Work scheme and provide a House Purchase Discount of 5% on new Taylor Wimpey homes. We provide 26 days of holiday excluding statutory leave and have a flexible benefits option where employees can purchase up to four days of additional holiday per

year. All Taylor Wimpey employees also have access to Reward Gateway, an employee discount site that helps our staff to make their money go further. The discount site helped our employees to save £58,329 in 2013 (total spend was £787,716) while 525 of our staff bought additional holidays and 55 purchased a bicycle through Cycle to Work.

Ahead of last year's legislation changes to workplace pensions, our pensions team ran a series of roadshows to explain the pensions automatic enrolment and the benefits of joining Taylor Wimpey's own pension plan – the Personal Choice Plan (PCP). A total of 26 events were hosted across the Group, with one-to-one sessions offered to all interested staff.



Taylor Wimpey offers an individual BUPA health assessment to all monthly salaried employees every three years. In addition, all directors undergo a more comprehensive health assessment every two years. Health checks and training are provided by Taylor Wimpey for employees where needed and we engage with the relevant employers to ensure that the necessary training and health checks are carried out for members of their workforce. In 2013 we ran a sun safety campaign providing advice and arranging a discount on sun cream for our employees and subcontractors.

### Employee engagement

We strive to engage with our employees and listen to their views. We have a formal annual developmental review process for all salaried employees and have active employee consultation committees in our regional business units. Our Chief Executive and Group HR Director also run a careers group meeting every year to listen to the perspective of a specific set of employees. Our business strategy update roadshows (see pages 5 and 32) were a key aspect of our employee engagement in 2013.

Our half-yearly Teamtalk employee magazine is distributed to all employees and we provide regular updates via our Teamtalk Express email newsletter. We have an Open Door forum on our intranet that puts employees directly in touch with our Chief Executive for any questions or comments they might have. Our intranet has a sustainability section with extensive information on our approach to sustainability as well as advice for employees on sustainable living.

### 2014 targets

- Continue our trades apprenticeship scheme and strive to attract around 100 new apprentices onto our new site management apprenticeship scheme by the end of 2015.
- Recruit a greater number of graduates and management trainees.
- Provide professionalism training on diversity to office and site employees across the UK.
- Start our Production Academy training and finalise our Technical Academy.
- Undertake our two-yearly employee survey.

### Did you know?

68

of our site managers were recognised with a range of NHBC Pride in the Job awards in 2013.



Matthew Whitbrook – Assistant Site Manager, Taylor Wimpey West Midlands

### Our strategy in action

Matthew joined Taylor Wimpey in 2009 as an apprentice bricklayer. After spending two years on the scheme he asked to shadow an assistant site manager in his third year. During this time Matthew impressed the site team, and when an opening came up for an assistant site manager Matthew applied. He was successful and started in his new role in July 2012.

Matthew commented: "To have made it to the assistant site manager level in just three years is amazing. I love my job and the site I'm working on and have learned so much so quickly. I really wouldn't want to be doing anything else."



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Matthew and what we do to attract and retain the best people in the industry.



Our Anti-Corruption, Business Conduct, Diversity and Whistleblowing policies are available at

[www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies](http://www.taylorwimpey.co.uk/corporate/corporate-responsibility/our-policies)



# Optimising value

## We do much more than build homes – we add social, economic and environmental value to the wider communities in which we operate.

Being a successful homebuilder means we do so much more than build homes. Our operations add significant additional social, economic and environmental value to the communities in which we operate through, for example, the jobs we create, improvements to local environments and infrastructure, and contributions to community facilities.

Every year we create vibrant communities where people want to live and many of our homes are built in areas where there is an under-supply of housing. A proportion of our developments are on land that was previously run down, disused or contaminated (see page 13).

### Planning agreement contributions

We make a positive contribution to the wider communities in which we build by developing infrastructure (everything that is needed to support the homes and their residents). We either develop this infrastructure ourselves or through planning agreement contributions to the local authority.

These contributions take many forms from improvements to road networks, public transport, sewers and utilities to the provision of community and leisure facilities, educational funding, jobs for local people, public art and green spaces. Contributions often extend beyond the boundaries of our sites and provide benefits for the wider community. We are spending approximately £25.5 million on infrastructure for our new Cranbrook community in Devon.

We regularly contribute to education in the areas in which we build. We have co-funded the new £7 million Berryfields Church of England Primary School that will serve our Berryfields community in Aylesbury. In addition,

we often fund community buildings and other facilities for local residents and the wider community. We started work on a new £1 million community and sports centre at our The Parks development in Bracknell Forest in 2013.

Green open space provides an attractive setting for homes, habitats for local plants and wildlife, and leisure space for local people. We include green space within most of our schemes – it can range from children’s play areas to sports pitches and less formal green areas.

Exactly what we provide in a specific location will depend on a number of factors, like the number and size of the new homes being built and what facilities are already available in the surrounding area. The aim is to support, rather than compete with, the facilities that are already there so that an appropriate balance is provided for the whole community. We consult with local communities and try to provide the facilities that meet their needs for example at our Saxon Heath development in Tarvin (see page 15).

### Did you know?

In 2013, we invested £227m in local communities through Section 106 and Section 75 planning obligations.





## Case study: Investing in workforce of the future

In 2013 we continued our partnership with Buckinghamshire University Technical College (UTC) which opened its doors to the first intake of students in September.

As the lead sponsor for this Government-funded college specialising in construction and IT, we are working with Bucks UTC to shape the construction course curriculum and provide valuable work experience. Our Chief Executive Pete Redfern visited the college in December last year to see for himself how the courses are progressing and hear feedback from the construction students who, unlike any other students, wear Taylor Wimpey branded personal protective equipment (PPE) as part of their dress code when working in the college workshops.

During the visit, Pete also handed over the keys to a minibus, donated by Taylor Wimpey to the college, to help with logistics in getting construction students to and from our sites when completing their extended work experience projects.



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

### Homes in which people can afford to live

Taylor Wimpey home prices start from under £100k. In 2013 first time buyers accounted for 38% of our sales (2012: 32%). We are proud of the fact that we help so many first time buyers to take their first step onto the property ladder. Please see page 28 for more on first time buyers and our commitment to the Government's Help to Buy initiative.

During 2013, 18% of the homes that we built were designated as affordable housing (2012: 18%). We work with local authorities and registered providers (independent housing organisations that manage properties as affordable homes) to deliver affordable homes on the vast majority of our sites.

### Jobs and work opportunities

Research by the University of Reading indicates that each home built in the UK creates one and a half full time jobs. The HBF (Home Builders Federation) estimates that potentially twice this number of jobs is created in the supply chain. We built 11,696 homes in the UK in 2013 (2012: 10,886), which equates to a significant positive impact on UK jobs.

We provided employment for 3,972 people in 2013 (2012: 3,755) and work for an average of 11,380 subcontractors on our UK sites (2012: 10,750). In addition, we provide valuable contracts for our suppliers based predominantly in the UK, which further supports job creation and the economy.

Taylor Wimpey is a significant local employer in the areas in which we operate and we strive to recruit the majority of our employees and subcontractors from the local area. We help small and medium sized businesses to prepare, where necessary, the health, safety and environmental (HSE) risk assessments and other site-specific documents that we require. This can include us providing HSE advice and gives small, local businesses the opportunity to work with us and other companies. We also provide significant health, safety and environmental training for our subcontractors, helping to improve their employability elsewhere. We run graduate, management trainee and apprenticeship schemes as well as providing extensive training and development opportunities for our employees, which helps the industry as a whole (see pages 32 to 35).

Our developments often integrate space for shops, doctors' surgeries, cafes and other local businesses or amenities. Larger developments sometimes include business parks. This provides a considerable number of jobs for local residents and encourages people to work locally, reducing their need to commute.

We have committed to recruiting a percentage of site workers from the local area on some of our sites as part of our planning agreements. In Spain, we are required to recruit 20% of site workers at our La Villa Paradis development in Villajoyosa from the local area in order to improve local employment rates.

We provided 405 days of work experience for students and school children in 2013 (2012: 295). Our East Scotland regional business sponsored an award for Best Built Environment Student at Angus College in Arbroath and provided work experience for a number of the students, including the award winner. Graeme Spence, Site Manager at our Abbey Grange development in Arbroath, was awarded a Partners in Learning Award in 2013 by Angus Council for providing work experience opportunities for Arbroath High School students.



## Optimising value continued

### Community involvement

Our larger developments take many years to complete and we strive to be involved in community activities during this time. We see ourselves as a local business and employees at our regional business units are keen to support their local community. We sponsor sports teams and events and are happy to get our hands dirty to help out. A team from our Briars Chase development in Ilkeston spent three days over the summer holidays clearing a courtyard area at Bennerley Fields Specialist Speech and Language College so that the college could afford to install a sensory garden for their pupils.

We regularly work with local schools and have developed curriculum based schools projects. For example, we

presented a workshop to South Dartmoor Community College pupils in Ashburton on sustainable development and designing EcoHomes. We also regularly visit schools near our developments to talk about the dangers of building sites (see page 27).

We have set up a Parish Energy Fund at our Cambourne development to invest in green technology. Solar panels have been fitted on a range of community buildings, generating electricity for the buildings and providing an income for the Fund from the excess power sold to the National Grid.

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

### 2014 targets

- Continue to do much more than build homes, adding social, economic and environmental value to the wider communities in which we operate.
- Continue to support homelessness charities in 2014.



Damian Hayward – Commercial Director, Taylor Wimpey Midlands.

### Our strategy in action

Damian began his career with the Company as an Assistant Quantity Surveyor in 1998. In his current role as Commercial Director, Damian is responsible for setting out and successfully implementing his regional business strategy for delivering efficient cost control and procurement needs in line with the regional targets.

He monitors all contractual issues in the Midlands regional business, including reviewing costs and identifying valuable cost saving opportunities, while also overseeing all material and subcontract procurement.



Visit [www.taylorwimpey.co.uk](http://www.taylorwimpey.co.uk) for more information about Damian and how we, as a business, create and deliver value.

### Did you know?

We have invested over £630m in local communities since 2010.



### Charitable initiatives

We support a number of charities at a national level and our regional business units get involved with a wide range of initiatives within their local areas. We donated over £327,000 to charity in 2013 (2012: £247,000) and our employees raised £88,000 for the charities we support.

As a business dedicated to building homes and creating communities, we care deeply about housing and homelessness issues. In 2013 we continued to support our national charity Centrepoint and our network of six regional homelessness charities from across the UK. These are Keyhouse in Bradford, Amber in Wiltshire, St Basil's in Birmingham, St Edmunds Society in Bury St Edmunds, Llamau in Cardiff and The Rock Trust in Edinburgh. Each of our 24 regional business units is paired with a local charity and we are proud of the significant positive impact that our involvement has on these small charities.

We gave £210,000 to Centrepoint and our network of homelessness charities in 2013 (2012: £149,000). This consisted of £163,000 cash donations made by the Company and £47,000 raised by our employees.

Our Chief Executive is on the Board of Trustees for Crisis, the national charity for single homeless people. Taylor Wimpey is also a patron of CRASH, the construction and property industry's charity for homeless people.

See pages 40 to 41 for case studies



**Did you know?**  
We donated over £327,000 to charity in 2013.

 <b>£102,950</b> London and Sunderland	 <b>£6,137</b> Bradford	 <b>£23,056</b> UK wide
 <b>£6,112</b> Melksham, Wiltshire	 <b>£8,358</b> Birmingham	 <b>£41,456</b> Bury St Edmunds
 <b>£5,000</b> Cardiff	 <b>£8,761</b> Edinburgh	 <b>£8,188</b> UK wide



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

Case studies in action across the UK



### Case study: Mountain climbing

Taylor Wimpey is also supporting the Youth Adventure Trust and in March 2014 over 40 teams from across our regional businesses climbed 10 of the highest mountains in the Brecon Beacons within 10 hours, raising over £126,000 for the charity. The Youth Adventure Trust is a charity which takes young people (aged between 11 and 14) from difficult backgrounds on adventure events in a supportive but challenging environment. The children are referred by schools, social services or other similar agencies, and the aim is to give them a number of experiences over the course of several camps that help to set them on the right road. The choice of age range is very deliberate, as the charity believes we can make a real difference at this early teenage stage.



For more information about the challenge visit our sponsorship page at [www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship](http://www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship)



### Case study: Tug of war

One of our regular annual events is Macmillan's House of Lords versus House of Commons Tug of War. We have sponsored the event since 1987, helping to raise over £3 million for Macmillan Cancer Support. Our 2013 men's team was led by Chief Executive Pete Redfern and for the first time in the event's history we also had a ladies' team taking part. The 2013 event raised more than £128,000.

Lynda Thomas, Macmillan's Director of Fundraising, commented: "Macmillan's Parliamentary Tug of War is the result of a 26-year partnership with Taylor Wimpey that has raised millions of pounds in vital funds, allowing us to make a massive difference to those in the toughest fight they will probably ever face – cancer. We are extremely grateful to Taylor Wimpey for their continued support."



Watch our Tug of War 2013 video at [www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship](http://www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship)





### Case study: Big Sleep Out

117 of our employees took part in the biggest ever Sleep Out in November 2013, raising over £17,000 for Centrepoint and our network of regional homelessness charities. There were nine separate Sleep Out events, and our West Midlands regional business hosted a Sleep Out event at our Highfield Gardens development in Edgbaston.



For more information please visit our sponsorship page at [www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship](http://www.taylorwimpey.co.uk/about-us/who-we-are/sponsorship)



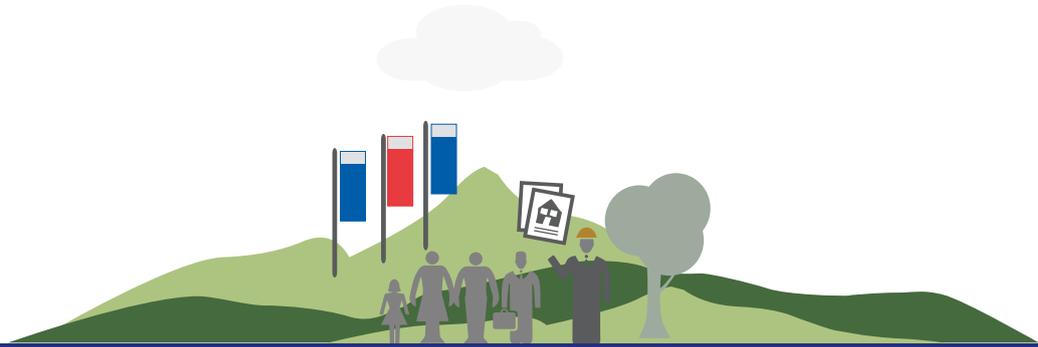
### Case study: Improving employability

During 2013, our East Anglia regional business ran its second employability day in conjunction with St Edmunds Society, which provides training and education for vulnerable young people in Norwich. Our regional Managing Director, Group HR Director and other Taylor Wimpey personnel gave presentations and the group of students spent the afternoon at our Middleton Park development nearby. The students also met Tom Kavanagh, one of the young people who has been helped by St Edmunds Society. We offered Tom a nine-month work placement at our NR1 development in Norwich after he attended last year's employability day. We are delighted to say that, having completed his work placement, he now has a full-time position as a site operative. In 2013, we also helped St Edmunds Society to secure planning permission for a new education centre where students can learn vocational skills.

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



For more information about St Edmunds Society please visit the charity's website at [www.st-eds.org](http://www.st-eds.org)



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# Our performance

## A summary of management and performance targets for 2014

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<b>Our approach</b>	<ul style="list-style-type: none"><li>– Continue to comply with the UK Corporate Governance Code and other key governance requirements.</li><li>– Measure, monitor and report annually on our corporate responsibility performance.</li><li>– Implement our Sustainability Strategy and introduce an internal communications programme focused on sustainability.</li></ul>
<b>Selecting land</b>	<ul style="list-style-type: none"><li>– Continue to focus on selecting the right land and developing it in a sustainable manner.</li><li>– Develop other aspects of our Site Sustainability Appraisal Tool in 2014.</li></ul>
<b>Managing the planning and community engagement process</b>	<ul style="list-style-type: none"><li>– Further develop the web pages for our proposed developments and promote our website as a community engagement tool.</li><li>– Look at how social media may be able to contribute to our community engagement process.</li></ul>
<b>Getting the homebuilding basics right</b>	<ul style="list-style-type: none"><li>– Produce new internal guidance on design layouts for our homes and developments.</li><li>– Undertake a review of the embodied energy in the homes we build.</li><li>– Undertake an audit of our operational water use.</li><li>– Review our biodiversity practices.</li><li>– Investigate climate change adaptation.</li><li>– Progress towards our carbon intensity reduction target of 25% by 2018.</li><li>– Reduce or maintain the level of construction phase waste generated relative to our build.</li><li>– Launch new energy-efficient specifications for our building sites.</li><li>– Continue to switch from standard bulbs to LED energy-saving alternatives in show homes and sales areas.</li><li>– Launch an Energy Guide for our employees, which will set out principles for energy-efficient behaviour.</li><li>– Continue to work on our Supply Chain Sustainability Strategy.</li><li>– Require all of our national suppliers to sign up to Constructionline.</li><li>– Extend our site safety supervisory training to other trades and undertake further HSE consultation workshops.</li><li>– Draw up new procedures on safe working at height.</li><li>– Seek to improve or, as a minimum, maintain the same RIDDOR incident level in the UK in 2014.</li></ul>
<b>Caring about our customers</b>	<ul style="list-style-type: none"><li>– Develop action plans to tackle issues raised by the customer service review undertaken in 2013. Increasing customer satisfaction will be a clear priority for us in 2014.</li><li>– Finalise our Sales Academy community engagement and sustainability modules and update existing Sales Academy modules.</li><li>– Launch our sales development programme for sales managers.</li></ul>
<b>Our people</b>	<ul style="list-style-type: none"><li>– Continue our trades apprenticeship scheme and strive to attract around 100 new apprentices onto our new site management apprenticeship scheme by the end of 2015.</li><li>– Recruit a greater number of graduates and management trainees.</li><li>– Provide professionalism training on diversity to office and site employees across the UK.</li><li>– Start our Production Academy training and finalise our Technical Academy.</li><li>– Undertake our two-yearly employee survey.</li></ul>
<b>Optimising value</b>	<ul style="list-style-type: none"><li>– Continue to do much more than build homes, adding social, economic and environmental value to the wider communities in which we operate.</li><li>– Continue to support homelessness charities in 2014.</li></ul>

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## Performance against targets set out in Corporate Responsibility Report 2012

Continue to comply with the UK Corporate Governance Code and measure, monitor and report annually on our corporate responsibility performance.	Achieved. See pages 6 to 7.
Finalise our new Sustainability Strategy.	Achieved. See pages 8 to 9.
Start to publish COMBINE non-financial and sustainability data and improve our non-financial data collection.	Ongoing process. COMBINE data is included in various sections throughout this report. See pages 7 and 27.
Continue to report on our GHG emissions on an annual basis and continue to participate in the Carbon Disclosure Project.	Achieved. See page 21.
Further develop the About Taylor Wimpey website and investigate how we could approach on-line community engagement.	New Taylor Wimpey website launched that encompasses About Taylor Wimpey. Continual process. See pages 14 to 15.
Monitor the use of the tools provided in the community engagement manual and seek detailed feedback from our regional business units on our approach to community led planning.	Achieved. See pages 14 to 17.
Launch our Building for Life tool and develop a major training programme for design and technical staff, covering all aspects of their work including sustainability and BfL.	Achieved. See pages 16 to 17.
Continue to review, assess and further improve our new house type range.	Continual process. See page 18.
Publish new internal manuals of design guidance and planning guidance.	Achieved. See page 16.
Undertake a review of supply chain resource efficiency covering energy, carbon, water and waste.	Started. See page 24.
Maintain the same construction waste level in 2013.	Achieved. See page 22.
Ensure that we comply with the upcoming European Construction Products Regulations and put in place a process to track our suppliers' compliance with the new EU Timber Regulation.	Achieved. See page 24.
Sales executives identified for career development will commence the sales development programme and we will design a similar programme for sales managers who would like to be considered for director level roles.	Achieved. See pages 29 to 30.
Continue to monitor all aspects of customer service with a view to continually improving our performance.	Continual process. See pages 28 to 31.
Start to develop sustainability and community led planning modules for the Taylor Wimpey Sales Academy Programme.	Started. See pages 29 to 30.
Develop a modular training programme for production and technical employees.	Started. See page 33.
Draw up action plans to improve areas highlighted by our employee survey.	Achieved. See page 32.
Continue to provide an average of 1.5 days of training per salaried employee including health and safety training.	Achieved. See page 32.
Set up consultation groups with our contractors to ensure that our health and safety systems are fully understood, the contractors' approach is compatible and that we agree on the best safety controls.	Achieved. See pages 25 to 26.
Reduce the number of RIDDOR injuries to 2011 levels.	Ongoing process. The number of RIDDOR injuries was 31 in 2013 in comparison with 30 in 2011. See page 26.
Provide a minimum of 2 days HSE training for our site management and operational staff.	Achieved. See page 25.
Identify and approach another tranche of major suppliers with a view to working with them on packaging waste initiatives.	Focusing instead on developing a Supply Chain Sustainability Strategy. See page 24.
Develop guidance for our regional business units to ensure ongoing supplier compliance with our health and safety standards.	Achieved. See pages 24 to 25.
Introduce our planned zero tolerance policy on safe delivery and vehicle offloading.	Achieved. See page 26.

# Data table

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

<b>General</b>		2013	2012	2011
Number of completions	UK	<b>11,696</b>	10,886	10,180
	Spain	<b>118</b>	156	109
<i>Maintain compliance with the UK Corporate Governance Code</i>		<b>Yes</b>	Yes	Yes
<b>Climate change – 2013 methodology<sup>a</sup></b>		2013	2012	2011
<i>Total emissions (tonnes CO<sub>2</sub>e)</i>				
<i>Emissions from combustion of fuel (scope 1)</i>		<b>16,177</b>	#	#
<i>Emissions from electricity, heat, steam and cooling purchased for own use (scope 2)</i>		<b>10,526</b>	#	#
<i>Total scope 1 and 2 emissions</i>		<b>26,703</b>	#	#
<i>Emissions intensity: Emissions per 100sqm of completed homes</i>		<b>2.48</b>	#	#
<i>Other indirect GHG emissions from operations and supply chain (scope 3)</i>		<b>551,749</b>	#	#
<i>Total scope 1, 2 and 3</i>		<b>578,452</b>	#	#
<i>Emissions intensity: Emissions per 100sqm of completed homes</i>		<b>53.82</b>	#	#
<i>Operational (site and office) fuel and electricity consumption (MWh)<sup>b</sup></i>		<b>81,800</b>	#	#
<b>Climate change – previous methodology<sup>a</sup></b>		2013	2012	2011
<i>Emissions from combustion of fuel (scope 1)</i>		#	13,679	10,923
<i>Emissions from electricity, heat, steam and cooling purchased for own use (scope 2)</i>		#	13,440	13,444
<i>Other indirect GHG emissions from operations and supply chain (scope 3)</i>		#	472,092	426,281
<i>Total scope 1, 2 and 3</i>		#	499,211	450,648
<b>Our homes and communities</b>		2013	2012	2011
Number of affordable home completions in the UK		<b>2,124</b>	1,946	2,048
Value of charitable donations		<b>£327,000</b>	£247,000	£211,000
Value of Section 106 (England) and Section 75 (Scotland) Agreements in the UK (£'000s)		<b>£226,997</b>	£180,785	£130,167
<b>Environmental sustainability</b>		2013	2012	2011
Number of completed units built to UK Code for Sustainable Homes	Level Three	<b>3,067</b>	1,371	1,158
	Level Four	<b>350</b>	10	75
<i>Tonnage of construction waste per 100sqm build<sup>c</sup></i>	<i>General waste</i>	<b>3.02</b>	2.95	2.96
	<i>Plasterboard waste</i>	<b>0.57</b>	0.67	0.74
	<i>Total construction waste</i>	<b>3.59</b>	3.62	3.70
<i>Construction waste recycled or sent to landfill</i>	<i>Waste recycled</i>	<b>92%</b>	91%	86%
	<i>Waste sent to landfill</i>	<b>8%</b>	9%	14%
Percentage of UK homes built on brownfield land		<b>55%</b>	58%	64%
Percentage of UK sites with biodiversity action plans (SSEAPs)		<b>100%</b>	100%	100%

Taylor Wimpey East Midlands was issued with a Prohibition Notice by the HSE (Health and Safety Executive) in 2013 with regard to our Countess Manor development in Moulton, Northampton. The HSE felt that the level of traffic management in the area where the site interfaced with some small business units that required 24 hour access was inadequate. Measures were immediately taken to improve the traffic management on the site. In addition, we produced a Taylor Wimpey UK HSE Newsflash that required our regional business units to reinforce our traffic management procedures on all UK sites.

<b>Our customers</b>		2013	2012	2011
Percentage of customers who would recommend us to friends and family <sup>d</sup>	UK	92.0%	93.2%	92.9%
	Spain	100%	100%	100%
<b>Our employees</b>		2013	2012	2011
Average number of employees	Group	3,972	3,755	3,529
Annual voluntary employee turnover <sup>e</sup>	UK	7.5%	7.1%	7.0%
	Spain	2.8%	8.3%	11.1%
Average number of days training per monthly salaried employee <sup>f</sup>	UK (including health and safety training)	2.7	2.5	1.7
Number of individuals recruited for the Taylor Wimpey graduate programme		11	7	8
Number of UK management trainees recruited		23	13	16
Number of UK apprentices recruited		49	34	40
Average number of days absence per salaried UK employee		5.592	4.980	5.326
Number of calls to our Safecall reporting hotline service		10	7	11
<b>Health, safety and environmental management</b>		2013	2012	2011
Number of reportable RIDDOR injuries per year	UK	31	44	30
	Spain	0	3	2
Annual Injury Incidence Rate (AIIR) for all reportable injuries (incidence rate per 100,000 employees and contractors) <sup>g</sup>	UK	207	311	222
	Spain	0	915	749
Annual Injury Incidence Rate (AIIR) for major injuries (incidence rate per 100,000 employees and contractors)	UK	60	113	59
	Spain	0	0	0
Health, safety and environmental training days per UK employee <sup>h</sup>	Site management and operational staff	4.7	3.9	4.0
	Support staff (e.g. office based staff)	0.2	0.3	0.3

a Please see page 21 for more notes on this data. Emissions data is provided as tonnes of carbon dioxide equivalent (CO<sub>2</sub>e).

b Our total direct energy consumption on building sites and in offices in the UK and Spain in 2013 was 81,800 MWh. This figure includes the consumption of electricity, natural gas and other fuels (gas oil, diesel etc.) but excludes car fleet emissions.

c Please note that construction waste is waste from the construction phase of our developments and excludes other site wastes such as demolition, remediation and infrastructure including soil. This data was previously reported in square feet.

d UK and Spain data relates to customer survey scores that were available at the end of December each year. Please see page 31 for more detail.

e UK employee turnover is now calculated using a different methodology. Data for 2012 and 2011 has been amended accordingly. This data is for voluntary turnover only.

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

g The injury frequency rate for Spain equates to the number of reportable RIDDOR injuries, which is zero in 2013, three in 2012 and two in 2011.

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

# Data not available.

# Glossary

<b>1B1S</b>	Taylor Wimpey IT system.
<b>AIIR</b>	Annual Injury Incidence Rate.
<b>Allowable Solutions</b>	Off site measures to tackle carbon emissions that cannot be cost-effectively offset on site.
<b>BfL</b>	Building for Life 12 is the industry standard, endorsed by Government, for well-designed homes and neighbourhoods.
<b>Built for Life</b>	Built for Life schemes satisfy a 12 point criteria for design quality, safety and community developed by the Home Builders Federation, Cabe at the Design Council and Design for Homes.
<b>CDP</b>	Carbon Disclosure Project. An international, not-for-profit organisation providing a global system for companies and cities to measure, disclose, manage and share environmental information.
<b>CE</b>	A conformity marking for certain products sold within the European Economic Area.
<b>CfSH</b>	The Code for Sustainable Homes is the national standard for the sustainable design and construction of new homes.
<b>COMBINE</b>	Taylor Wimpey's Co-ordinated Measurement of Business Information System.
<b>Constructionline</b>	UK Government's certification service for supplier vetting.
<b>CRC</b>	UK Government's Carbon Reduction Commitment Energy Efficiency Scheme.
<b>Dow Jones Sustainability Index</b>	The Dow Jones Sustainability Indices serve as benchmarks for investors who integrate sustainability considerations into their portfolios.
<b>FTSE4Good</b>	The FTSE4Good Index Series objectively measures the performance of companies that meet globally recognised corporate responsibility standards.
<b>GHG</b>	Greenhouse gas.
<b>GLA</b>	The Greater London Authority is the local authority responsible for Greater London.
<b>GMT</b>	Taylor Wimpey Group Management Team.
<b>GOT</b>	Taylor Wimpey Group Operating Team.
<b>HBF</b>	Home Builders Federation.
<b>HCA</b>	The Homes and Communities Agency is the national housing and regeneration agency for England.
<b>hENs</b>	Harmonised European Standards which provide a solid technical basis for manufacturers for testing the performance of their products.
<b>HSE</b>	Taylor Wimpey's term for health, safety and environment.
<b>HSE</b>	UK Government's Health and Safety Executive.
<b>ISO 14001</b>	Environmental management standard from the International Organization for Standardization.
<b>Lifetime Homes</b>	The Lifetime Homes standard is a set of 16 design criteria that provide a model for building accessible and adaptable homes.
<b>Localism Act</b>	The Localism Act was introduced in November 2011. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing.
<b>NextGeneration</b>	NextGeneration is an annual membership based benchmark of the sustainability performance of the UK's largest homebuilders.
<b>NHBC</b>	National House-Building Council.
<b>NPPF</b>	The National Planning Policy Framework acts as guidance for local planning authorities and decision-takers, both in drawing up plans and making decisions about planning applications.
<b>OHSAS 18001</b>	An international occupational health and safety management system specification.
<b>RESI</b>	Events for the residential property market.
<b>ReUSE</b>	Taylor Wimpey soil sharing programme.
<b>RIDDOR</b>	RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
<b>Section 106 / Section 75</b>	Planning obligations under Section 106 of the Town and Country Planning Act 1990, commonly known as S106 agreements, are a mechanism which makes a development proposal acceptable in planning terms. Section 75 agreements are the equivalent planning obligations in Scotland.
<b>Secured by Design</b>	Secured by Design is the official UK Police flagship initiative supporting the principles of 'designing out crime'.
<b>SSEAPs</b>	Taylor Wimpey Site Specific Environmental Action Plans.
<b>SSG</b>	Taylor Wimpey Sustainability Steering Group.
<b>SuDS</b>	Sustainable urban drainage solutions.
<b>UTC</b>	University Technical College.

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

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