

# Persimmon Group

## Gender Pay Gap Report 2022

### Persimmon and the Gender Pay Gap reporting requirements

This is the sixth Gender Pay Gap Report published by Persimmon and it relates to the 'snapshot date' of 5 April 2022.

As we did last year we shall report separately on the gender pay gap for Persimmon Plc, in addition to that of Persimmon Homes Limited. Additionally, and for year on year comparison, we shall also report on the gap for the Persimmon Group, which includes data from Persimmon Plc, Persimmon Homes Limited and Space4 Limited, a wholly owned subsidiary that employs less than 250 people.

In accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 ("the Regulations") we have measured six key metrics calculated on the snapshot date.

Those metrics are:

- The difference in mean hourly rate of pay of men and women, expressed as a percentage;
- The difference in median hourly rate of pay of men and women, expressed as a percentage;
- The difference in mean bonus pay of men and women, expressed as a percentage;
- The difference in median bonus pay of men and women, expressed as a percentage;
- The proportion of men and women who received bonus pay; and
- The proportion of men and women in each of the four quartile pay bands.

### Persimmon Homes Limited

Persimmon Homes Limited employs all the directly employed staff who are engaged in our house building activities, which comprises managers, operatives, trades people and sales staff on development sites, plus a wide range of senior managers, technical professionals and administrators in our 30 regional offices. These employees are a mix of salaried and weekly-paid.

#### Employees at the snapshot date

**4,651**

This is an increase of 2% on last year (4,581). It represents 90% of Persimmon Group employees (2021: 93%).

### Hourly rate of pay

	2022 Gap	2021 Gap
Difference in Mean Hourly Rate of Pay	17%	17%
Difference in Median Hourly Rate of Pay	14%	18%

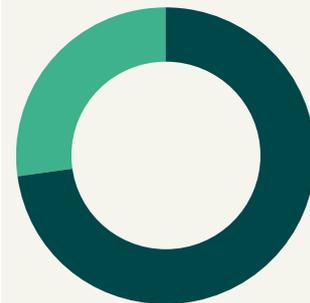
Quartiles	2022 Male	2021 Male	2022 Female	2021 Female
Lower	62%	57%	38%	43%
Lower Middle	72%	79%	28%	21%
Upper Middle	75%	80%	25%	20%
Upper	82%	82%	18%	18%

The quartiles show how many men and women are in each quarter of our payroll.

### Bonus pay

	2022 Gap	2021 Gap
Difference in Mean Bonus Pay	7%	(6%)
Difference in Median Bonus Pay	18%	24%

### Gender balance



(2021: Male 74%, Female 26%)

### Percentage in receipt of bonus

Gender	2022	2021
Male	71%	69%
Female	87%	88%

# Persimmon Group

## Gender Pay Gap Report 2022 continued

### Persimmon Plc

Persimmon Plc employs a range of employees who provide professional, technical and administrative support from the centre, to the whole of the Persimmon Group. It also employs the executive directors and the most senior managers within the Group, who are predominantly male. All the people employed by Persimmon Plc are salaried employees.

#### Employees at the snapshot date

# 430

This is an increase of 31% on last year (329). It represents 8% of Persimmon Group employees (2021: 7%).

### Hourly rate of pay

	2022 Gap	2021 Gap
Difference in Mean Hourly Rate of Pay	22%	40%
Difference in Median Hourly Rate of Pay	24%	23%

Quartiles	2022 Male	2021 Male	2022 Female	2021 Female
Lower	54%	47%	46%	53%
Lower Middle	67%	72%	33%	28%
Upper Middle	78%	76%	22%	24%
Upper	74%	81%	26%	19%

The quartiles show how many men and women are in each quarter of our payroll.

### Bonus pay

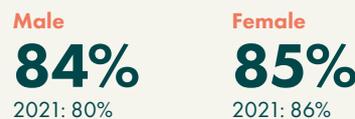
	2022 Gap	2021 Gap
Difference in Mean Bonus Pay	66%	69%
Difference in Median Bonus Pay	25%	36%

### Gender balance



(2021: Male 69%, Female 31%)

### Percentage in receipt of bonus



### The Persimmon Group

The Persimmon Group includes all the employees from Persimmon Homes Limited and Persimmon Plc, plus an additional 65 employees from Space4 Limited, which is a manufacturing company producing timber frame components.

#### Employees at the snapshot date

# 5,146

This is an increase of 4% on last year (4,971). It represents 100% of Persimmon Group employees.

### Hourly rate of pay

	2022 Gap	2021 Gap
Difference in Mean Hourly Rate of Pay	16%	19%
Difference in Median Hourly Rate of Pay	14%	18%

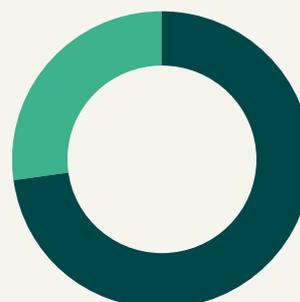
Quartiles	2022 Male	2021 Male	2022 Female	2021 Female
Lower	62%	57%	38%	43%
Lower Middle	73%	78%	27%	22%
Upper Middle	74%	78%	26%	22%
Upper	82%	82%	18%	18%

The quartiles show how many men and women are in each quarter of our payroll.

### Bonus pay

	2022 Gap	2021 Gap
Difference in Mean Bonus Pay	22%	4%
Difference in Median Bonus Pay	17%	26%

### Gender balance



(2021: Male 74%, Female 26%)

### Percentage in receipt of bonus



## Overview

Male to female ratios positively moved one percentage point in the reporting period, with 73% of the employee population being male, and 27% female. While the overall gender balance for Persimmon has improved slightly during the year, the imbalance in the number of men and women throughout the organisation remains one of the primary causes of our gender pay gap.

The construction industry has historically been more attractive to men than women, however unlike the wider construction sector, house builders such as Persimmon have significant sales functions that traditionally employ more women.

The most representative set of figures that the Company publishes are those for Persimmon Homes Limited. Not only do they account for the majority of our employees they also represent all the colleagues in our core house building operations. The median pay gap for employees in Persimmon Homes Limited has decreased slightly, to 14.4% (from 18.3%).

Persimmon Homes comprises of 30 operating businesses, all of which have a board of directors, headed up by a Managing Director. There are a number of female directors across these businesses and one female MD. In contrast a number of apprentices have been recruited into Persimmon Homes, who are predominantly male and this has contributed to the overall drop in the median hourly rate of pay for males across the Group.

The median bonus gap for 2022 in Persimmon Homes Limited of 18.3% has reduced from 24.5% in 2021.

At a group level, female pay (both mean and median) accelerated more than male pay year on year. The recruitment of a number of females into senior PLC roles has made a large contribution to this.

## The Gender Pay Gap – our activities

The Company recognises that reducing the gender pay gap will require a concerted commitment over an extended period. However, we are pleased to report that during this year there have been a number of initiatives and changes introduced with the objective to accelerate the pace of that commitment.

## Strategy

In April 2022 we started delivery against a new diversity and inclusion strategy. This was developed following a comprehensive external audit we had conducted by a specialist provider; the findings and recommendations from that process enabling us to develop a 12-month plan of areas for immediate improvement and impact, together with a three year strategy. The review also enabled us to benchmark ourselves against other organisations and will provide a way of measuring progress through further re-audits, the first of which is scheduled for early in 2024.

The approach we have taken to the initial 12-month action plan is to concentrate on a small number of actions, be clear on why we are taking these and do them well. The three key strands are communication, education and resourcing, with delivery being driven by a newly created Diversity and Inclusion (D&I) Working Group.

## Training and awareness

Our education/training plan commenced with a session for members of the Board, followed by the Executive Team. All our trainers were then trained themselves and are now equipped to deliver a wider rollout, which is spearheaded by an Inclusive Leadership course for the senior teams in all 30 regions. Another course, Positive Workplace, is being delivered for site staff, linked to both mental wellbeing and an inclusive and respectful working environment.

## Diversity and Inclusion Working Group

In August 2021 a D&I Council was set up, chaired by the Director of Talent and Diversity, comprising senior leaders from across the business who are collectively responsible for agreeing the strategy, overseeing its implementation and monitoring progress. It is the role of the new D&I Working Group to deliver the detail.

This group is made up of employees from different roles and locations who applied to take part and who were selected after interview and provided with training. Each individual is responsible for a specific package of work and they are provided with time aside from their normal role to do what is required.

The work packages are training, recruitment, data, communication, customer and social mobility, with a range of actions taking place in each area to support our strategy. Six-weekly meetings take place to monitor progress and the next external audit will also help assess the impact of our work and confirm priorities for year two of the strategy.

Finally, we are continuing to support flexible working for all those occupations where it is practicable, which for us is predominantly in our offices. Whilst this has appealed to all our colleagues, we are aware that it has been particularly well received by those who have child-care arrangements to consider. We already provide enhanced maternity pay, and have now also introduced enhanced paternity pay.

Much work still needs to be done to improve the gender pay gap across Persimmon, but despite the traditional dominance of men in the construction industry we remain confident that our activities and initiatives will begin to have the effect of narrowing the gap in the short to medium term.

## Accuracy statement

I confirm that the gender pay gap data contained in this report is accurate and has been produced in accordance with the Regulations.

**Richard Latham**  
Group HR Director