



Persimmon Group

GENDER PAY GAP REPORT 2025

Persimmon and the gender pay gap reporting requirements

This Gender Pay Gap Report relates to the 'snapshot date' of 5 April 2025.

We are reporting separately on the gender pay gap for Persimmon Plc and Persimmon Homes Limited. Additionally, and for year on year comparison, we 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 fewer 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 housebuilding activities, which comprises managers, operatives, tradespeople and sales staff on development sites, plus a wide range of senior managers, technical professionals and administrators in our 29 regional offices. These employees are a mix of salaried and weekly-paid.

Employees at the snapshot date

3,877
(2024: 3,898)

This represents 85% of Persimmon Group employees (2024: 87%).

Hourly rate of pay

	2025 %	2024 %
Difference in mean hourly rate of pay	14	21
Difference in median hourly rate of pay	10	22

Quartiles	2025 Male %	2024 Male %	2025 Female %	2024 Female %
Lower	60	49	40	51
Lower Middle	71	75	29	25
Upper Middle	71	80	29	20
Upper	79	84	21	16

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

Bonus pay

	2025 %	2024 %
Difference in mean bonus pay	27	27
Difference in median bonus pay	26	24

Persimmon Homes Limited Gender balance



■ Male 70%
■ Female 30%

2024: Male 72%, Female 28%

Percentage in receipt of bonus

Male **70%** (2024: 70%)
Female **92%** (2024: 94%)



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

617
(2024: 521) This represents 13% of Persimmon Group employees (2024: 12%).

Hourly rate of pay

	2025 %	2024 %
Difference in mean hourly rate of pay	28	20
Difference in median hourly rate of pay	22	21

Quartiles	2025 Male %	2024 Male %	2025 Female %	2024 Female %
Lower	45	47	55	53
Lower Middle	63	65	37	35
Upper Middle	75	74	25	26
Upper	71	69	29	31

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

Bonus pay

	2025 %	2024 %
Difference in mean bonus pay	56	51
Difference in median bonus pay	31	24

Persimmon Plc Gender balance



Male 64%
Female 36%

2024: Male 64%, Female 36%

Percentage in receipt of bonus

Male **88%** (2024: 91%)
Female **90%** (2024: 92%)



The Persimmon Group

The Persimmon Group includes all the employees from Persimmon Homes Limited and Persimmon Plc, plus an additional 61 employees from Space4 Limited, which is a manufacturing company producing timber frame components.

Employees at the snapshot date

4,555
(2024: 4,482) This represents 100% of Persimmon Group employees.

Hourly rate of pay

	2025 %	2024 %
Difference in mean hourly rate of pay	14	18
Difference in median hourly rate of pay	11	21

Quartiles	2025 Male %	2024 Male %	2025 Female %	2024 Female %
Lower	60	51	40	49
Lower Middle	70	74	30	26
Upper Middle	71	80	29	20
Upper	78	81	22	19

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

Bonus pay

	2025 %	2024 %
Difference in mean bonus pay	37	33
Difference in median bonus pay	27	24

Persimmon Group Gender balance



Male 70%
Female 30%

2024: Male 71%, Female 29%

Percentage in receipt of bonus

Male **71%** (2024: 71%)
Female **92%** (2024: 94%)



Overview

The overall gender balance for Persimmon has progressively improved over recent years. 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, housebuilders such as Persimmon have significant sales functions that traditionally employ more women.

Persimmon Homes comprises 29 operating businesses, all of which have a board of directors, headed up by a Managing Director ('MD'). There are a number of female directors across these businesses and two female MDs.

The most representative set of figures that the Company publishes is for Persimmon Homes Limited. Not only do they account for the majority of our employees, but they also represent all the colleagues in our core housebuilding operations. The median pay gap for employees in Persimmon Homes Limited has reduced from 22% to 10%. Changes in the composition of our workforce and in particular an increase in the percentage of females promoted and recruited into senior roles has accounted, in part, for the change. Whilst there is a higher proportion of men working in the Group, the percentage of females has grown over the last five years, as has the number of females in senior roles and in some of the more under-represented functions, such as commercial and land. We continue to focus on attracting a more diverse workforce and retaining and developing the talent we have from under-represented groups.

The median bonus gap for 2025 in Persimmon Homes Limited has marginally increased from 24% in 2024 to 26% in 2025. This is due to higher bonus payouts in 2025 relative to the prior year, and the proportionally higher number of senior roles held by male employees.

At a Group level, the median pay gap has reduced from 21% to 11%. This is in line with and driven by the change in demographics referred to above. At Persimmon Plc the median pay gap has remained almost static at 22% in 2025 (21% in 2024). This reflects the increase in the number of senior roles held by women during the previous year.

The gender pay gap – our activities

We have seen a progressive increase in the percentage of female employees, which has risen from 26% in 2021 to our current level of 30%. However, we remain committed to a D&I strategy which continues to build on this trend.

Development and training

The reduction in our gender pay gap for 2025 has arisen from the changing composition of our workforce and the increase in percentage of females in senior roles. We are continuing with the following actions to maintain this trend:

- identifying female talent through the Talent Review process;
- developing them through our high potential and leadership programmes;
- investing in individual coaching and externally delivered programmes; and
- utilising mentors and facilitating new contacts across the Group.

Communication and awareness

New network groups, including the Carers' Network, and initiatives like 'Persimmon People' and our Religion and Culture Group, are helping to build a culture of belonging.

Our bespoke mentoring intervention is providing support for a wide range of employees, including those from under-represented groups, while enhanced data tracking and disability support programmes ensure we continue to make progress on our diversity and inclusion goals.

Employee voice from the Engagement Survey reinforces that colleagues see Persimmon as 'a company undergoing positive transformation', with particular appreciation for improvements in communication, culture and people-focused initiatives.

Our future workforce

We have enhanced our careers landing page and developed targeted campaigns to attract diverse talent, with an emphasis on transferable skills.

Our apprenticeship and graduate programmes remain a cornerstone of our workforce strategy and building a diverse workforce for the future. To make a tangible change to the composition of the workforce we need to attract a diverse set of applicants and ensure our recruitment and appointment process is professional and inclusive.

These activities are part of our long-term strategy and the impact is being realised through an increase in the number of women being promoted and recruited across the Group (in particular in senior roles), and also in the diversity of roles which they hold. This is occurring across all functions, and not just in the traditionally predominant functions of sales and customer care.

Looking ahead

Women are still significantly under-represented in site roles and tackling this is an ongoing area of focus. As we move into 2026, we remain focused on expanding talent and succession planning, enhancing diversity and inclusion, embedding wellbeing initiatives and driving employee engagement and rewards. We are proud to be partnering with the HBF in 2026 in supporting their Women into Home Building initiative by offering structured on-site work experience opportunities in ten of our regions.

We believe that by investing in our people and fostering a culture of opportunity and belonging, despite the traditional dominance of men in the construction industry, our activities and initiatives will both progressively narrow our gender pay gap and support building a resilient, inclusive and high-performing workforce ready to support Persimmon's long-term growth and success.

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.

Lisa Mortleman
Chief Human Resources Officer

