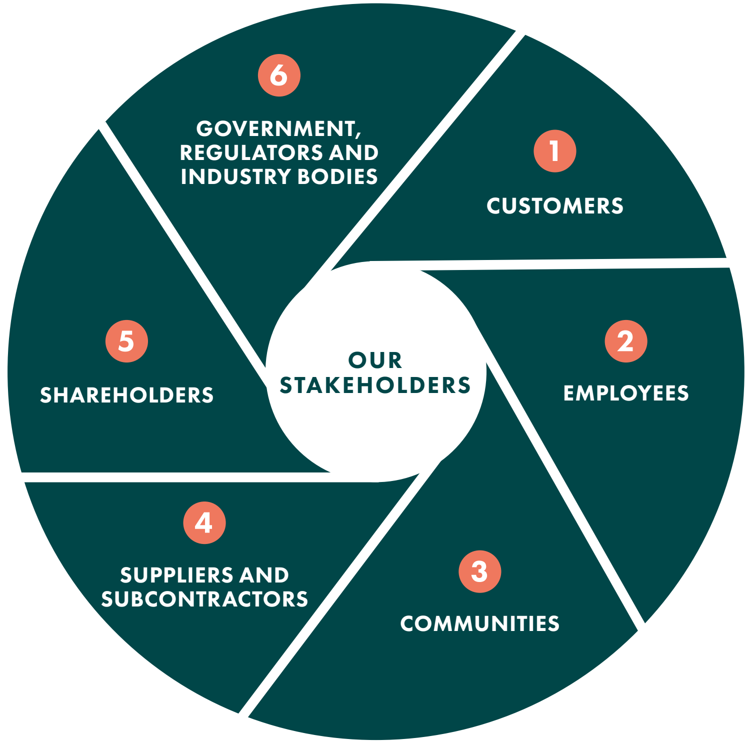
Section 172 statement

ENGAGING WITH OUR STAKEHOLDERS

The following disclosure forms the Directors' statement required under section 414CZA of the Companies Act 2006. Set out below is a summary of how the Board considered its duties under Section 172(1) (a) to (f) throughout the year.

Section 172(1)	How the Board considered its duties	
The likely consequences of any decision in the long term	• Our markets	see pages 6 and 7
	• Our business model	see page 8
	• Principal and emerging risks	see pages 70 to 76
	• TCFD	see pages 59 to 69
	• Viability statement	see pages 77 to 79
The interests of the Group's employees	• Our people and culture	see pages 25 to 27
	• Stakeholder engagement: employees	see page 53
	• Principal and emerging risks	see pages 70 to 76
	• Sustainability: safe and inclusive	see pages 45 to 49
The need to foster the Group's business relationships with suppliers, customers and others	• Our strategic framework	see page 1
	• Our business model	see page 8
	• Sustainability: transforming communities	see pages 41 to 44
	• Stakeholder engagement	see pages 51 to 57
The impact of the Group's operations on the community and the environment	• TCFD	see pages 59 to 69
	• Principal and emerging risks	see pages 70 to 76
	• Sustainability: building for tomorrow	see pages 30 to 40
	• Sustainability: transforming communities	see pages 41 to 44
The desirability of the Group maintaining a reputation for high standards of business conduct	• Our business model	see page 8
	• Audit & Risk Committee Report	see pages 108 to 114
	• Principal and emerging risks	see pages 70 to 76
The need to act fairly as between stakeholders of the Group	• Capital Allocation Policy	see page 24
	• Other disclosures	see pages 115 to 117
	• Stakeholder engagement	see pages 51 to 57
	• 2026 Annual General Meeting	see page 95



To implement our key priorities and to promote the success of the Company, we aim to build strong relationships with all of our stakeholders. We regularly engage with our key stakeholders to understand what matters most to them, how we can meet their interests and the likely impact of Board and management decisions.

The Board receives regular updates on stakeholder engagement at Board meetings. There are a number of standing agenda items in order that the Board can review progress against our key priorities and their impact on our key stakeholders. The Board also engages directly with key stakeholders, particularly shareholders and employees. Our key stakeholders, how we engaged with them and the results of that engagement are set out on the following pages.

Section 172 statement continued

1 CUSTOMERS

Engaging with our customers helps us to be aware of their changing needs and ensure our homes are well positioned in the market.

It also enables us to measure how we are achieving our aim of delivering high-quality, sustainable homes and excellent customer service. Engaging with our social housing partners ensures that we provide the appropriate range of affordable homes to meet the needs of local communities. In addition, we engage with the growing institutional investor and Private Rental Sector ('PRS') market. Maintaining positive relationships with all of our customers minimises reputational risk for the Group and will help to increase long-term demand for our homes.

How do we engage?

We communicate with our customers in a number of ways:

- Our sales staff are in regular contact with our customers from the point of reserving their new home to moving in day and beyond.
- We have a comprehensive communication approach for each customer including both before and after their moving in date.
- Our site teams attend various touchpoints with our customers in the lead up to and immediately after legal completion.
- We participate in two national new homes surveys run by the National House Building Council ('NHBC') to obtain independent feedback from our customers.
- Our customer care teams support our customers once they have moved into their new home.
- We engage with our social housing and PRS partners through regular contact and meetings.
- We have a dedicated team of social media community managers who engage with our customers online, 365 days a year.

Links to our strategic framework

1 Build quality and safety

2 Customers at the heart of our business

5 Supporting sustainable communities

What did our customers tell us?

	Feedback	Outcome and effects on Board decisions
Affordability	Our customers want attractively priced, sustainable and energy-efficient homes.	Our Persimmon private average selling price is c.19% lower than the UK national average for new build homes, widening the opportunity for home ownership to thousands of families and first-time buyers. During the year, we launched two new products, New Build Boost and Rezide, to support our customers in overcoming affordability challenges through an interest-free loan covering 15% of the purchase price.
Accessibility	Our customers want to be able to communicate with our teams quickly and easily, at times and in ways convenient to them. Customers value a blend of digital and interpersonal customer experiences.	We have increased our investment in our customer experience function, including in digital technology and training. As part of our Customer Experience Vision to digitally enable our customers' experience, our new Customer Relationship Management ('CRM') system, which is scheduled to launch in summer 2026 will enable us to better understand and serve our customers by centralising information, streamlining communication, and enhancing our ability to collaborate across teams. Further enhancements will be introduced in the coming year.
Choice	Our customers want a range of home options that meet their evolving needs.	Our three strong brands (Persimmon Homes, Charles Church and Westbury Partnerships) offer our customers a range of choice and value in their respective markets. This year, we have taken the opportunity to refresh the Charles Church brand to reflect our customers' changing demands and aspirations. By recognising the different customer segments across our brands – and tailoring our homes accordingly – we aim to deliver a consistently high-quality experience that better reflects the communities we serve.
Quality	Our customers expect high-quality homes.	We have continued to invest in and progress 'The Persimmon Way', our Group-wide consolidated approach to new home construction, which is considered to be a key driver to deliver consistent quality across our business.

How do we measure the effectiveness of our engagement?

The following metrics are regularly reviewed by the Board when considering progress against our key priorities:

Persimmon Homes Trustpilot score

4.6

(2024: 4.5)

Our score continues to improve, reflecting our improved customer service and brand reputation.

Number of homes sold

11,905

(2024: 10,664)

new homes in 2025, an increase of 12% on last year.

NHBC Reportable Items

0.29

(2024: 0.26)

Our NHBC Reportable Items remain at a low level, reflecting our focus on build quality.

HBF customer satisfaction survey scores

The HBF surveys represent our key customer service metric. We were proud to awarded five-star builder status in 2025. Our recommend a friend survey score was 93.5% and our HBF combined score was 4.30 for the 2024/25 survey year.

Monitoring site visitors and website traffic levels

We monitor the number of visitors to our sites to assess the level of interest in our developments. We also track web traffic to better understand how users interact with our content, helping us improve overall engagement.

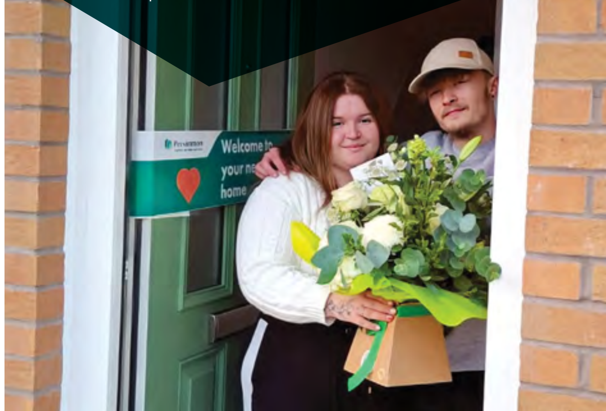
Speed of resolution of any customer issues

We are improving our customer care tooling in order to continue to improve our service and speed of resolutions. Dealing with customer issues promptly and effectively is a key focus area.

A CONFIDENT FIRST STEP ONTO THE PROPERTY LADDER

Aidan and Abigail were the first customers to move into the final phase at Hartnells Farm, choosing the development as their first home. For them, becoming homeowners feels like a major achievement.

Aidan praised the support they received throughout their "seamless" journey: "The sales process couldn't have been any easier… It was an amazing experience and it's great to be moved in time for Christmas." He added, "If you put your mind to it and you really want it, the whole buying process is worth it in the end."



2 EMPLOYEES

We aim to attract and grow a talented and diverse workforce, believing this to be fundamental to the long-term success of the business.

Engaging with the workforce significantly contributes to the success and wellbeing of both the business and our employees. Engaged employees are more likely to be motivated and committed to their work, leading to higher levels of productivity and increased innovation and creativity. Engagement leads to stronger team collaboration, better communication and creates a positive culture which enhances customer satisfaction. Engaging with our employees also helps ensure they understand and align with the Group's strategy, mission, vision and values and helps us to understand the changing needs of our workforce, to better attract, develop and retain employees.

How do we engage?

Through our Employee Engagement Panel, meeting regularly throughout the year. Each meeting is chaired by our Chief HR Officer; Board Directors frequently attend. The Chairman, Designated Workforce Non-Executive Director and Chair of the Remuneration Committee attended Panel meetings in 2025.

- Through our intranet and improved internal communications to all employees on matters such as our business activities and priorities, the achievements of our business and our employees, and our work in local communities.
- Through Employee Engagement Surveys and the resulting actions and plans.
- Through our employee network groups.
- Through our Health, Safety and Environment department and increased online training.
- Through role-specific conferences.
- Through Board member attendance at the Group's Leadership Development Programme.
- Through Board dinners, attended by the Group's senior executives, new graduates and other invited employees.

How do we measure the effectiveness of our engagement?

- Feedback from the Employee Engagement Panel.
- Reports from the Chief HR Officer.
- Through the results of our annual Employee Engagement Survey.
- Through our customer satisfaction surveys and quality measures.

What did our employees tell us?

	Feedback	Outcome and effects on Board decisions
Inclusivity and wellbeing	Our employees want a workplace that is inclusive and supportive.	Inclusivity and employee wellbeing remains central to our culture. We are committed to fostering an environment where all employees feel valued, respected, and empowered. Around 80% of employees feel that they can be their authentic selves at work, while 79% recognise that people from all backgrounds have equal opportunities to succeed. Managers are valued for the support that they provide to their teams, with 84% of employees feeling that their manager genuinely cares about their wellbeing. Wellbeing is an area of increased focus. We improved communications to promote employee wellbeing, including our Employee Assistance Programme and mental health communications were issued to site-based employees during the year. We have continued to invest in and develop our Talent and Diversity and Inclusion strategies. Throughout the year, the Group has made progress on embedding equality, diversity and inclusion, with bespoke mentoring intervention supporting up-and-coming female and ethnic minority colleagues. From the success of our current network groups, we have introduced two new groups: the Religion and Culture Network Group, promoting cultural awareness and inclusion across the Group; and the Carers Network Group, designed to support employees with caregiving responsibilities. Our disability awareness and support programs are being expanded to foster inclusivity and provide better support for our employees with disabilities.
Recognition	Recognition is important, and employees want to feel valued and appreciated.	We are committed to fairly rewarding our employees and celebrating excellence through recognition at our annual Persimmon Excellence Awards ceremony. Our site teams, supported by colleagues across all departments, are actively encouraged to work towards recognition such as the NHBC Pride in the Job and Premier Guarantee's Quality Recognition Award. We also have our internal 'Persimmon Praise' tool, providing the opportunity to acknowledge and celebrate colleagues. As part of our commitment to valuing and supporting our employees, we continue to strengthen employee experience through formulated bespoke development programmes, designed to provide support and guidance from early careers through to executive development. This year, we launched a mentoring scheme connecting over 100 colleagues, refreshed our Performance Development Review model, and expanded development opportunities through targeted secondments and stretch projects, such as our AI working group. We continue to be an accredited Living Wage Foundation employer, reinforcing our dedication to fair and equitable reward.
IT improvement	Our employees want better IT systems to do their jobs.	Our IT improvement programme is now complete. Over the last two and a half years, we have strengthened our digital foundations across the Group. This progress was achieved by close collaboration with a team of over 100 colleague IT champions and acting on feedback from colleagues across the Group. We encourage ongoing feedback to help us continue improving our digital environment.

Roadmap of key engagement activities

March 2025
Pride Network Meeting, Employee Engagement Panel, Women's Network Group: International Women's Day

May 2025
Employee Engagement Survey 2025, Women's Network Group: Webinar with Alexandra Depledge (Non-Executive Director), Annual Persimmon Excellence Awards ceremony, Leadership conference

June 2025
Employee Engagement Panel Meeting, Persimmon Pride, Board site visit

July 2025
Pride Network Meeting

September 2025
Employee Engagement Panel Meeting

October 2025
Board site visit

November 2025
International Men's Day webinar, Employee Engagement Panel Meeting

Links to our strategic framework

1 Build quality and safety

2 Customers at the heart of our business

5 Supporting sustainable communities

Section 172 statement continued

3 COMMUNITIES

Engaging with our local communities, throughout all phases of a development, more accurately identifies their needs and helps us to meet those needs.

During this collaboration, we aim to address any planning and technical issues in order that the impact of our activities on local communities is minimised, including using planning and environmental risk assessments.

How do we engage?

- Being actively involved in the communities in which we operate, through employing local people and supporting local charities and community groups through our Community Champions initiative and the Persimmon Charitable Foundation.
- Through our External Affairs team.
- Feedback from our local pre-launch marketing campaigns.
- Proactive engagement and consultation throughout the planning and development process of each of our developments.
- Regular engagement with planning authorities.
- The Board receives bi-annual updates from the Group Strategic Land Director and the Group Sustainability Director.

How do we measure the effectiveness of our engagement?

- Speed of achieving planning consents and ability to unlock blocked consents.
- Through the impact of our Community Champions initiative.
- Through the quality of our developments and our ability to demonstrate how local priorities have been met.
- Reports from the Group Director of Strategic Partnerships and External Affairs.
- Delivering targets for Health and Safety and Sustainability.

What did our communities tell us?

	Feedback	Outcome and effects on Board decisions
Sustainability	Affordable homes with lower running costs and better energy efficiency.	We focus on sustainability by trialling low-carbon building methods to meet regulatory and environmental objectives. In line with the Future Homes Standard and New Build Heat Standard in Scotland, we have developed energy transition plans for all our developments. We are continuing to utilise low-carbon designs and heating solutions, such as air source heat pumps, ahead of regulatory requirements to help us achieve our target of zero carbon ready homes in use by 2030.
Infrastructure investment	Local infrastructure investment is important in improving community environments.	Supporting sustainable communities is a key priority for the Group. Our Placemaking Framework has improved the guidance and tools for our Planning and Design teams. Our new developments feature enhanced green spaces, such as allotments and orchards to promote wellbeing. We are proud to create spaces that bring communities together.
Community involvement	To be an active part of the community through supporting local charities, sports clubs and community groups.	We help to support our communities by making donations to local charities, sports clubs and community groups in the areas where we operate. During the year, the Group donated c.£1.1m to charities, sports clubs and local community groups across the country. Our partnership with Team GB allowed us to welcome athletes to a number of our events, from show home openings to inspiring meet and greets in the communities we created.
Engage with local feedback	To be positive and responsive to the views of local people.	We engage with our local communities and local planning authorities through the development process of our sites to ensure that they will meet local needs.
Fire safety concerns in high rises	Leaseholders and occupants of high-rise buildings have been concerned with fire safety issues.	We remain dedicated to our building safety remediation programme and have demonstrated our commitment to dealing with the programme diligently and swiftly. We continue to ensure that leaseholders are not financially impacted by the costs associated with necessary cladding removal or fire safety remediation in buildings constructed by the Group. We have maintained our proactive approach, working closely with management companies, factors (in Scotland) and their agents to carry out necessary remediation as soon as possible. Recognising the importance of building safety, we are pleased to report that we have begun or finished work on 77% of identified developments. We remain on track to complete most of the required work over the course of the next two years.

c.£1.1m
donated to charity and community groups in 2025

c.£2.3bn
investment in local communities (over 5 years)

c.1,328
homes now feature low-carbon heating solutions, instead of traditional gas boilers, compared with 671 in 2024

541 acres
Public open spaces and gardens provided for families

Links to our strategic framework

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5 Supporting sustainable communities

PERSIMMON SUPPORTS 16,600 CHILDREN AT CHRISTMAS

The Persimmon Charitable Foundation provided support to Cash for Kids North & West Yorkshire's Mission Christmas appeal. Thanks to this partnership, Mission Christmas was able to help 16,600 local children, ensuring they received a present on Christmas Day. This vital assistance has made a real difference to families in need, giving hope and joy to children who might otherwise have gone without.

4 SUPPLIERS AND SUBCONTRACTORS

Engagement with our suppliers and subcontractors assists us in continuing to improve the long-term sustainability of our supply chain.

The Group continues to benefit from established long-standing relationships with many of its suppliers and subcontractors. The focus of the business is to secure a robust and resilient supply chain that can service the continued growth of the Group. Health, safety and environmental standards, ethical behaviour and integrity are key requirements of suppliers and subcontractors' engaged by the Group. By regular review and feedback, we ensure high standards are maintained. Our engagement is underpinned by continued application of our framework agreements. Via our supplier performance questionnaires and IQC audits, we have collated key performance metrics which have enabled us to provide feedback, identify performance trends, compliance levels, risks and assess the effectiveness of our supplier relationships, supporting robust governance and supply chain resilience.

How do we engage?

- Quarterly business reviews and regular informal discussions with our key suppliers through our Group Procurement team, which is responsible for arranging and negotiating Group framework agreements and service-level agreements to ensure our suppliers understand and comply with our standard terms.
- Our 'Toolbox Talks' help to ensure our subcontractors understand and adhere to the health and safety standards required on our sites.
- We are partners to the Supply Chain Sustainability School which encourages and enables engagement across the supply chain.
- Our local operating businesses' Buying and Technical teams regularly engage with local suppliers and subcontractors.
- All strategic suppliers use a shared performance dashboard that includes forecasting delivery service level KPIs
- All Group suppliers sign up to the Group's Supplier Principles and equivalent Group policies, which describe our requirements and expectations.
- We are part of the Future Homes Hub Whole Life Carbon Oversight Group.

How do we measure the effectiveness of our engagement?

- The Group Procurement department provides routine monitoring of trends and supplier performance.
- Through partnership longevity: the Group's Procurement team is responsible for managing the strong, long-standing relationships we hold with our main suppliers.
- Through routine principal risk reporting to the Audit & Risk Committee, including regular analysis of material purchasing trends and key issues.
- Through the reporting to the Management Risk Committee on key supply chain issues.

What did our suppliers and subcontractors tell us?

	Feedback
Collaborative innovation	Our suppliers and subcontractors want to work collaboratively to identify innovative solutions and alternative products to support changes to statutory requirements and building regulations (such as the transition to the Future Homes Standard) and delivery of our objectives.
Supply chain optimisation	Material delivery monitoring and reporting is important, to support compliance and identify opportunities for the reduction of excess stock to develop a robust supply chain, while remaining diligent in preventing modern slavery and protecting human rights.
Supply chain monitoring	They continue to monitor the impact of global supply chains and price-sensitive impacts to enable continued service delivery, collaborating with manufacturers to implement risk mitigation measures and prioritising responsible sourcing and human rights protection.
Supply chain forecasting	The Group works in partnership with its suppliers, providing material demand forecasting, with periodic updates detailing any variations. This ensures continuity of supply, providing continuity and visibility of future workflows.

Outcome and effects on Board decisions

Our tendering processes have been strengthened through standardisation of our procurement process, greater central oversight and an expanded use of framework agreements.

We seek to secure Group-wide deals covering all major elements of our construction process. These relationships and agreements enable the Group to have consistent standards of quality, security of cost and supply of materials whilst providing our suppliers with certainty over volumes, revenues and cash flows.

We have signed up to the Future Homes Hub 'Homes for Nature' commitment.

We have also been engaging with our suppliers to assess the embodied carbon of our house types in order to identify materials with the most impact.

Links to our strategic framework

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LANCASHIRE REGION HOSTS SUPPLY CHAIN CONFERENCE

In November 2025, our Lancashire region hosted a Supply Chain Conference, bringing together c.100 subcontractors and suppliers to strengthen collaboration. The event focused on key themes including build quality, health and safety, technical standards, planning, commercial processes, and growth. Attendees engaged with regional leaders, reinforcing our shared commitment to safe working practices, efficient delivery and customer-focused outcomes. The seminar also provided an opportunity to recognise high-performing partners, further strengthening relationships and aligning the supply chain with our strategic priorities.

Section 172 statement continued

5 SHAREHOLDERS

Access to capital is important for the long-term success of the business.

Through our engagement we aim to create investor understanding of our core focus areas and how we execute them. We create value for our investors by investing for growth and generating surplus capital beyond the reinvestment needs of the business as the market cycle develops.

How do we engage?

- The Executive Directors and IR Director hold regular meetings with analysts and investors as part of the Group's reporting cycle.
- We hold regular shareholder roadshows. In addition, throughout the year, the Executive Directors and IR Director participate in calls, investor conferences and site visits to meet prospective and existing investors.
- All Board members attend the Company's Annual General Meeting, where the Chairman and Group Chief Executive update shareholders, and we conduct the vote on resolutions by poll.
- The Chairman and Committee Chairs are also available to attend meetings with major shareholders to gain an understanding of any issues and concerns.

How do we measure the effectiveness of our engagement?

- There is a regular update from the IR Director to the Board reporting on changes to the shareholder register, share price movement and summarising feedback from shareholders and analysts.
- We obtain feedback from the Company's brokers, market analysts and shareholder groups, which is regularly shared with the Board.
- Movement on the share register.
- Share price relative to the sector.

Links to our strategic framework

1. Build quality and safety
2. Customers at the heart of our business
3. Disciplined growth: high-quality land investment
4. Industry-leading financial performance
5. Supporting sustainable communities

What did our shareholders tell us?

	Feedback	Outcome and effects on Board decisions
Board diversity and succession	Requirement of a diverse Board and pipeline of talent for succession to executive positions.	The Group maintains a rigorous process for each Board appointment, led by the Nomination Committee. The Group engages with external search firms specialising in executive recruitment, where appropriate. Throughout the year, the Nomination Committee continued to exercise oversight of the Group's equality, diversity & inclusion activities, and succession planning.
Sustainable capital returns	Our shareholders have a preference for a sustainable dividend and continued investment for growth.	We recognise the importance of sustainable returns for our shareholders, reinforced through our Capital Allocation Policy. For 2025, the Board approved an interim dividend of 20p per share and has recommended a final dividend of 40p per share.
Fair pay	Our shareholders are committed to fair pay for the whole workforce.	The Group is committed to providing all employees with opportunities to reach their full earning potential. As an accredited Living Wage Foundation employer, we continue to pay the Real Living Wage. Wider workforce remuneration remains a key focus for the Remuneration Committee. During 2025 the Remuneration Committee reviewed the Directors' Remuneration Policy, consulting with major shareholders (representing 52.6% of the share register) and leading proxy advisors, in advance of requesting shareholder approval for the new Policy at the 2026 AGM.

100.7p
Underlying basic earnings per share for the year, being 9% higher than 2024

c.400
interactions with investors during the year

60p
total dividend for the year

INVESTOR VISIT TO SPACE4

As part of our ongoing commitment to shareholder engagement, we regularly organise site visits for both our current and prospective investors. These visits provide valuable opportunities for investors to observe our operations first-hand and to gain insights into our latest developments.

In November 2025, we hosted a group of investors from Malaysia, taking them on a guided tour of our new production lines that had recently been installed at the Space4 factory in Birmingham. This initiative reflects our dedication to transparency and fostering strong relationships with our investor community.

6 GOVERNMENT, REGULATORS AND INDUSTRY BODIES

We engage with national and local government and public bodies regarding policy that could affect the Group.

We meet with local councillors and local authority planning departments to understand their priorities to ensure we are able to create sustainable communities where people wish to live and work. We engage with the Health and Safety Executive in relation to industry-wide initiatives to reduce health and safety risks to both our workforce and local communities.

How do we engage?

- Extensive engagement with local councillors and local planning authorities led by our External Affairs team.
- We are a member of the Home Builders Federation and Homes for Scotland. Additionally, Dean Finch, Group Chief Executive, sits on the Board of the Home Builders Federation.
- We engage with government departments directly and, as members, work with the Home Builders Federation and Homes for Scotland, to explain industry opportunities and challenges.
- By participating in industry meetings with Ministers.
- Regular dialogue with Homes England and with the Health and Safety Executive.

How do we measure the effectiveness of our engagement?

- The Board receives updates from the Group Chief Executive and Group Director of Strategic Partnerships and External Affairs regarding direct engagement with government, Homes England and the Home Builders Federation.
- Our engagement has led to an enhanced planning approach.

Links to our strategic framework

1 Build quality and safety

2 Customers at the heart of our business

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What did the Government, regulators and industry bodies tell us?

	Feedback	Outcome and effects on Board decisions
Cyber Security	The Government wrote a letter to all major UK businesses in 2025 regarding "making cyber security a board responsibility".	The Group has focused on strengthening its cyber and control environment. The Audit & Risk Committee received regular updates from the Group's Chief Information Officer and Chief Information Security Officer, including regarding the Group's attainment of the Cyber Essentials Plus certification, the Group's response to the Government's cyber security letter, and internal audit reports on IT and cyber risk. The Committee also received regular updates on improvements to business continuity, including scenario testing and offline fallback processes. These measures help ensure key processes remain resilient in the event of a cyber attack or a major operational disruption.
New homes target	The Government is committed to an ambitious housebuilding target, delivering 1.5m new homes across this Parliament.	We have increased new land investment in recent years and improved our approach to planning to grow our active outlets year on year. During the year, we achieved planning on 12,815 plots, exceeding targets and showing resilience despite policy uncertainty.
Building Remediation	The Government has introduced the Remediation Acceleration Plan, to target an increase in the pace of remediation across the sector.	The Group remains committed to the Government's Remediation Acceleration Plan aimed at accelerating progress on building safety remediation. As part of this joint initiative, the Group agreed to meet accelerated targets on eligible buildings' assessment and works starting. The Group is already well-advanced in the remediation programme and aims to complete works on the majority of buildings over the course of the next two years. This commitment builds on the Group's self remediation contracts with the English, Welsh and Scottish Governments to protect leaseholders from the financial burden of necessary cladding removal and other life-critical safety issues on buildings constructed by the Group.
HS&E expertise	It is essential to maintain a skilled and well-resourced Health, Safety and Environment Department.	Training is key to mitigating health and safety risks, with all workers and subcontractors receiving extensive training. HS&E modules and Toolbox Talks are regularly delivered using Group-wide materials, with topics tailored based on ongoing performance monitoring. In our most recent employee survey, 85% of employees reported that they had received sufficient training to perform their work safely, further reinforcing the effectiveness of our approach. Building on last year's Target Zero campaign aimed at raising safety awareness and accountability, we launched our first Safety Week to strengthen Target Zero, with a focus on manual handling, dust control and our THINK mindset: Team, Health, Incidents, Notice and Knowledge. Our Building a Safer Future Chartered Champion status was retained in 2025, providing independent verification of our leadership and safety culture. A Health and Safety performance metric continues to form part of the Executive Director's annual bonus, reflecting the Group's continued focus on 'Target Zero'.
Community engagement	To reflect the views of local authorities and communities in the plans we develop.	We work with landowners, local communities, and planning authorities to address housing needs and foster positive relationships. By delivering new housing in areas of greatest need, we support local employment and make valuable contributions to local infrastructure.

12,815
plots achieving detailed planning in 2025

310bps
improvement in our NHBC Construction Quality Review score

2,075
homes delivered to housing associations, up 31% on the prior year

FIRST MINISTER OF WALES VISIT

We welcomed the **First Minister of Wales** (pictured third from right) and senior leaders from **Pembrokeshire County Council** to our new development in Saundersfoot. Once complete, the site will deliver **72 much-needed homes**, including **25 affordable properties** for rent and shared ownership in partnership with Pembrokeshire County Council. During the visit, we discussed key topics with the First Minister, including the housing crisis, nitrates, Help to Buy, and the Welsh planning system.

Principal decisions

We define principal decisions as both those that are material to the Group and also those that are significant to any of our key stakeholder groups. In making the following principal decisions the Board considered the outcome from its stakeholder engagement (pages 51 to 57) as well as the need to maintain a reputation for high standards of business conduct and the need to act fairly between members of the Company. A description of principal decisions made by the Board during 2025 and to the date of this report is provided across.

» Further information regarding the main activities of the Board during the year are set out on pages 88 to 90

Sale of FibreNest

Stakeholders affected by the decision:

1 2 3 5

During the year, the Board approved the sale of FibreNest, our non-core full fibre broadband service, to BUUK Infrastructure. The sale generated a profit on disposal of £11.1m with a net cash receipt of £68.1m received on completion. The sale also removes the need for the ongoing investment that FibreNest would have required in the coming years, providing additional capital for the Group to allocate to deliver its medium-term growth ambitions and to invest further in its growth strategy.

Competition and Markets Authority ('CMA')

Stakeholders affected by the decision:

1 2 5 6

The Group has worked constructively with the CMA throughout its investigation into suspected breaches of competition law, relating to the exchange of competitively sensitive information, by seven housebuilders, including Persimmon.

In July 2025, the Group, alongside the other housebuilders under investigation, voluntarily offered commitments in response to the potential concerns investigated by the CMA. The commitments include an ex-gratia financial contribution of £100m to the government's Affordable Homes Programme, of which the Group's proportionate contribution was £15.2m. The CMA accepted these voluntary commitments. The Group's decision to offer these voluntary commitments does not constitute an admission of any wrongdoing nor does it imply agreement with the concerns expressed by the CMA during the investigation.

Capital Allocation Policy

Stakeholders affected by the decision:

2 5

The Board recognises the importance of sustainable dividends for shareholders and will continue to prioritise value creation from a strong return on capital. The Board's Capital Allocation Policy follows the following key principles:

- Invest in the long-term performance of the Company by ensuring the business retains sufficient capital to continue our disciplined and appropriately timed approach to land acquisition.
- Operate prudently, with low balance sheet risk, and a continued focus on achieving a superior return on capital.
- Ordinary dividends will be set at a level that is well covered by post-tax profits, thereby balancing capital retained for investment in the business with those dividends.
- Any excess capital will be distributed to shareholders from time to time, through a share buyback or special dividend.

The Board announced an interim dividend of 20p per share in August 2025, which was paid on 7 November 2025. The Board has also recommended the payment of a final dividend of 40p per ordinary share for the year ended 31 December 2025 to be paid on 10 July 2026. In determining the capital returns, the Board considered the ongoing performance of the business and prevailing market conditions. The Group's capital allocation policy is to deliver sustainable returns to shareholders by investing in future growth through the disciplined expansion of our land portfolio while maintaining a strong balance sheet. The Board expects to review this policy once the building safety remediation programme is substantially complete.

Our Stakeholders

1 Customers
2 Employees
3 Communities
4 Suppliers and subcontractors
5 Shareholders
6 Government, regulators and industry bodies