

# Persimmon Group Gender Pay Gap Report 2017

## What is the Gender Pay Gap?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (“the Regulations”) require all UK employers with over 250 employees to publish a range of data based on standard methodology, which together provide a measure of the difference in the average pay of men and women within the organisation, regardless of the nature of their work. It does not measure equal pay, which relates to what women and men are paid for doing the same or similar jobs or work of equal value.

## Reporting requirements

Employers are required to measure six key metrics that will be reported each year, which are calculated on an annual “snapshot date” of 5 April. This first report relates to 5 April 2017.

The six key 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.

## The Persimmon Group and the Gender Pay Gap Report

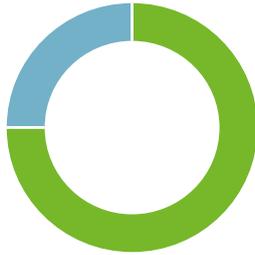
The Regulations require companies with more than 250 employees to publish information on their gender pay gap. At the first snapshot date of 5 April 2017, the Persimmon Group had 4,464 employees; however it only had one employing company with over 250 employees, which was Persimmon Homes Limited.

We are reporting the gender pay gap for Persimmon Homes Limited in accordance with the requirements of the Regulations, but in addition we are also reporting a consolidated gender pay gap for the whole of the Persimmon Group, which includes Persimmon Homes Limited, plus our two additional employing companies; Persimmon Plc and Space4 Limited both of which are not required to report under the Regulations.

**Persimmon Homes Limited**

**Our key findings**

**Gender Balance:**



Male:	75%
Female:	25%

**Hourly Rate of Pay:**

	Gap
Difference in Mean Hourly Rate Of Pay	14%
Difference in Median Hourly Rate Of Pay	9%

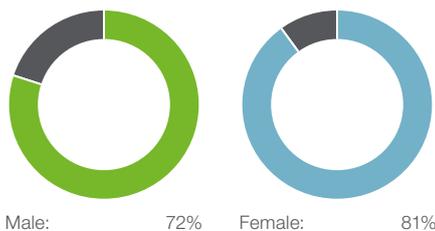
Quartiles	Male	Female
Lower	66%	34%
Lower Middle	79%	21%
Upper Middle	74%	26%
Upper	82%	18%

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

**Bonus Pay:**

	Gap
Difference in Mean Bonus Pay	-3%
Difference in Median Bonus Pay	9%

**Percentage in Receipt of Bonus:**



**Persimmon Homes Limited ('the Company') Overview**

Persimmon Homes Limited employs the majority of staff within the Persimmon Group and includes all the employees who are engaged on a daily basis in our house building activities. This includes all staff who are directly employed on our development sites, which at the snapshot date numbered c. 385 and within our network of regional offices, which at the same date numbered 29. The Persimmon Homes Limited cohort therefore includes everyone from site operatives and trades people on site, to admin support, technical specialists and many senior directors in our regional businesses.

The median pay gap for employees across Persimmon Homes Limited of 9% is significantly lower than the Office for National Statistics national figure of 18.4%.

The primary reason that we have a gap is that we operate in the construction industry, which has historically been more attractive to males for a career and which is illustrated by the fact that there are more males than females in each of our quartile bands. Persimmon Homes Limited employs a high proportion of males in site-based apprentice and operative roles and although the Company encourages applications from female apprentices, trades people and site managers, these roles are still predominantly held by males. Other trainee and graduate roles throughout our business also tend to attract more applications from males.

This has had a long term influence on our upper quartile, which contains a large number of high earning directors and senior managers and has the largest proportion of males, who make up the majority of our management team. Senior roles are typically filled by those personnel who started their careers in a construction or technical role and who have subsequently progressed within the industry. We therefore have a larger proportion of males in higher paid senior leadership roles. Females have a greater presence in functional support or sales roles, which are generally lower paid than higher skilled technical occupations. Whilst the Group encourages and supports all personnel to acquire new skills through training initiatives, functional support roles tend to have more limited promotion opportunities.

The Company has traditionally paid bonuses and the negative mean bonus figure of -3% shows that the average bonus payment to a female is higher than that paid to a male. In addition, 81% of females were in receipt of a bonus payment compared to only 72% of males. These results are mainly due to the fact that the Company employs a high proportion of males in site-based operative roles that do not attract bonus payments, whereas a high proportion of the Company's sales advisors are female. The sales advisor role has the benefit of the availability of commission payments on sales reservations, contract exchanges and on the sales of additional and upgraded fixtures and fittings.

**Employees at the snapshot date:**

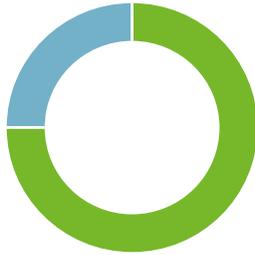
**4,169**

The Persimmon Homes Limited employees represent 93% of Persimmon Group employees

**The Persimmon Group**

**Our key findings**

**Gender Balance:**



Male:	75%
Female:	25%

**Hourly Rate of Pay:**

	Gap
Difference in Mean Hourly Rate Of Pay	16%
Difference in Median Hourly Rate Of Pay	8%

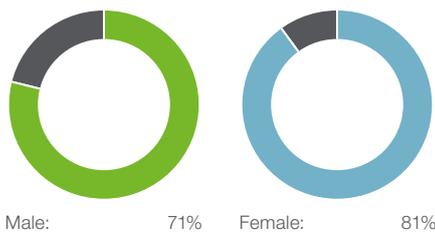
Quartiles	Male	Female
Lower	67%	33%
Lower Middle	78%	22%
Upper Middle	73%	27%
Upper	82%	18%

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

**Bonus Pay:**

	Gap
Difference in Mean Bonus Pay	18%
Difference in Median Bonus Pay	13%

**Percentage in Receipt of Bonus:**



**The Persimmon Group Overview**

The consolidated results for the Persimmon Group have added 295 employees from Space4 Limited and Persimmon Plc to the figures for Persimmon Homes Limited.

Space4 Limited is a manufacturing company producing timber frame house components for exclusive use on Persimmon's developments. The workforce is predominantly comprised of male unskilled or semi-skilled production operatives, with a small professional team of mixed gender providing administrative, technical and managerial support.

Persimmon Plc employs a broad range of staff who provide specialist support to the rest of the Persimmon Group. This team includes a range of employees from administrative staff to technical and functional specialists in areas such as Legal, IT, HR, Finance and Company Secretarial. This team also includes the Group's executive directors and the most senior regional managers within the Group, who are predominantly male.

The consolidated results show the male dominance within the Persimmon Group, with 25% of the workforce being female. Further analysis shows that this proportion generally decreases through the higher pay quartiles and the under-representation of women in higher paid roles is the main driver for our gender pay gap. The introduction of the highest paid employees into the consolidated report has widened the gender pay gap for the Group only slightly compared to Persimmon Homes Limited. However this gap is consistently related to the gender distribution across the Group and is a result of the types of roles males and females are doing throughout the organisation.

Another change is the mean bonus figure of 18% for the Persimmon Group as a whole, compared to -3% for Persimmon Homes Limited. This is due to the fact that the executive directors and most senior managers in the Group participate in performance-related bonus arrangements that are higher proportionally than bonus schemes elsewhere in the organisation. All our bonus schemes are applied consistently with the eligibility to participate linked to the job role held, ensuring the application of the bonus is free from gender bias.

**Employees at the snapshot date:**

**4,464**

Representing 100% of Persimmon Group employees

**The Gender Pay Gap –  
Our Activities**

Reducing the gender pay gap will require constant attention over an extended time frame. The Group understands that a sustained focus on increasing the number of females in our workforce and investing in and supporting our talented females, to encourage them to develop successfully to be able to undertake our most senior roles, will provide a solid platform for progression.

Opportunities to increase female representation at the most senior grades occur less frequently than we would like them to so it is very difficult to make a quick impact on the gender pay gap. However, only 13% of our current senior management team is female and the Group will be looking for opportunities to increase this proportion wherever possible.

As has been documented elsewhere in this report the most likely path to senior roles in our organisation is through career progression from within the house building industry. Therefore we will continue to encourage applications from females for apprenticeships and trainee roles at all levels and in all disciplines.

The traditional male predominance in the industry is not limited just to Persimmon but is typical across the sector. We are actively supporting and participating in the activities of the Home Builders' Skills Partnership. This collaboration of employers across the home building sector, brought together through a common 'skills pledge', includes attracting new entrants to the industry as one of its activity strands, including highlighting and promoting the opportunities for females, which Persimmon actively embraces.

As a Group we are committed to equality and diversity and have achieved external accreditation for our approach to equality, diversity and inclusion and we shall continue to ensure our people policies and company procedures are fair and free from bias.

We will also continue to support as many of our current female employees as possible to further their careers by providing the appropriate training to enable them to increase their knowledge and skills. At the same time we will continue to encourage our regional businesses to adopt an open attitude to flexible working, part time contracts and job sharing, to help female employees through maternity and provide working arrangements that will fit with personal circumstances to remove as many potential barriers to their career progression as possible.

**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