



PERSIMMON

Sustainability Report 2013

Chief Executive's Introduction

“I believe the business can be proud of the achievements we have made in the last 12 months and we look forward to the challenge of continuing this progress.”



Jeff Fairburn, Group Chief Executive

I am pleased to introduce our 2013 Sustainability Report, our first since I became Group Chief Executive. The last 12 months has seen strong performance with the volume of new house sales delivered increasing by 16% over the previous year across our operations in England, Wales and Scotland. Our long term strategic plan to maintain growth relies on robust build disciplines and innovation to deliver homes that our customers will want now and in the future.

A focus on sustainability helps us add value to our business and our vision of the future is simple – a commitment to the creation of sustainable communities in which people want to live, whilst working to address environmental challenges such as climate change and resource depletion. You can read more about our work toward this aim within this report.

We are also well placed to contribute to resolving some of the main social issues facing the UK, such as unemployment and skills availability within the marketplace. A key focus for Persimmon in the last 12 months has been skills development and I am proud that in 2013 we have dramatically increased the number of apprentices and trainees to nearly 280 across the Group. Our total workforce increased by 11% in 2013 and women account for 33% of our employees.

I began my career in construction at the age of 17 on a Youth Training Scheme and I know how starting work at this age can be a really positive experience. Our apprentices and trainees follow a structured training programme and receive extensive support to ensure their skills develop to the highest possible standard. We have set ourselves a target of employing a further 100 trade apprentices in 2014.

In 2013 we have been recognised as a four star homebuilder by the HBF/NHBC National New Homes Customer Satisfaction Survey maintaining a high level of customer satisfaction. There is always more to do and we continue to work on customer service improvements.

We are on a firm financial footing and the future for the business is exciting. We have a talented workforce and a highly experienced management team and it is my hope that our apprentice and trainee schemes will create the future leaders of the business.

I believe the business can be proud of the achievements we have made in the last 12 months and we look forward to the challenge of continuing this progress.



Jeff Fairburn, Group Chief Executive

17 March 2014

Key Achievements

All of our achievements during 2013 benefit the local communities we serve through our focus on customers, resource efficiency, skills development and health and safety. Some of our key achievements in the last year are outlined below:

Customers

- A total of 11,528 homes sold in 2013.
- A 4 star rating in the 2013 HBF/NHBC National New Homes Customer Satisfaction Survey.
- Sold 2,203 homes in England under the Help to Buy scheme.



Resource efficiency

- 90% of construction waste recycled (2012: 88%).
- Waste per home built reduced by 11% to 5.7 tonnes (2012: 6.4 tonnes).
- All the homes we built assessed for energy efficiency against the Standard Assessment Procedure.
- 99% of the houses built to the Code for Sustainable Homes or the preceding Ecohomes standard achieved Level 3 or above (CfSH) and Very Good/Excellent (Ecohomes).
- Sold 135 homes to Code for Sustainable Homes Level 4 standard.
- Sold over 4,200 Persimmon homes using Space4 technology representing 36% of our new home sales (2012: 3,310).
- 845 homes sold with a form of renewable energy technology.
- Reduced the CO2 g/km emissions across our motor fleet by 15% from 135 g/km in 2012 to 116 g/km in 2013.

Skills development

- Provided over 4,400 days of training to our employees.
- Increased the number of apprentices and trainees employed to 277 (2012: 90) reflecting the importance we are placing on schemes to bring new people into the industry.
- Awarded Equality Accreditation in Employment and Customer Service at the silver level by Equality Accreditation Services (EAS).

Health and safety

- 7,357 days of health and safety training delivered (2012: 6,624).

Community

- Over £38m invested in new community facilities including schools and community spaces up from £33m in 2012.
- Donated a total of £154,000 to charitable causes through a combination of Group donations and employee fundraising.
- Sold 2,121 affordable/social homes to Housing Associations.

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Managing Sustainability

During 2013 we further developed our framework we use to manage sustainability within the business. The demands of society, the economy, resource constraints and legal regulations continuously change and so we must always adapt to ensure our approach remains relevant.

The five key themes we use allow us to clearly explain our approach to our employees, shareholders and other stakeholders. These are:

- **Community:** contributing to the establishment and maintenance of thriving communities through direct investment in the communities in which we build.
- **Customers:** meeting our customers' needs and expectations of value, quality and service.
- **Resource efficiency:** maximising efficiency gains from better operating practises, minimising our environmental impact, and creating new homes that are environmentally efficient through the life cycle of design, construction and occupancy.
- **Skills development:** promoting a culture that supports skills development for our employees to develop long and fulfilling careers.
- **Health and safety:** protecting our employees, sub-contractors, customers and others affected by our activities.



The five key themes of Persimmon's sustainability framework

Governance

Persimmon complies with the UK Corporate Governance Code and the Board regularly reviews our policies and procedures to ensure the Group's continuing compliance. Our Annual Report 2013 provides further information on our corporate governance.

We measure, monitor and report on our sustainability activities and performance on an annual basis. Sustainability management is a fully integrated activity and is the responsibility of all our employees, from those on our developments around the UK to our senior management teams.

Ultimate responsibility for sustainability rests with our Group Chief Executive Jeff Fairburn. Our Corporate Responsibility (CR) Committee provides direction for our business making recommendations on strategy and policies in this area to the Risk Committee.

The CR Committee is chaired by Marion Sears, an independent Non-Executive Director and is made up of representatives from across the business, including those with operational and functional responsibility. The Divisional Commercial Directors coordinate day to day activities on sustainability issues through our network of 24 regional operating businesses.

Our sustainability strategy and policies are cascaded through the Divisions to the management team of each operating business. This ensures that sustainability is on the agenda of each operating business and that best practice across the Group can be shared effectively.

Persimmon operates an Environmental Management System (EMS) that covers all processes from land appraisal, site remediation to manufacturing and construction.

We measure our sustainability performance using a set of key performance indicators (KPIs) collated on a regular basis from our operating businesses and reviewed at each CR Committee meeting. A summary of our KPI performance data can be found [here](#) and our sustainability policies can be found [here](#).

PLC BOARD

PLC Board – Responsible for identifying, evaluating and managing significant risks and opportunities, including Social, Ethical and Environmental (SEE) risks.

RISK COMMITTEE

Risk Committee – Responsible for risk management and internal control, it also takes account of guidance on CR related disclosures, such as guidance established by the Association of British Insurers (ABI).

CR COMMITTEE

CR Committee – Responsible for sustainability. Duties include preparing and implementing policies; setting objectives and targets; liaising with Group management and stakeholder communication.

DIVISIONAL COMMERCIAL DIRECTORS

Divisional Commercial Directors – Responsible for cascading information and management guidance to the operating businesses and promoting best practice across the Group.

OPERATING BUSINESSES

Operating Businesses – Managing Directors are responsible for implementation of sustainability policies and initiative and provision of KPI data.

Key sustainability risks

We have identified some key risk areas that drive the basic principles of our approach to sustainability.

These are:

- Physical risks – the changes in weather and frequency of weather events, particularly storms and flooding, that may increase the likelihood of disruption to our construction process
- Regulatory risks – increasing national regulation relating to more stringent environmental standards which could cause additional planning delays, increase our construction and compliance costs
- Financial risks – the effect on insurance and mortgage availability and thus consumer demand
- Product risk – meeting increased Government and customer demands for sustainable housing
- Supply chain risk – increasing regulation aimed at energy intensive manufacturers could increase the cost of materials or limit their supply
- Reputational risk – meeting the expectations of shareholders, protecting our reputation and ensuring our ability to adapt to changing consumer and regulatory needs.

These risks are reviewed and updated on a regular basis.

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Customers

Customers

From the moment a customer expresses an interest in one of our brand new homes we do our utmost to make the whole experience pleasant and informative every step of the way, not just during the selection and buying process but also in the after sales service received once the customer has moved in. Achieving our customers' satisfaction is at the heart of what we endeavour to do.

To help our customers purchase their new home we offer financial help in the form of shared equity loans, such as the Help to Buy Scheme, which assist first time buyers and existing homeowners to buy a home.

To read more about our approach to customer care, schemes that we offer to help our customers to buy a new home and our approach to quality please click on the relevant links below:

- [Customer care](#)
- [Making homes affordable for our customers](#)
- [Quality homes](#)



The Persimmon Pledge.
Please click [here](#) to read in full

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Customers > Customer Care

Customer Care

In 2013 we achieved a 4 star rating in the HBF/NHBC National New Homes Customer Satisfaction Survey. Since 2010, our scores in the survey have improved as a result of a strong focus on identifying and satisfying our customers' requirements and expectations.

We support the Consumer Code for Home Builders which gives protection and rights to new homebuyers, ensuring that they are treated fairly and are fully informed about all aspects of their purchase.

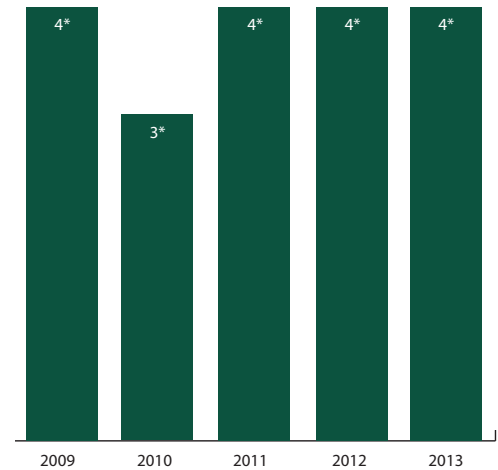
We aim to take care of our customers, not just when they are buying but also after they have moved into their new home. All of our staff are trained and encouraged to provide a high level of customer service and to deliver our comprehensive Pledge to our customers.

The Persimmon Pledge means we provide our customers with:-

- A comprehensive reservation process
- A customer Masterfile
- Finishing Touches as sales extras
- A building quality certificate
- Estimated completion dates
- Health and safety advice for site visits
- A new home demonstration and after sales courtesy calls
- Dedicated customer care helplines and full emergency cover hotlines
- Customer clinics
- Ten year insurance warranty
- £500 voucher toward the future purchase of another Persimmon home



HBF/NHBC Star Rating



Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Making Homes Affordable for our Customers

The average selling price of the 11,528 homes we sold in 2013 was £181,681, slightly below the national average selling price. However over 40% of our homes were sold for £150,000 or less making our homes affordable for many.

In addition, the number of customers benefiting from a shared equity loan to enable them to buy a new home increased to over 3,200 in 2013 compared to 2,574 in 2012.

Since April 2013 we have sold or agreed to sell over 4,250 homes in England under the Help to Buy scheme, the Government equity loan scheme that aims to make mortgages more readily available to those who do not have a large deposit. The average price of a Persimmon home sold with a Help to Buy shared equity loan is £195,356, with 90% of the homes bought by first time buyers.

We also participate in Help to Buy Phase 2 and NewBuy, the Government mortgage indemnity scheme launched in 2012 that helps homebuyers with only a 5% deposit obtain a 95% mortgage. We have been able to assist 621 customers under these schemes.

Helping Hand is our own shared equity scheme which has enabled Persimmon to provide shared equity loans of up to 20% to customers, particularly in Wales and Scotland where Help to Buy was not available during 2013, although similar schemes have now been introduced.

We offer a part exchange scheme where we arrange to buy a customer's existing property. We also offer a free service for Armed Forces and Ministry of Defence personnel to assist them throughout the home buying process whilst based overseas. In 2013 we have helped over 100 of Britain's Armed Forces and Ministry of Defence personnel into a brand new Persimmon home.

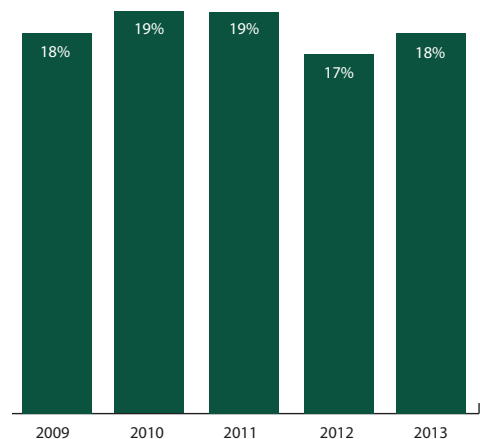


Westbury partnerships

% of affordable homes as a proportion of total homes sold

Our Westbury Partnerships business focuses on building social housing in conjunction with Space4, our timber frame manufacturing operation. Working closely with Housing Associations, this business aims to increase the supply of affordable housing, particularly for rental. Westbury Partnerships is expanding its activities across every operating business of the Group, ensuring a supply of affordable homes to meet the commercial challenges of today's housing sector. In 2013, it delivered 2,121 homes to Housing Associations representing over 18% of our total new homes sold.

[Click here for more information on Westbury Partnerships.](#)



For more information on Help to Buy and others schemes that make it easier for our customers to purchase a property please [click here](#).

[Chief Executive's Introduction](#)

[Key Achievements](#)

[Managing Sustainability](#)

[Customers](#)

[Customer Care](#)

[Making Homes Affordable for our Customers](#)

[Quality Homes](#)

[Customer Case Studies](#)

[Resource Efficiency](#)

[Building Energy Efficient Homes](#)

[A Fabric First Approach](#)

[Reducing Energy Use](#)

[Waste and Recycling](#)

[Promoting Sustainable Living](#)

[Sourcing of Materials](#)

[Resource Efficiency – Case Studies](#)

[Skills Development](#)

[Training and Development](#)

[Apprentices and Trainees](#)

[Skills Development – Case Study](#)

[Health and Safety](#)

[Community](#)

[Community Consultations](#)

[Supporting Community and Charitable Initiatives](#)

[Community – Case Study](#)

[KPIs](#)

[Policies](#)

[Feedback](#)

[Past Reports](#)

[Home](#) > [Corporate Responsibility](#) > [Customers](#) > [Quality Homes](#)

Quality Homes

All new Persimmon and Charles Church homes are built in accordance with relevant planning and building regulations, with the majority in accordance with the Code for Sustainable Homes. In addition all stages of the construction of new homes are inspected by our experienced senior construction staff. Our construction processes ensure that our sites follow the same approach to improving waste, logistic and economic efficiencies, enabling us to deliver good quality homes consistently.



We provide our customers with a quality assured certificate and a National House Building Council (NHBC) or similar 10-year insurance warranty with every new home. We also ensure warranties provided by the manufacturers of products and appliances installed in each home are honoured.

The NHBC recognises the quality of top site managers around the country at the Pride in the Job Awards. Site managers are selected by NHBC Building Inspectors and Inspection Managers. They judge winners on attention to detail, quality of workmanship, leadership, technical expertise and robust health and safety processes. In 2013 nine Persimmon site managers won Pride in the Job Quality Awards continuing Persimmon's strong showing in the NHBC Awards.

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Customers > Customer Case Studies

Customer Case Studies

Customer care

Excellent customer service is a priority across all of our developments. One happy customer, Jennifer Hogarth, recently purchased her fourth Persimmon home at our East Scotland Copper Beech Grove development in Larbert, Stirlingshire. Jennifer told us that she has only ever bought newbuild homes, saying: "I've always liked Persimmon Homes' properties. The style and quality you get for the price you pay is fantastic." Jennifer, who moved into her brand new four-bedroom detached home with her two sons, Nicky (12) and Jay (10) last October was surprised to have been able to afford the house of her dreams: "I didn't think I'd be able to afford the Balerno style of house as it was out of my price range so I was thrilled when Persimmon offered me a great incentive which allowed me to buy it." The college lecturer was so pleased with her experience with Persimmon Homes that she wrote a letter to the East Scotland Managing Director. In the letter she talks of how stress free the house buying process was for her this time round and of the exceptional service she received from the staff at Persimmon Homes.

Lorraine Clelland, Sales Director at Persimmon Homes East Scotland said: "We take pride in the service that we offer our customers and get a great deal of pleasure in seeing Mrs Hogarth so happy with her fourth new Persimmon home."

Our South Midlands office rewards exemplary customer service from employees with a Site and Sales Team Award, presented each year by the Directors to Persimmon employees that have gone the extra mile to provide help and support during the buying process. In 2013 the Award went to the Site Manager, Assistant Site Manager and the two members of the sales team from our Cofton Fields development in Cofton Hackett, Worcestershire.

Making homes more affordable for our customers

The Humble family were able to afford a new home at the Moorlands development in Pickering, North Yorkshire with the Help to Buy scheme and Persimmon's Home Change scheme. Nick and Alex needed a new and bigger home before the arrival of their third child. Help to Buy allowed them to become proud owners of a three-storey four bedroom home. Alex said "...Help to Buy has allowed us to buy a bigger home than we thought we could afford". She then added: "...This is our dream home and we definitely see it being our 'forever house'."

Chandrashekar and Ashalatha Bettahali were able to become, for the first time, proud owners of a two bedroom, mid-terraced house at our Charles Church South East Burfield Valley development thanks to Help to Buy. Mr Bettahali said "Help to Buy was the ideal scheme for us, and we wouldn't have had the opportunity to buy without it." Careful research was undertaken by the couple, prior to jumping into this new venture of buying a house. As a result of this research Mr Bettahali concluded that "...Charles Church came out top for both quality of construction and value for money."

Emily Inglis is a 33-year-old mortgage team manager, who has just secured her dream home. Having lived all her life in a small one-bedroom property, she never thought that she could afford this new home. After speaking to expert advisors at Persimmon and thanks to the Help to Buy scheme, she was able to acquire a three-bedroom home at the Royale Gardens development in Ferniegair. She will be able to move into her new home, designed exactly to her liking and where she'll be able to entertain friends and family. Emily said "I honestly thought that I could not go that high in terms of price but Help to Buy has made it achievable".



Jennifer Hogarth and her family outside their new Persimmon home at the Copper Beech Grove development in Larbert, Stirlingshire.



Members of the Cofton Fields development site team receive their award for exemplary customer service.



Nick and Sally Humble with their son Oliver are now proud owners of a three-storey four-bedroom home at the Moorlands development in Pickering, North Yorkshire.



Chandrashekar and Ashalatha Bettahali and their 17-month-old son Nihal were able to buy their two bedroom, mid-terraced house at Burfield Valley thanks to the Help to Buy scheme

Quality homes

Paul Vincent, a site manager at Persimmon Homes South Coast received a top industry award for the second time after being awarded an NHBC Pride in the Job Quality Award for his work overseeing our Melbury Grange development in Shaftesbury, Dorset. It was also the second time the development itself has received a Pride in the Job award. The award recognises the highest standards of excellence, with National House Building Council inspectors judging winners on meticulous and consistent attention to detail, quality of workmanship, excellent leadership, technical expertise and commitment to the highest health and safety standards.

On receiving his Award Paul said, "It is an award for the team as a whole as much as anything because I would not be able to do any of this without them. I try to treat people as I would like to be treated. The workers on site are my family basically and that's the way I treat them."

Pete Watton, Regional Director for NHBC, the UK's leading standards setter and warranty provider for new UK homes, said: "Winning a Pride in the Job Quality Award is a major achievement for any site manager. Paul Vincent is at the top of the game, ensuring that the homes created are of the highest standards. Paul can be truly proud of this accolade". For over three decades, Pride in the Job has been a foundation of NHBC's work to improve housing standards, encouraging best practice on site. The homes our Quality Award winners have built are without doubt among the best in the UK.



Emily Inglis secured her new three-bedroomed home at our Royale Gardens development in West Scotland.



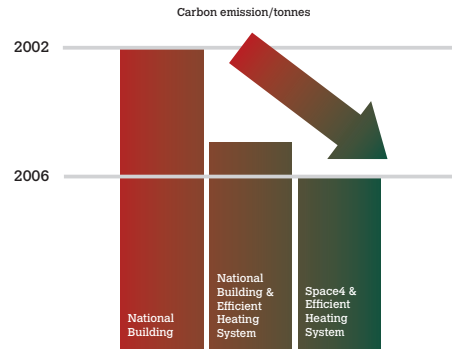
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Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Resource Efficiency

We focus on operating efficiently, particularly on recycling, waste segregation, and reducing energy consumption during the course of building a new home. In addition, modern design standards mean that new homes built by the Group are inherently more energy efficient than older housing stock. With a new home our customers can be confident they are getting a highly energy efficient property with efficient heating systems, first-rate loft insulation and draught free double glazed windows and doors. Energy efficient homes can reduce carbon emissions and result in lower energy bills for our customers.

Our view is that new homes must exhibit superior environmental efficiency throughout the whole life cycle of design, construction and occupancy and we seek to improve environmental performance ahead of regulatory standards where practical. Our approach to sustainability fully supports the Code for Sustainable Homes and the increasing changes to the Building Regulations energy efficiency requirements. These national standards are an important factor in the way we build and design our homes to provide energy efficient homes to our customers.



Graphical representation of reduced carbon emissions from housing stock using Space4 technology

Please click on the relevant links for more details on how we support these aims:

- [Building Energy Efficient Homes](#)
- [A Fabric First Approach](#)
- [Reducing Energy Use](#)
- [Waste and Recycling](#)
- [Promoting Sustainable Living](#)
- [Sourcing of Materials](#)
- [Resource Efficiency - Case Studies](#)

- Chief Executive's Introduction
- Key Achievements
- Managing Sustainability
- Customers
 - Customer Care
 - Making Homes Affordable for our Customers
 - Quality Homes
 - Customer Case Studies
- Resource Efficiency**
 - Building Energy Efficient Homes**
 - A Fabric First Approach
 - Reducing Energy Use
 - Waste and Recycling
 - Promoting Sustainable Living
 - Sourcing of Materials
 - Resource Efficiency – Case Studies
- Skills Development
 - Training and Development
 - Apprentices and Trainees
 - Skills Development – Case Study
- Health and Safety
- Community
 - Community Consultations
 - Supporting Community and Charitable Initiatives
 - Community – Case Study
- KPIs
- Policies
- Feedback
- Past Reports

Building Energy Efficient Homes

The Standard Assessment Procedure (SAP) is the Government's rating system for evaluating the energy performance of dwellings. The higher the SAP rating, on a scale of 1 to 100, the lower the running costs and the more efficient the building. The average SAP rating for all the homes we built during 2013 was 83, continuing to far exceed the UK average housing stock rating of 53.



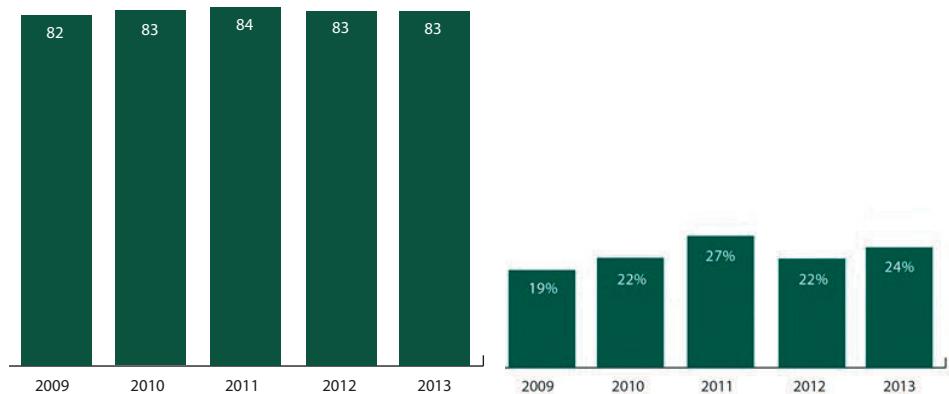
In 2013, Persimmon built 2,797 homes assessed against the Code for Sustainable Homes (CfSH) or the preceding Eco Homes standards, both of which assess energy efficiency, water consumption and materials use as well as other sustainability criteria. This equates to nearly 25% of our total output, up from 21% in 2012. Of those assessed against CfSH, 99% achieved Code 3 or above. We built 135 Code 4 homes during 2013.



Whilst many of the other homes we build are not formally assessed to the Code standards, we are able to share our learning across our operating companies to incorporate some of the Code criteria into these homes, where viable.

New Home Energy Efficiency (SAP Rating scale 1:100)

Homes built to Code for Sustainable Home/Eco Homes standards



Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Resource Efficiency > A Fabric First Approach

A Fabric First Approach

At Persimmon we believe that homes should be sustainable by being inherently efficient in their design and construction. We have developed our Space4 technology to deliver homes that adhere to this principle.

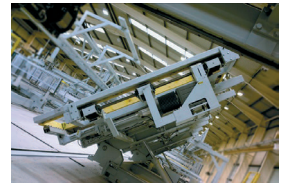
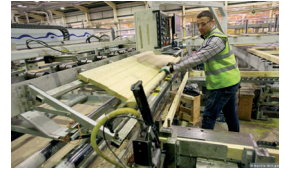
Space4 uses an innovative manufacturing process to produce a unique, high performance, wall and floor system at its Birmingham manufacturing site. Specifically developed to meet the growing needs of the housing sector, Space4 has collaborated successfully with both the public and private sector in housing projects of varying sizes through England and Wales.

The demand for increased energy efficiency in the housing sector has led to an increase in demand for our Space4 system, which is one of the success stories of the Persimmon Group.

In 2013, we built 4,204 Persimmon homes using Space4 technology representing over 36% of all new home completions.

The Space4 system enables our businesses to construct houses in a shorter space of time compared to traditional block build processes. This efficient process has increased the demand for its use across both public and private housing sectors.

As well as generating over 60% less CO2 emissions than older existing homes, Persimmon new homes using Space4 technology meet or exceed acoustic performance standards set by building regulations; use considerably less water during construction than conventional building methods; can be rapidly and easily assembled resulting in a better and safer working environment for our employees; and generate minimal waste during construction resulting in tidier and safer sites.



Persimmon's Space4 facility in Castle Bromwich, Birmingham

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Reducing Energy Use

We monitor our energy use and emissions and continue to reduce our emissions per home sold.

Overall our total operational carbon footprint for 2013 was 15,900 tonnes CO_{2e} resulting in CO_{2e} emissions per home sold of 1.38 tonnes.

The amount of energy used in our head office and 24 regional businesses' offices decreased from 9.6 million kWh in 2012 to 8.0 million kWh in 2013. Of this, 59% was electricity and 41% was gas. We consumed a further 28.7 million kWh to power and heat site offices, show homes and homes under construction on our development sites.

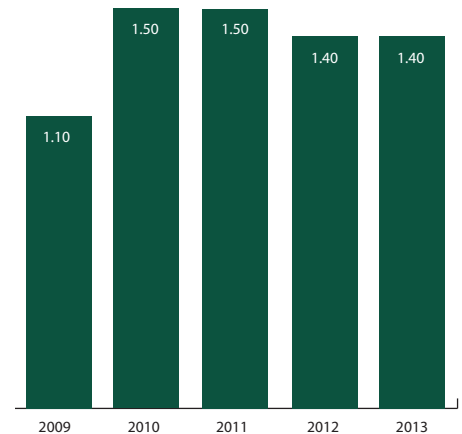
Our company car fleet increased from 815 vehicles in 2012 to 858 vehicles in 2013, reflecting the recruitment of new employees across the Group. Despite a 25% increase in the number of company vehicles in our fleet since 2010 fuel consumption has remained static at 2.4 million litres per annum over this period. This confirms the success of our strategy to offer staff low emission cars, and is helping to reduce emissions from our vehicle fleet each year. The CO_{2e} g/km average emissions across our fleet has reduced by 15% from 135 g/km in 2012 to 116 g/km in 2013. The total carbon footprint from our fleet operation equates to 6.3 thousand tonnes of CO_{2e}, a reduction of 6% since 2009 when our fleet was less than 650 cars.

Compiled in accordance with DEFRA Environmental Reporting Guidelines and emission factors from the UK Government's GHG Conversion Factors for Company Reporting 2009-2013.

Operational carbon footprint (thousand tonnes)



Carbon footprint per home sold (thousand tonnes CO_{2e})



Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Waste and Recycling

Construction waste is one of the housing sector's most significant environmental impacts and its management is an important part of our business. Accordingly, we monitor and manage waste streams from all of our development sites.

In 2013, the average waste we generated per home sold has reduced from 6.4 tonnes in 2012 to 5.7 tonnes in 2013, a reduction of 11%.

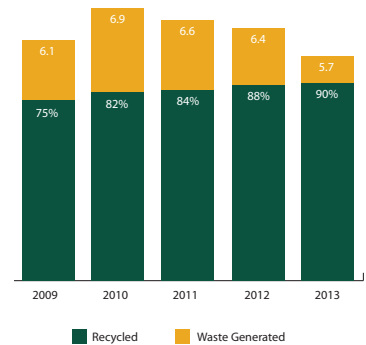
Although we increased the number of homes we built by 16% in 2013 the amount of total waste generated increased only marginally to 65,800 tonnes (2012: 63,000 tonnes) reflecting our focus on waste efficiency.

In addition to reducing the waste generated for each home sold in 2013 we increased the amount we recycled to 90%, up from 88% in 2012. As a result, less than one skip of waste per home built was sent to landfill during 2013.

We achieved this through efficient construction techniques and design, logistics and stock control, the use of prefabricated or pre-sized materials and by minimising packaging.

As our waste contractors become more efficient at waste segregation at their recycling plants the need to fully segregate our waste on site reduces and minimises space required for recycling skips. We also aim to maximise the reuse, recycling and recovery of construction, demolition and excavation waste on all our development sites.

Waste generated per home sold (tonnes)



- Chief Executive's Introduction
- Key Achievements
- Managing Sustainability
- Customers
 - Customer Care
 - Making Homes Affordable for our Customers
 - Quality Homes
 - Customer Case Studies
- Resource Efficiency**
 - Building Energy Efficient Homes
 - A Fabric First Approach
 - Reducing Energy Use
 - Waste and Recycling
 - Promoting Sustainable Living
 - Sourcing of Materials
 - Resource Efficiency – Case Studies
- Skills Development
 - Training and Development
 - Apprentices and Trainees
 - Skills Development – Case Study
- Health and Safety
- Community
 - Community Consultations
 - Supporting Community and Charitable Initiatives
 - Community – Case Study
- KPIs
- Policies
- Feedback
- Past Reports

Promoting Sustainable Living

By designing energy efficient features into our homes we are able to help our customers to live in a more sustainable way. Both the lighting and appliances provided in all new homes have the highest energy efficiency performance. All appliances from washing machines to cookers are rated at A through to A+++. All boilers we fit are high efficiency, with Sedbuk Band A ratings, considered the most efficient by the Government's energy efficiency best practice programme.

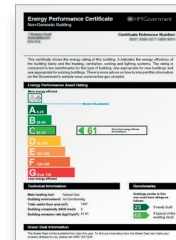
In 2013 we built nearly 850 homes with a form of renewable energy technology. Customers have the opportunity to specify solar panels and photovoltaics (PV) which are highly efficient and which in some cases have helped our customers to make significant savings on their electricity bills.

An increasing number of our developments incorporate water butts, providing rain water storage to be used for garden irrigation. Internally the installation of flow restrictor taps to basins in kitchens and bathrooms, low flow showerheads, low and dual flush toilets and low capacity baths is helping to significantly reduce the consumption of water. Part G building regulations stipulate a maximum of 125 litres per person per day for internal water use, but we have been able to reduce this to 90 litres per person.

Many of our homes have internal recycling facilities and the provision of bins help customers to sort and recycle their waste. Composting bins are often provided.

In line with the Government's policy to encourage sustainable travel, Persimmon conducts a transport survey in the local area of each new development. The survey identifies all available public transport, cycling and pedestrian routes and is presented in a brochure to all new residents.

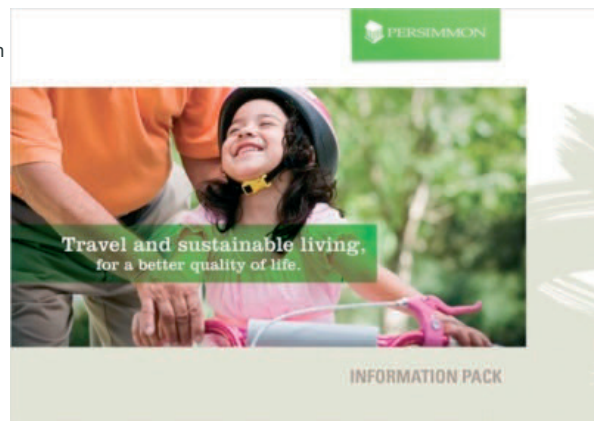
We adopt design principles set out in the Building for Life or Secure by Design standards which consider how families and individuals will live in homes now and in the future. Building for Life includes criteria covering environment and community, character, streets, parking and design; Secure by Design focuses on crime prevention. Both standards give our customers the reassurance of secure and safe environments in which to live.



All appliances in our new homes are A rated.



A pair of V15 Clearline solar heating panels installed in-roof between dormer windows at Persimmon's Sycamore Park development in Mildenhall, Suffolk



Customer information packs provide information on local walking and cycling routes plus local transport routes

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Resource Efficiency > Sourcing of Materials

Sourcing of Materials



Persimmon procure all timber from sustainable sources with assurance provided by FSC, PEFC or SFI certification

We are committed to procuring timber from sustainable sources with assurance provided by approved schemes such as The Forest Stewardship Council (FSC), the Programme for the Endorsement of Forest Certification Schemes (PEFC) or the Sustainable Forestry Initiative (SFI).

Timber is a key commodity for us and all the timber we use in our homes, such as floor joists and roof trusses, comes from sustainable sources. In 2013 we used 77,000 cubic metres of soft wood timber (2012: 68,000).

Building a new home uses a wide range of materials. In sourcing materials from our supply chain, selection is based on quality, cost, availability and environmental considerations. We stipulate a preference for locally sourced, recycled and reclaimed materials wherever practicable.

Many of our supply contracts are managed at a national level, but our buying policy allows products that can be sourced locally. We work closely with our suppliers at both the national and local level to promote and encourage the use of products and materials that have excellent environmental credentials.



Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Resource Efficiency - Case Studies

Building Energy Efficient Homes

Each year an increasing number of Persimmon's new homes are being built to Code for Sustainable Homes Level 3. Our Shaftesbury development in Dorset utilised Space4's structural insulated panel system as well as installing solar thermal and air source heat pump technologies. In addition, houses on the development, as with all our Code 3 developments, have benefitted from additional elements to help customers live more efficiently. These included additional loft and floor insulation making homes between 25-45% more energy efficient than current modern standards. We fit high performing uPVC double glazed windows which are typically 30% more energy efficient than current standards. Low energy lighting, PIR lighting, energy efficient boilers, wall mounted thermostats for zoned temperature control, flow restrictors to taps and lower capacity baths all contribute to helping our customers use resources more efficiently. Rain water is collected either through the provision of water butts included with a new home or returned to the ground via a sustainable urban drainage system. Homes on the Shaftesbury development built to CfSH Level 3 were also provided with composters, cycle storage and rotary clothes dryers.



Homes at Persimmon South Coast's Shaftesbury development in Dorset were built using the latest modern methods of construction.

In Wales all new developments are covered by the Code for Sustainable Homes (Level 3+) and as such all new Persimmon homes built in Wales in 2013 were around 60% more energy efficient than those built in 2005. These efficiencies are achieved through 'passive' design measures with savings being built directly in the structure of the house itself, which means little or no requirement for servicing and maintenance for the customer.

In the South Midlands, homes at our Ettington Park, Wellesbourne development have been built to Code Level 3 and in the North East all developments at Charles Church's Glebe and Pelton developments meet Level 3 of the Code for Sustainable Homes.

We are now beginning to build to Code 4 requirements and have built some homes to this level at our Belle Fields development in Bidford on Avon. At Persimmon Homes Essex we built Code Level 4 homes at our South Essex College, Thurrock and Phase 1, Arisdale Avenue, South Ockendon developments.



Homes at the Persimmon Homes Essex Arisdale Avenue, South Ockendon development achieved a CfSH Code 4 certification.

Brownfield Development

Many of our developments involve a commitment to bring more land into sustainable use. Set on the former site of Dundee College, the St Michaels' Grove development in Dundee, East Scotland has created a community of 2, 3, 4 and 5 bedroom homes. The development provided Persimmon with an opportunity to recycle land, clean up an asbestos contaminated site, and assist with the environmental, social and economic regeneration of a key part of Dundee City Centre. Following demolition of the existing College buildings, we were able to crush all of the existing brick materials on site, reducing the amount of imported stone required for the development.



Other developments where we are bringing land back into use include Kingston Dock and Garthamlock in West Scotland where we have undertaken ground de-contamination and environmental capping. In East Wales, Persimmon Homes has transformed former educational sites, gas works, steelworks and industrial sites. The remediation work in these developments comprised demolition and ground preparation, clean caps to garden and landscape areas, and gas protection.



The former site of Dundee College's Graham Street campus is a new development of 2, 3, 4 and 5 bedroom homes

Environmental Impact & Biodiversity

It is important to establish the right strategy to protect wildlife around construction sites and ensure the habitat of local species is safeguarded. Charles Church East Midlands, aware of this key issue, ensures that wildlife is carefully protected around their development sites. At Sawtry, Huntingdon, Charles Church has undertaken work to rehome great crested newts in a new habitat by constructing a series of ponds set within a landscaped park. Adrian Evans, Managing Director at Charles Church East Midlands said: "As with all of our developments, we follow the correct strategy to ensure that any wildlife around a construction site is adequately protected, we're pleased to say that the newts appear as happy as ever in their natural habitats".

Charles Church East Wales has been working closely with the local community at its Ty Mawr development on the outskirts of Gilwern to help the preservation and conservation of bats and other wildlife in the area by implementing measures to ensure the bat population was sufficiently protected. Measures included building a variety of self-contained bat boxes discreetly attached to exterior walls around the development with plenty of room for bats to roost. Sharon Robinson, Sales Director, said: "Here at Charles Church we take our environmental responsibilities very seriously and we are passionate about designing homes that are sensitive to the environment and native wildlife".

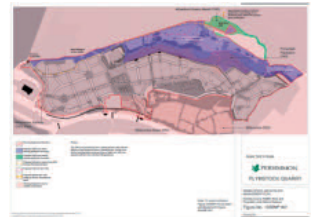
On our larger developments we can make a significant impact on improving the ecology and biodiversity of the local area. Morley Park, Plymstock is a major urban brownfield scheme in Devon, to the west of Plymouth. The scheme proposes approximately 1,700 new homes, commercial development, a primary school, public open space and cliff face greening. The site is located in the former Blue Circle Cement Works site and limestone quarry which was demolished in the late 1990s leaving an extensive brownfield site representing a major redevelopment opportunity. The site is close to Saltram House and Park, an important Grade 1 listed building and historic park and garden. Parts of the development site include historic woodlands and pastures which were retained around the quarry edge. A comprehensive management plan covering the aspects of landscape, ecology and rock stability was prepared for the remodelling stage and the redevelopment stage of the scheme. This covered all key habitats and landscape features and the quarry face netting and stabilisation. The management plan will run for a period of 25 years and includes details of the key environmental proposals and their future management, thus ensuring the original aims are monitored and met.



Charles Church East Midlands has given one family the perfect home in new purpose built ponds



Builders at Charles Church East Wales turned their hands to creating wooden homes as well as brick ones in Abergavenny



Morley Park, Plymstock is one of Persimmon Homes larger brownfield schemes

Promoting Sustainable Living

We encourage all of our customers to consider the environment when making travel plans. For example, at our Avon Fields, Durrington development in the South Midlands a high proportion of new homeowners made use of the bus travel tokens that were provided with their new home. At our Severn Valley Kingsway development new homeowners have been given vouchers to be used to purchase new bicycles. In West Wales at Persimmon's Coed Darcy development, Persimmon negotiated a package with three local bus companies offering 20 return tickets to either Swansea or Neath for the first 100 properties sold.



Part of a Starter Travel Pack provided to customers at one of our developments in Caerphilly in West Wales

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Skills Development

Our aim is to employ and retain the best people in the housebuilding sector and develop them to realise their full potential. We have been able to build a successful business with a culture that promotes and develops skills required to deliver the best service to our customers. We recognise that for continued success we need employees with the right skills to ensure a valuable contribution to our business.



New recruits at Persimmon South Midlands office

A key strength of our business is that we have committed, long-serving employees and it has always been our philosophy that this should continue and that we add to our talent pool. To add strength to our team we have established trade apprenticeship and trainee schemes which offer young people a valuable training experience, job security and great career prospects. In July 2013 Persimmon announced training programmes to recruit 225 young people to join our business. The new jobs will be spread across Persimmon's 24 regional businesses in England, Wales and Scotland and includes 125 bricklaying and joinery apprentices, 50 trainee sales advisors and 50 graduate and trainee technical staff.



Recently appointed sales advisors and trainee sales advisors at our Lancashire office

The second half of 2013 has seen significant growth in our business and has led to more jobs being made available at all levels and disciplines across the whole of our Group. We anticipate this growth to continue well into 2014 and are already planning our Apprentice and Trainee programmes for next year. In 2013, Persimmon employed an average of 2,791 people (2012: 2,515 people), an increase of 11% over 2012 with women now representing 33% of our workforce (2013: 37%). Our employees operate in a workplace where diversity is valued and where all our employees are involved, supported and respected.





During 2013 Persimmon was awarded Equality Accreditation in Employment and Customer Service at the silver level by Equality Accreditation Services (EAS). This accreditation has been awarded to the whole Group and enables us to demonstrate that we meet and exceed current equality legislation across all areas of our business, consistent with the provisions of the Equality Act 2010.

In 2013 Persimmon also signed up to the Armed Forces Corporate Covenant, a voluntary statement that acknowledges publicly our support for the Armed Forces.

You can read more about how our apprenticeship and trainee schemes and the training and development we provide by clicking on the links below.

- [Training and Development](#)
- [Apprentices and Trainees](#)
- [Skills Development- Case Study](#)

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

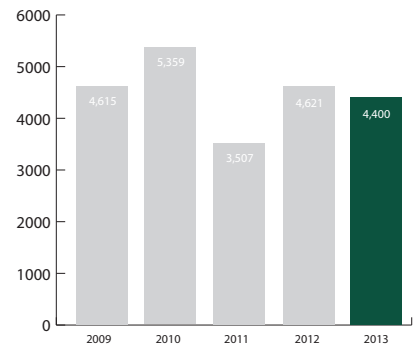
Training and Development

The key to our success is to ensure we have the best workforce in the industry. We are committed to offering all our employees the opportunity to develop their skills. We invest in on the job development programmes to build abilities in both the technical field as well as management and behavioural skills. We provided over 4,400 days of training for our employees in 2013, equating to almost 1.6 days per employee.

Training and development initiatives include:

- Accreditation programmes for site supervisors, managers and contracts managers leading to an NVQ level 3, 4 or 5
- Health and safety training for all employees, whether office or site based, to allow them to carry out their duties safely
- Employees who regularly use IT applications receive full training and instruction
- Regular customer service skills training for all employees responsible for customer care
- Support, in the form of course/exam fees, study leave, and/or day release, for recognised professional qualifications

Training Days



Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Skills Development > Apprentices and Trainees

Apprentices and Trainees

In 2013 the number of apprentices and trainees employed at Persimmon rose to 277 from 90 in 2012, reflecting the importance we are placing on schemes to bring new people into the industry.

Trade apprentices - During 2013 Persimmon has significantly increased the number of trade apprenticeships with 79 apprentices employed throughout the year across all 24 of our operating businesses in the UK. Of these, a total of 47 were in bricklaying, 36 in carpentry/joinery and the remainder in technical or groundwork roles. We have set ourselves a target of employing a further 100 trade apprentices in 2014.

Working alongside experienced trades people, gaining valuable on the job experience, our trade apprentices build up knowledge and skills in their relevant trade ultimately leading towards NVQ qualifications. As well as site experience, apprentices attend their local college on day or block release to complete their training.

Trainee sales advisors - One of the key roles throughout the Persimmon Group is that of our Sales Advisors. In 2013 we employed 76 trainee sales advisors. They are our ambassadors, providing the vital link with our customers. The scheme operates to provide full training to equip trainees with the knowledge and technical skills to enable them to develop a successful sales career in residential housing. We offer a career that has excellent earning potential, with a good basic salary, target-based commission, generous benefits such as pension scheme and life assurance, together with excellent promotion prospects.

Trainees - all our businesses seek to recruit trainees directly into an operational role to add strength to the team. This ensures we have a succession of first class professionals, dedicated to maintaining the highest standards across the business.

Roles range from:

- Trainee Designers - assisting with the preparation of planning applications including the site housing layouts
- Trainee Planners - assisting with our strategic land acquisitions and playing a key role in preparing and managing our planning applications
- Trainee Site Managers - assisting in all day-to-day site activities including organising and coordinating the build programme, ordering materials, liaising with contractors and ensuring good health and safety practices.
- Trainee Quantity Surveyors - playing an important part in our tendering and construction processes to ensure our costs are controlled in line with our budgets.



Apprentice bricklayer David Hill has joined Persimmon East Scotland after two years in the armed forces



Persimmon Homes apprentice carpenter Tom Elkins



Jamie Galloway, 19, from Falkirk, one of Persimmon's apprentice joiners

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Skills Development - Case Study

Apprentices

At just 16 years old, apprentice carpenter Tom Elkins has his career path firmly mapped out. He aims to gain his diploma at college, qualify as a carpenter and joiner, work his way up through the ranks and hopefully one day become a site manager for Persimmon Homes. Tom joined the South Coast region of the business this summer, and is a great example of the young men and women Persimmon is investing in: enthusiastic, hardworking, and ambitious. Tom attends Basingstoke College of Technology one day a week where he is studying for his Level 1 Diploma and Level 2 NVQ in Carpentry and Joinery. Subjects covered will include safe working practices, building methods, construction technology along with the preparation and use of power tools. For the other four days a week, he is on site, working with a different mentor each month to guide him through the reality of working on an active building site.



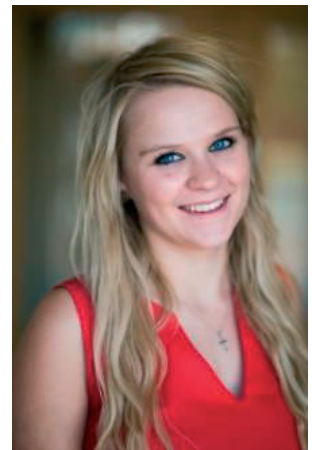
Tom Elkins, one of Persimmon's apprentice carpenters

"I absolutely love it," said Tom. "The guys on site have been really good to me, making me welcome and I'm learning so much. There is no typical week, but for instance this week I've been learning how to fit garage doors, trusses and soffits and fascias."

Tom Moody, Construction Director at Persimmon Homes South Coast, said young Tom had made an impressive start to his career with Persimmon. "Tom is an asset to our team. He works hard and constantly goes above and beyond all expectations to get things done. Apprenticeships are the perfect opportunity to get work experience while gaining recognised training and qualifications. Persimmon Homes prides itself on offering young people a positive first step on to the career ladder."

Trainees

Persimmon Homes is paving the way for talented employees by continuing to invest in the future of young people entering the workplace. A Somerset teenager who has already become a high-flier on the hockey pitch is now putting her brilliant team skills and determination to use as a trainee Sales Advisor at Persimmon Homes. Seventeen-year-old Alex Chilcott, who went to Queen's College in Taunton, played hockey at a regional level for the West of England while she also captained her school team. She says hockey has shown her how to make a difference whilst still pulling together as a team as well as how to fight for success both on and off the pitch. Now she is putting those skills to good use as a sales trainee with Persimmon Homes South West.



Alex Chilcott has taken on the role of trainee sales advisor at Persimmon Homes South West

Alex left school and despite having 10 GCSEs, decided not to continue into higher education as she wanted to begin her career with Persimmon Homes. She said: "University costs such a lot now and not many people get a job afterwards, especially doing what they studied. I have always wanted to be in sales and so I applied to Persimmon Homes South West. I was overjoyed when I was given the job and love working here as everyone is very friendly."

She started with the Group last September as a sales trainee and has quickly made a good impression. She is studying for an NVQ Level 2 in Business and Administration and will also go on to Level 3 and Level 4. She also goes on site one day a week at Heathfield Gardens, a development in Bathpool, near Taunton. She added: "It will take four years to finish my training, but there is a guaranteed job at the end of it. I'm working towards being a sales co-ordinator at the regional head office. I handle the paperwork and it is useful going onsite as I understand more about how they progress their paperwork."

"I have also helped with a home demonstration and understand more about the role of a sales advisor so it gives me a real overview of the sales department team. The people I work with are really great. As a trainee, you can be a bit nervous but everyone is really nice and I like going to meet the customers and enjoy meeting people."

Nina Hester, Sales and Marketing Director of Persimmon Homes South West, said: "Alex is doing exceptionally well with us at the regional head office. It works well sending her out onsite one day a week together with her training at college and in the office. It is giving her a thorough grounding in how the sales department functions and she really has a bright future ahead with us."

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Health and Safety

Health and Safety

Persimmon's approach to health and safety centres on the concept that planning for and management of work activities on site should involve everyone. We encourage both collective and individual responsibility for health and safety risk identification and mitigation during the pre-start and construction phases of our developments.

Regular inspections of work activities are carried out by contract, site and sales managers. Senior management from the relevant operating business also make checks when undertaking regular site visits.

The Group Health and Safety Department measure the level of operational conformance with Group policy requirements through unannounced inspection of construction, sales, customer care and office based work activities. In addition our externally appointed advisors carry out regular audits to confirm the effective implementation of the Group's health and safety management system by each regional operating business' senior management. The findings help us to identify areas of improvement and where Group policy requirements are exceeded, to share best practice.

The Group reports the number of work related accidents notified to the HSE under the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDORS) for our reporting year 1 January to 31 December. The total for 2013 was 48, equating to five RIDDORS per 1,000 workers or one RIDDOR per 243 homes sold.

The Group compares performance against figures produced by the Home Builders Federation (HBF) Health & Safety Forum and the "all construction industry" statistics produced by the HSE. Both the HBF and HSE collate and publish annual accident reports for the 1 April – 31 March reporting period.

The way RIDDORS are measured changed recently from reporting over three day injury absences to the requirement to report over seven day injury absences. As a result, drawing direct comparisons against past data is difficult but the Group will continue to publish previous years' figures.

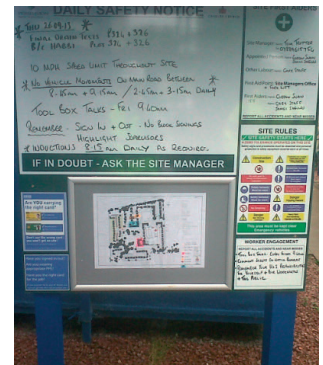
Health and Safety Training

We provide regular training to our staff and sub-contractors. The number of health and safety training days delivered by the Group and the operating businesses in 2013 was 7,357, an increase of over 11% (2012: 6,624 days). The number of training days provided has been achieved through both CITB grant funded and non-grant funded training.

Grant funded training includes courses such as the Site Manager Safety Training Scheme, CDM-Coordinator, Scaffold Inspection, Lifting Operations and First Aid. This type of training is based on generic learning to establish competency through qualifications.

Non-funded training is provided to management and operational personnel via the delivery of site based toolbox talks that concentrate on delivering messages to achieve practical competence.

The Group and operating businesses tailor the delivery of toolbox talks to specific issues detailed in site monitoring reports. In 2013 the Group Health and Safety Department has delivered toolbox talks relating to scaffold use and internal fall protection and prevention. These talks have concentrated on scaffold erection and the use and installation of soft landing systems to reduce the risk of injury to operatives working on external scaffold and installing joists and roof trusses. These have been aimed at relevant trades and concentrate on reinforcing the message that site personnel should participate in offering ideas and initiatives on safer working, as well as the practice of reporting near misses and dangerous occurrences.



Hazard boards on sites are updated daily providing relevant health and safety information



In 2013, toolbox talks have been delivered relating to scaffold use and internal fall protection/prevention

The Group continues to support the HBF Major House Builders Group commitment to improving competency levels and has integrated industry guidance on directly employed and supply chain competency standards into the Group Health and Safety Policy.

The Qualifying the Workforce Initiative, which requires construction based personnel to obtain Construction Skills Certification Scheme (CSCS) Cards has also been maintained. This is skills based and aims to qualify the workforce and provide evidence of an individual's ability to carry out work they are engaged to undertake. To obtain a CSCS Card the individual must complete a mandatory health and safety test. In 2013 97% of the Group's site based workforce held a CSCS card.

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

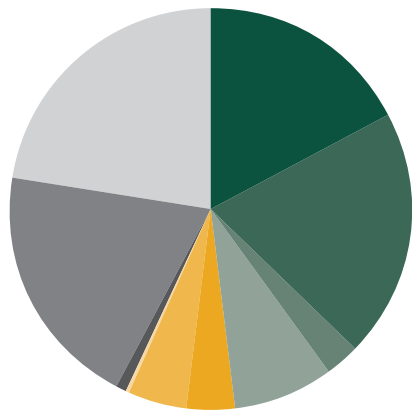
Community

The creation of sustainable communities relies on many factors. These include the integration of the homes we build with the services around them, the transport routes which serve them and the landscape in which the site is located. Working alongside local planning authorities Persimmon creates communities that encourage economic activity, create employment for local people and utilise local goods and services.

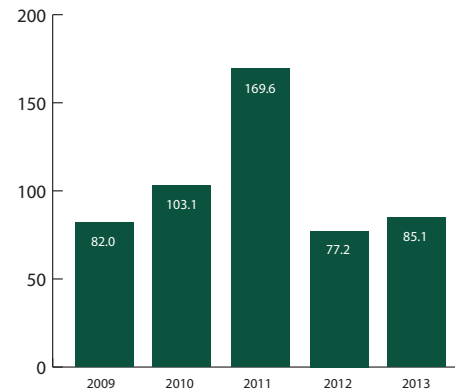
In 2013 we invested over £38m in new community facilities, a 14% increase over 2012 (£33m). Nearly half of this investment has been in social affordable housing, education and public open spaces bringing substantial benefits to the local community. In the last two years we have invested £19m in educational facilities alone.

In 2013, over half (54%) of the homes we sold were built on brownfield land and we are committed to bringing more land into sustainable use. Concentrating development on brownfield sites can encourage more sustainable lifestyles by providing an opportunity to recycle land, clean up contaminated sites and assist environmental, social and economic regeneration. It also reduces pressure to build up on greenfield land and helps protect the countryside.

Community Investment



Total trees planted (Thousand Trees)



Proactive, effective and timely community consultation with the communities in which we operate is a central tenet of our development process. To read more about how we approach consultation please click on the links below:

- [Community consultations](#)
- [Supporting community and charitable initiatives](#)
- [Community – Case study](#)

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Community Consultations

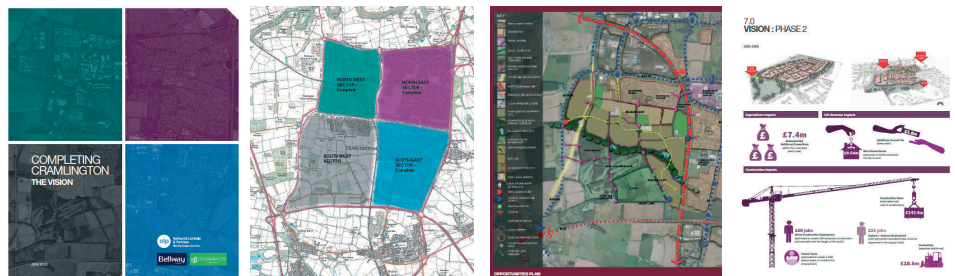
When we promote our larger developments we carry out public consultations with the local community prior to submission of a planning application, in order that we can learn the community's views on our proposals, modifying them where appropriate.

Through public events, the consultation helps inform the general public of our proposals and gives them a better understanding of each of our proposed developments. Local residents and other interested parties are invited to attend and members of the project team are present to listen to any views and suggestions, learn about local issues and concerns and answer any questions.

Through these consultations local residents' views and suggestions are gathered and used to improve our proposals and, where relevant, incorporated into a Statement of Community Involvement which is submitted to the Local Council alongside our outline planning application.

Persimmon reviews all consultation comments and submits information as part of the planning application which details the consultation process and how comments and views have improved the design of the proposed development.

On an increasing number of developments we have created community websites to allow residents to keep up to date with development proposals on a regular basis.



Community Consultation document produced for our Cramlington development being led by our North East office.

Chief Executive's Introduction

Key Achievements

Managing Sustainability

Customers

Customer Care

Making Homes Affordable for our Customers

Quality Homes

Customer Case Studies

Resource Efficiency

Building Energy Efficient Homes

A Fabric First Approach

Reducing Energy Use

Waste and Recycling

Promoting Sustainable Living

Sourcing of Materials

Resource Efficiency – Case Studies

Skills Development

Training and Development

Apprentices and Trainees

Skills Development – Case Study

Health and Safety

Community

Community Consultations

Supporting Community and Charitable Initiatives

Community – Case Study

KPIs

Policies

Feedback

Past Reports

Home > Corporate Responsibility > Community > Supporting Community and Charitable Initiatives

Supporting Community and Charitable Initiatives

Playing our part in local life through supporting community projects, sponsorship and fundraising remains an intrinsic part of the Persimmon philosophy.

In 2013, through a combination of Group donations and employee fundraising activities, we donated a total of £154,000 to charitable causes.

Persimmon continues to support the York Minster restoration campaign. We donated £70,000 again this year to help towards training schemes for apprentices required for specialist skills such as stonemasonry needed for the repair and conservation of the Minster. Since 2006, we have donated £560,000 as part of our 10 year commitment to the campaign.

To see more some examples of Persimmon's many charitable activities please see the [community case studies](#).



Persimmon South Midlands sponsored Marston Green under 11s youth football squad.



Persimmon Anglia raised over £13,000 for the East Coast Hospice Charity by undertaking the Three Peaks Challenge.



Children from Westrop Park Primary School visit an archaeological survey at Persimmon Wessex's Westrop Park as part of their Footprints From The Past project.

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

Community – Case Study

Customer care

Throughout 2013 Persimmon continued to support community initiatives where there has been an existing relationship, as well as getting involved in many more. Some examples from across the Group are outlined below.

Following the success of the national charity competition set up by Persimmon Homes last year, our North Midlands offices was so impressed with the work of the winners of the £250,000 house, The Harley Staples Cancer Trust, that they have named their new residential development in Bagworth 'Harley's Place' in his honour. Katherine said, "Persimmon Homes has shown us just how hard they work to help local communities in which they build". Not only is the new development named after Harley but for every home sold at Harley's Place, £100 will be donated to the charity.

13 employees from Persimmon Anglia raised over £13,000 by completing the infamous Three peaks Challenge in aid of a local hospice. The money raised will help the East Coast Hospice achieve its goal in raising enough money to build an inpatient hospice combined with a day care centre to server the people of the Great Yarmouth and Waveney area. Senior technical manager Simon Wood who organised the event said "Not only is it a worthwhile cause but it is one that is local to us. We felt as a group that we wanted to do something to help our community and there could be no better cause than this."

A team from Charles Church South Midlands took part in the Stratford Big 10K run raising £7,500 for the Acorns Children's hospice, a charity offering special care to life limited and critically ill children, as well as support to their families in their homes across 'the heart of England'. Richard Oldroyd, the Managing Director of Charles Church South Midlands who was part of the team said: "This is an incredibly worthwhile cause that desperately needs our support and we wanted to do everything we could to raise as much money for it as possible. We all trained really hard and it paid off. It was a really fantastic day. There were times during the training and the run itself when we wondered what we were doing, but the knowledge that we were helping fund such an important charity helped to drive us on".



Katherine and Jamie Staples at Harley's Place.



Fundraisers from Persimmon Homes Anglia completed the gruelling Three Peaks Challenge in aid of the East Coast Hospice.



Charles Church South Midlands MD Richard Oldroyd with colleagues after the Stratford Big 10K run.

Chief Executive's Introduction
Key Achievements
Managing Sustainability
Customers
Customer Care
Making Homes Affordable for our Customers
Quality Homes
Customer Case Studies
Resource Efficiency
Building Energy Efficient Homes
A Fabric First Approach
Reducing Energy Use
Waste and Recycling
Promoting Sustainable Living
Sourcing of Materials
Resource Efficiency – Case Studies
Skills Development
Training and Development
Apprentices and Trainees
Skills Development – Case Study
Health and Safety
Community
Community Consultations
Supporting Community and Charitable Initiatives
Community – Case Study
KPIs
Policies
Feedback
Past Reports

KPIs

	2009	2010	2011	2012	2013
Housing completions	8,976	9,384	9,360	9,903	11,528
ENVIRONMENT					
Carbon emissions (tonnes CO _{2e})*	10,243	14,051	13,985	14,305	15,885
Carbon emissions per home completed (tonnes CO _{2e})*	1.1	1.5	1.54	1.37	1.38
Sustainable homes built	1,720	2,077	2,512	2,165	2,797
Average SAP Rating	82	83	84	83	83
Waste generated (tonnes)	55,000	65,000	62,000	63,000	66,000
Waste per home completed (tonnes)	6.1	6.9	6.6	6.4	5.7
Waste recycled (%)	75%	82%	84%	88%	90%
Homes built on brownfield land	5,695	5,716	5,370	5,546	6,225
Homes built on brownfield land (%)	63%	61%	57%	56%	54%
Trees planted	82,770	103,093	169,576	77,177	85,078
Trees planted per home completed	9	11	18	8	7
HEALTH AND SAFETY					
No. of RIDDOR Reportable incidents**	47	59	90	53	48
RIDDORS per 1,000 employees	5.8	6.5	9.8	5.8	5.0
HSE Prosecutions	0	0	0	0	0
HSE Enforcement notices	0	1	0	0	1
WORKING AT PERSIMMON					
Total employees	2,398	2,414	2,432	2,515	2,791
Female employees	839	822	852	895	928
Female employees (%)	35%	34%	35%	36%	33%
Female Directors	18	21	22	20	20
Training days provided	4,615	5,359	3,507	4,621	4,400
Trainees and Apprentices	1%	2%	3%	4%	10%
CUSTOMERS					
NHBC/HBF "Would you recommend Persimmon to a friend"	82%	77%	85%	84%	83%
PERSIMMON IN THE COMMUNITY					
Social and affordable homes completed	1,622	1,779	1,791	1,686	2,140
Social and affordable homes as a proportion of homes completed	18%	19%	19%	17%	18%
Charitable donations made by the Group (£k)	79,500	93,200	94,000	359,000	96,000
Employee charitable fundraising (£k)	14,000	65,400	91,000	45,200	58,000

* Previous years (2009-2012) carbon emissions have been restated using DEFRA updated CO_{2e} conversion factors.

** In 2013 the HSE changed the reporting criteria for RIDDOR Statistics from over 3 day injury absences to over 7 day injury absences. It is therefore difficult to make a year on year comparison. This years' Group reporting period (Jan - Dec) will be used as the baseline for future year on year comparison.

